Mastering Effective Meetings

TOOLS FOR
PRODUCTIVE AND
ENGAGING MEETING
FACILITATION





Diana Duncan, PRP November 17, 2025

Bio

- •Diana Duncan is a Professional Registered Parliamentarian credentialed by the National Association of Parliamentarians[®]. Her interest in parliamentary procedure began through her active participation on her son's
- Head Start Policy Council. Ms. Duncan provides specialized training sessions for organizations of all sizes, equipping them with skills to conduct effective and efficient meetings utilizing parliamentary procedure. She also trains organizations and is frequently sourced as a parliamentarian for organizational conventions and conferences.
- •In addition to serving on various local community boards, Ms. Duncan is a charter member and currently serves as President of the Greater Parliamentarians of Brooklyn New York Electronic Unit, affiliated with the National Association of Parliamentarians[®]. She is also an active member of the American Institute of Parliamentarians.
- •For further information or inquiries about effective meeting management through parliamentary procedure, please contact Ms. Duncan via email at Diana@Parlipearl.com or by phone at (347) 786–1751.



Reference & Disclaimer

Information contained in these slides are as pertained to the current edition of Robert's Rules of Order (Currently on the 12th Edition).

Please refer to your current State Law, Corporate Charter and Bylaws.



Agenda Items

- Introduction to Robert's Rules of Order
- Meeting Governance
- Role of the Chair
- Role of Members
- Debate Decorum
- Quorum and Its Importance
- Motion Process
- Types of Motions
- Handling Disruptions

Introduction to Robert's Rules of Order

Who is Robert and why does he have so many Rules?

Henry Martyn Robert was an engineering officer in the Army.

Active in church and civic organizations

He was asked to preside over a meeting and didn't know how

Prepared a few rules which was about 16 pages

Realized that it didn't suit the needs of ordinary societies

Need for a new kind of parliamentary manual which could also be used for ordinary societies and not just in Congress.

What is Parliamentary Procedure? And why is it important?

01

A set of rules (based on parliamentary law) for conduct at meetings that allows everyone to have a voice and be heard.

02

To make group decisions without confusion.

03

Used by many boards, clubs, social, non- profit, civic, community organizations and deliberative assemblies and legislative bodies.

Meeting Governance



Order of Business (Agenda)

- 1. Call to Order
- 2. Roll Call (Quorum)
- 3. Approval of Minutes
- 4. Reports
- 5. Unfinished Business
- 6. New Business
- 7. Announcements
- 8. Adjournment



Governing Documents

Ranking Order of Rules

- Law
- Corporate Charter
- Bylaws or Constitution
- Rules of Order
 - Special Rules
 - Parliamentary Authority
- Standing Rules
- Custom

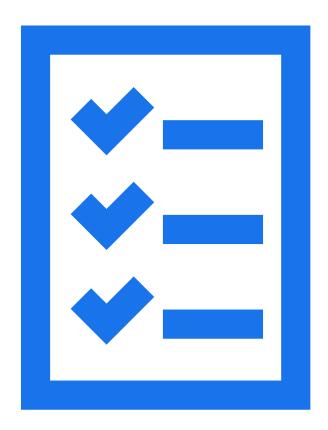
Standing Rules

- Relates to the details of the administration of the society rather than parliamentary procedure.
- Can be adopted or changed upon the same conditions as any ordinary act of the society.
- Not usually adopted at the same time as the society is organized. Usually individually or as the need arises.
- Can be adopted by a majority vote without previous notice provided that it does not conflict with or amend an existing rule of the society.
- Remains in effect until rescinded or amended
- Maybe suspended by majority vote

RONR (12th ed.) 2:23 (page 16-17)

Meeting Minutes & Record-Keeping

- Accurate documentation of motions and decisions
- Review and approve at next meeting
- Best practice to e-mail them to all members prior to the meeting



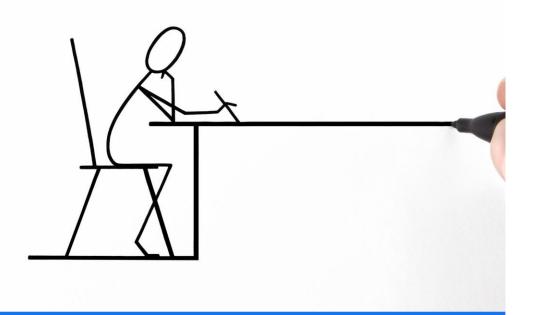
Reading of the Minutes

- If the minutes were e-mailed/circulated before the meeting, the actual reading of the minutes can be omitted, unless any member requests that they're read (RONR (12th ed.) 41:9)
- A formal motion to approve the minutes is not necessary although such a motion is not out of order. After reading of the minutes (or omitted if minutes were previously distributed, the chair asks "Are there any corrections to the minutes?" Corrections when proposed are handled by unanimous consent.
- After proposed corrections if any, chair will ask "Are there any further corrections to the minutes?". If there are none, the chair says "There are no further corrections to the minutes, the minutes are approved as corrected" or "Approved as read/distributed".

RONR (12th ed.) §41

Role of the Chair

Responsibilities of the Chair



Setting the Agenda

The chair is responsible for creating and organizing the meeting agenda to ensure all necessary topics are covered.

Leading Discussions

The chair leads the discussions, guiding conversations and keeping participants focused on the agenda items.

Encouraging Participation

The chair ensures that all participants have the opportunity to share their insights and contribute to the discussion.

Maintaining Impartiality

The chair must remain impartial, ensuring that the meeting objectives are met without bias towards any participant.



Maintaining Order and Decorum

Role of the Chair

The chair is responsible for guiding the meeting and ensuring that all participants adhere to established norms and procedures.

Time Management

Effective time management during meetings ensures that all agenda items are covered and that discussions remain productive.

Preventing Interruptions

The chair must actively prevent interruptions to maintain a respectful environment where everyone can express their views.

Role of Members

Effective Community Board Members



Knowledge of Rules and Bylaws

Board members must understand the NYC Charter and be familiar with bylaws and standing rules to participate effectively.



Prepared and Engaged Participation

Members should review meeting minutes beforehand and come prepared to ask thoughtful and relevant questions.



Respectful and Cooperative Governance

Active participation requires respectful engagement and willingness to follow majority decisions for effective governance.

Debate Decorum

Debate Rules

- Members recognized by Chair
- No interruptions allowed
- Debate must remain relevant
- Speakers limited to 2–3 minutes each
- No one speaks twice until everyone has spoken
- Debate ends when no further discussion or by Majority vote (Call the Question)*



^{*}Majority Vote (Catt the Question)

*Majority Vote is required per NYC Charter. RONR requires a 2/3 vote for other organizations

Quorum and Its Importance

Definition and Significance of Quorum

Understanding Quorum

A quorum is defined as the minimum number of members necessary for a group to conduct its business.

Legitimizing Decisions

A quorum ensures that decisions made during meetings are legitimate and reflective of the group's overall opinion.

Majority Representation

Having a quorum allows the majority's voice to be heard and represented in decision-making processes.





Ensuring a Quorum Is Present

Importance of Quorum

Confirming a quorum ensures that decisions made during the meeting are valid and representative of the group.

Methods of Confirmation

Quorum can be confirmed through various methods such as roll calls, attendance sheets, or electronic confirmations.

Consequences of Absence

If a quorum is not present, the meeting may be postponed or decisions cannot be made legally.



Implications of Not Meeting Quorum

Invalidated Decisions

Not meeting quorum renders any decisions made during the meeting invalid, causing potential legal and operational issues.

Confusion and Miscommunication

Failing to achieve quorum can create confusion among members regarding the validity of discussed items and decisions.

Undermined Legitimacy

Lack of quorum may undermine the organization's perceived legitimacy and authority in decision-making processes.

Motion Process



Main Motions and Their Purposes

Introduction of New Business

Main motions serve to introduce new business topics for discussion within the assembly, ensuring that all relevant matters are addressed.

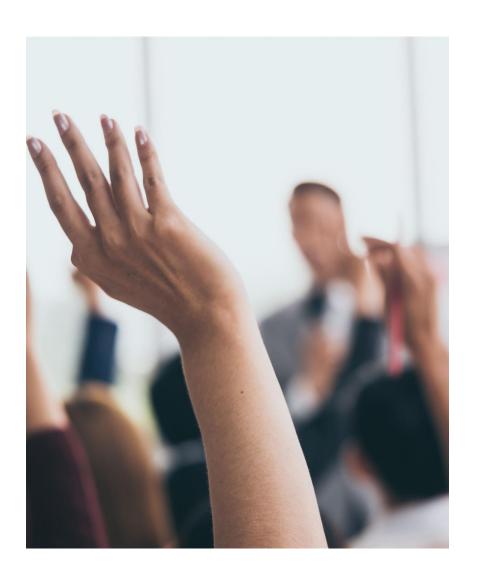
Structuring Discussions

Understanding main motions helps in structuring discussions effectively, allowing meetings to flow smoothly and remain focused on essential topics.

Guiding Meeting Focus

Main motions guide the focus of the meeting, ensuring participants stay on topic and that decisions are made efficiently.

Steps for Making a Motion



Six Steps in Handling a Motion

After obtaining and being assigned the floor, there are six steps to handling a motion:

- 1. A member makes a motion by saying "I move..."
- 2. Another member seconds (EXCEPT if it comes from a committee report)
- 3. The Chair states the question (motion)
- 4. The members debate the motion
- 5. The Chair puts the question (motion) to a vote
- 6. The Chair announces the results and the effect of the vote

Steps to Propose an Amendment

- 1. Member recognized by Chair:
- "Chair, I move to amend the motion by [state change]."
- 2. Another Member: "Second."

Chair States the Amendment & Opens Discussion

- Chair restates the amendment:
- "It has been moved and seconded to amend the motion by [repeat change]."
- • Opens floor for discussion focused only on the amendment.
- Chair may close debate naturally:
- "Hearing no further discussion, we'll proceed to a roll call vote."

Roll Call Voting Procedure

- Chair: "The Secretary will conduct a roll call vote on the amendment."
- - Secretary calls members alphabetically:
- "Member [Last Name] Yes, No, or Abstain."
- - Votes recorded in minutes.
- Chair announces result:
- "The amendment is adopted/lost with [#] in favor, [#] opposed, [#] abstaining."

Voting Rules: RONR vs NYC Charter



RONR Voting Standard

Robert's Rules of Order require a two-thirds vote for motions that limit debate, such as 'Call the Question.'



NYC Local Charter Rules

The NYC Charter supersedes RONR locally, requiring only a majority of members present for such motions.



Impact on Proceedings

In NYC, motions like 'Call the Question' pass with a simple majority, overriding the RONR rule.

Handling Disruptions



Common Disruptions and Their Causes

Side Conversations

Side conversations can distract participants and disrupt the flow of discussions, leading to misunderstandings.

Interruptions

Interruptions during discussions can lead to frustration and affect the overall productivity of the meeting.

Emotional Outbursts

Emotional outbursts can arise due to stress or conflict, impacting the atmosphere and progress of the meeting.



Techniques for Maintaining Order

Setting Clear Expectations

Establishing clear expectations at the start of a meeting helps participants understand their roles and responsibilities, fostering a productive environment.

Using Visual Cues

Employing visual cues during a meeting can aid in keeping participants engaged and focused, ensuring a smooth flow of discussion.

Addressing Disruptions

Calmly and respectfully addressing disruptions maintains order and encourages a positive atmosphere, allowing the meeting to proceed effectively.

Role of the Chair in Addressing Disruptions

Intervention Preparedness

The chair must be ready to intervene promptly when disruptions occur, ensuring the meeting stays on track.

Reminding Members of Rules

A key responsibility of the chair is to remind all members of the established rules to maintain order.

Fostering Respectful Environment

The chair should create an atmosphere of respect, allowing all members to express their opinions freely.

Common Pitfalls to Avoid

Ignoring

Ignoring proper procedures

Neglecting

Neglecting quorum and record-keeping

Allowing

Allowing dominance by individuals

Resources

NATIONAL ASSOCIATION OF PARLIAMENTARIANS®

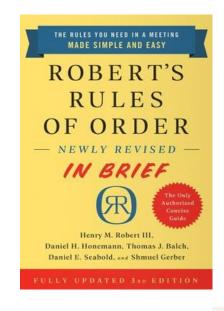
Educating the world on parliamentary procedure

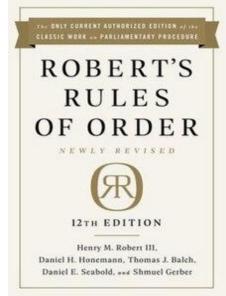
www.parliamentarians.org

Become a member to continue your education, search for local units

Greater Parliamentarians of Brooklyn New York Electronic Unit

E-mail for unit calendar and zoom links: GPBKNYEUnit@gmail.com





Conclusion

Effective Meeting Management

Understanding Robert's Rules of Order is crucial for conducting meetings that are organized and efficient.

Roles and Responsibilities

Clarifying roles within meetings helps ensure everyone contributes effectively to the decision-making process.

Respectful Environment

Fostering a respectful atmosphere encourages open dialogue and enhances participation in discussions.

Achieving Goals

By adhering to established procedures, organizations can effectively reach their objectives and make informed decisions.

