



# CMST 1545

## Chapter 11



**YOUNGSTOWN  
STATE  
UNIVERSITY**

# Chapter 11

Management is...

WHO,

does what, by when...

Leadership is...

influencing.

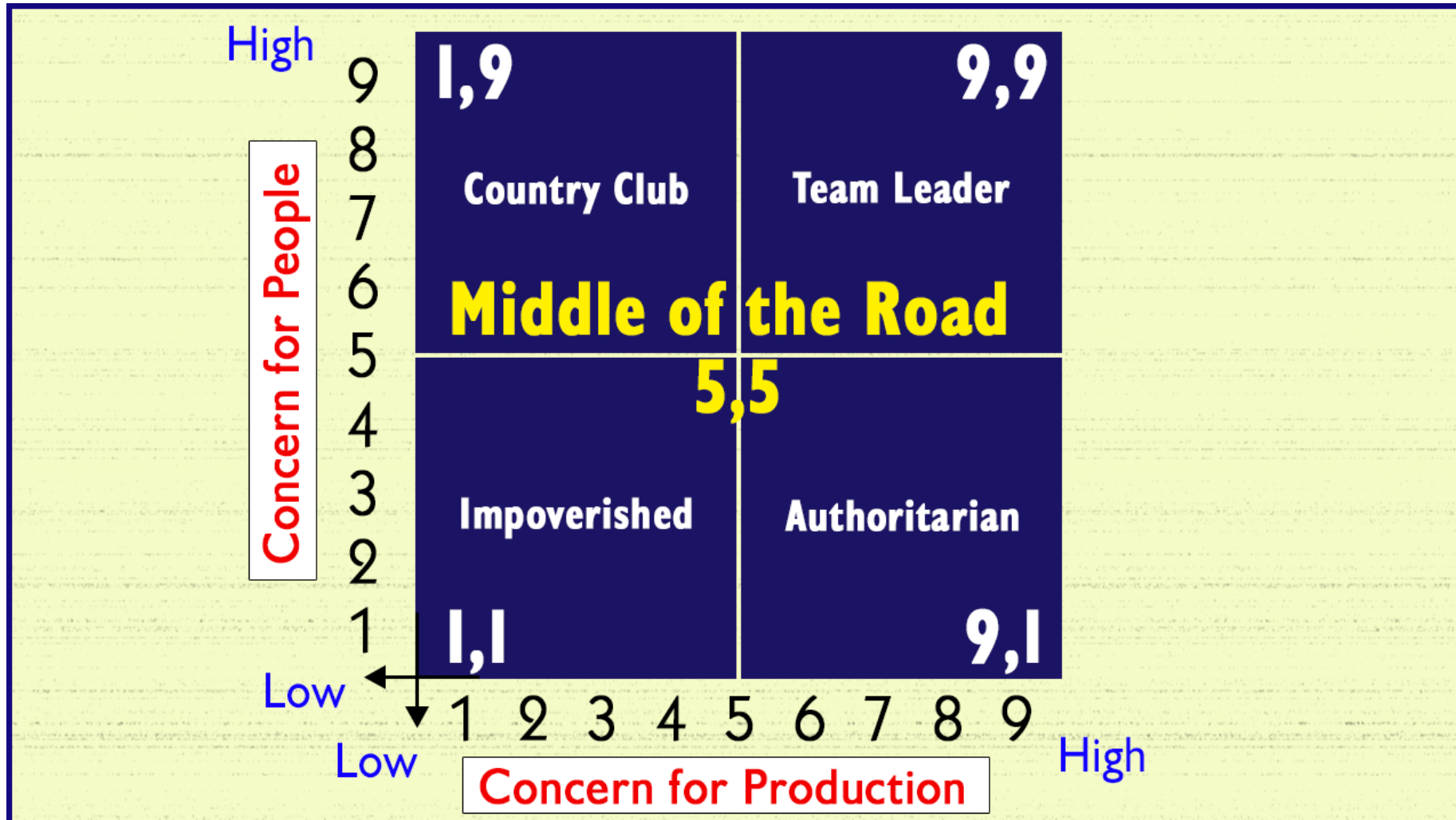
# Types of Leadership

**Authoritarian**

**Democratic**

**Laissez-Faire**

# Blake and Mouton Managerial Grid





# Role Differentiation

Task

Maintenance

Egocentric

**Facilitator** = leads group and keeps them on task



**MOTIVATOR**



**GUIDE**



**QUESTIONER**



**BRIDGE BUILDER**



**CLAIRVOYANT**



**PEACEMAKER**



**TASKMASTER**



**PRAISER**

# Developing Skills in Asking Questions

Ask Simple Questions

Don't Pluralize

Group Questions

Member Wait Time

Facilitator Wait Time

Follow-up

# Engage in Active Listening as a Facilitator

Paraphrasing

Expressing Understanding and Empathy

Summarize

# Group Decision Making

Plurality – most of a group

Majority – one more than half

Consensus - everyone

# Creating Collaborative and Open Communication

Offering Positive Comments

Being Problem Oriented

Expressing Some Extemporaneous Thoughts

Expressing Empathy

Encouraging Everyone to Participate in the

Discussion

Being Provisional (flexible)

Post Notes

# Parliamentary Procedure

[www.robertsrules.com](http://www.robertsrules.com)

Constitution = framework of the group

Bylaws = rules that govern the behavior



# Order of Business

- I. Call to order
- II. Reading and approval of the minutes
- III. Officer reports and reports of standing committees
- IV. Reports of special committees
- V. Unfinished (or “old”) business
- VI. New business
- VII. Taking action by making motions and resolutions
- VIII. Adjournment

# Making Motions

**Main Motion** – so moved and seconded, no vote needed

**Primary amendments** – modify the main motion (discuss only on primary) vote taken

**Secondary amendments** – adds, deletes, or changes the language of the primary

**Referral to committee** – move discussion to a committee

**Postpone indefinitely** – table the motion

**Limit or extend debate** – limit or extend time

## Other types of motions...

**Incidental Motions** = arise from the business being discussed  
(ex. An appeal, suspend rules)

**Privileged Motions** = arise from the immediate concerns of members  
(ex. Order of business, quorum call)

## Presiding over a Formal Meeting

1. Create and/or follow agenda strictly
2. Do not express opinion, you are presiding
3. Maintain order and respect
4. Understand and follow Robert's Rules of Order to avoid confusion