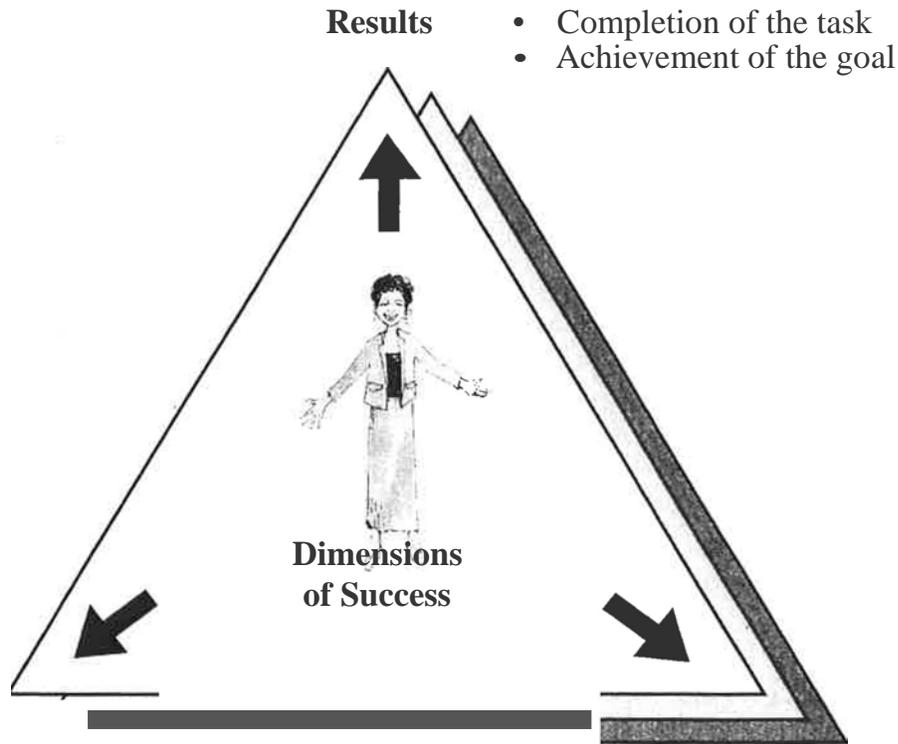


## Dimensions of Success

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*Because we are most often accountable for results, we tend to focus our energy and attention on reaching the goal quickly.  
Consequently, we often inadvertently undermine our long-term success of accomplishing the ultimate goal of our efforts.  
If we balance our focus across three dimensions: results, process and relationship, long-term success is much more likely.*





## Decision Making Strategies

Leader Decides		Group/Members Decide	
Autocratic	Consultative	Consensus or Majority Vote	Mutual Agreement/ Delegation
<b>Decide and Tell</b>	Decide after consultation and/or recommendation	Followers share in decision	Delegation of decision with clear parameters  Leader must accept decision
<b>Autocratic</b>  Decide unilaterally and announce decision.  Ask for paraphrase to make sure you have been clear.	<b>Consult</b>  Almost decided, check reactions before final decision.	<b>Majority</b>  Majority vote with leader having one vote ... no veto power.	<b>Delegation</b>  Delegate the decision with clear parameters of freedom.  Ask for paraphrase to make sure clear.
	<b>Recommend</b>  Solicit inputs before deciding.	<b>Consensus</b>  All agree after discussion.	



## Parliamentary Procedure for Resident Owned Communities<sup>1</sup>

*This document may be adopted by a cooperative as a concise parliamentary authority for procedural questions that are not covered by the law or by the ROC's Articles of Incorporation or bylaws.*

Parliamentary procedure is a time-tested set of rules for conduct at meetings that allows everyone to be heard and allows the group to make decisions without confusion. Rules of procedure need to be followed if the actions of the board and the membership are to be legal.

### The Six Principles of Parliamentary Procedure

1. The goal of parliamentary procedure is to allow business to be accomplished in a productive, cooperative and harmonious way.
2. The majority vote decides, except when in conflict with applicable laws. The highest authority is a majority of the membership. The membership delegates some authority to the Board of Directors.
3. All members have equal rights and privileges, and the rights of the minority must be respected.
4. Members have a right to speak freely, as long as they follow parliamentary procedures and the approved *Ground Rules for Participation*.
5. Members have the right to have a motion explained, discussed and clarified before they vote on it.
6. Meetings are conducted openly, in fairness and good faith.

### Main Motions

A motion is a proposal to take a specific action(s) on a particular issue, concern, project or problem. All financial and important business items must start with a member making a motion.

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<sup>1</sup> Adapted from *The Standard Code of Parliamentary Procedure, Fourth Edition*, by Alice Sturgis, Revised by the American Institute of Parliamentarians, New York: McGraw-Hill, 2001.

At a **Membership Meeting**, any member may propose that action be taken by making a motion. At a **board Meeting**, only a Board Member may make a motion.

### **How to make a motion:**

**1. Be called on, or ‘be recognized,’ by the chair**

- Wait until the current speaker is done speaking and raise one hand.
- Do not speak until the chair calls on you (when you are ‘recognized’).

**2. State your motion**

- Speak in a clear and concise manner. “I move that ...”
- State the motion positively. For example, "I move that we build a clubhouse."
- Stop when you have stated your motion.

**3. Wait for someone to second your motion by saying, “I second it.”**

- The person who seconds the motion does not need to be recognized by the chair and may simply call out, “Second.”
- The reason for seconding is that members should not spend time discussing a matter unless at least two members want to.

**4. If there is no second, the motion is lost, and no further action is taken on the motion.**

**5. If there is a second, the chair says, "It has been moved and seconded that we..."**

The chair restates your motion, thus putting it before the Board and/or membership for discussion.

- Restating it allows the chair to make sure the wording is clear and gives the Secretary time to write it down correctly.
- Once the motion is before the membership it becomes "meeting property" and cannot be changed without the agreement of members. It is officially called the “main motion.”

**6. The chair then calls for discussion of the motion.**

- All comments and discussion must be directed to the chair. If the members want to discuss the motion, the person who made the motion gets first opportunity to speak for the motion.

**7. Action on the motion; the chair puts it to a vote**

- The chair repeats the motion and calls for the vote. The vote is normally taken by voice and called by the chair:
  - All those in favor say “Aye”
  - “All those opposed say “Nay”
  - “Abstentions?”

- The chair announces whether the motion passed or failed.
- The Secretary records it.

Generally, the chair does not make motions, but may ask, “Do I hear a motion to...” Members are encouraged to make the motions so the chair may remain free and objective in moderating the meeting.

### **Motions that Affect the Main Motion**

**Amendment:** A motion to amend is a way to modify a motion by adding, deleting or changing words. This may be done for clarification, to more accurately reflect the will of the group, or it may alter the intent of the main motion slightly.

For example:

Original motion: *“I move that we build a club house.”*

Proposed amendment: *“I move that we build a club house if the builders’ estimates come in under \$80,000.”*

In this case, if the amendment is accepted, the group would be deciding to go forward only if the estimates come in under \$80,000.

A motion to amend is made while the main motion is being considered. There are two ways this may happen:

1. The amendment may be offered as a “friendly amendment.” In this case, the maker of the main motion decides if he or she will “accept the friendly amendment.” If there is no objection, the main motion is amended without a vote. It then becomes the focus of the discussion and the vote.
2. If the amendment is not “friendly” or if the maker of the main motion rejects it, the group must vote on the amendment. Someone must second the proposed amendment for this to happen. The amendment, if seconded, must be considered before the group resumes discussion on the main motion.

### **The Main Motion may also be:**

- Referred:** sent to a smaller group to consider and report back  
Example, “I move that we refer the development of a clubhouse plan and estimated costs to the Maintenance Committee before voting.”
- Postponed:** Postponing delays consideration of a matter. The motion must state when the matter is postponed to. It could be until something happens, such as “until

after we find out how much money is in that account,” or until a specific future date or meeting time.

Note: There is a difference between postponing and “tabling” a motion. To “table” means to put off until an *unspecified* time. This technique has often been used as a tricky way to kill a motion. According to parliamentary rules, if a motion is “tabled” and is not brought up again in the same meeting, it is lost. A postponed motion, however, must be brought up again at the specified time. So encourage people in your meeting to use the words “postpone until” rather than “table.”

- ❑ **Limited or Extended Discussion:** A motion to limit discussion could be aimed at each person who speaks.

For example, “I move that each person have a three-minute time limit,” or at the total time for the discussion of the motion, for example, “I move that we limit discussion of this item to twenty minutes.”

The time allowed may be extended with similar motions.

- ❑ **Close discussion and vote:** This motion stops discussion and brings the motion to a vote. It is sometimes referred to as a motion to “call the question.” Examples, “I move we close discussion” or “I move we vote now.” The chair may ask if there is any objection to closing debate. If there are no objections, the chair calls for the vote. If there is an objection, then the group must vote to close discussion. After that, the group votes on the main motion. Because this motion can infringe on people’s right to speak, it should be used sparingly.

## Other Important Motions

There are motions to stop, suspend, or temporarily change the nature of the meeting. These also require a second.

- ❑ **Adjourn:** This motion, if passed (or “carried”), ends the meeting. It may be amended to specify a time of adjournment.
- ❑ **Recess:** Or take a break. It must be seconded and may be amended to specify time.
- ❑ **Executive Session:** allows the board to have a private discussion on confidential issues regarding legal matters, contracts or individuals. Only current members of the board may be present during Executive Session, others leave the room. If an attorney, accountant, or other person who is not a member of the board is present at the Executive Session, the motion to move to Executive Session must include a notation stating this.

Votes and minutes should not be taken during executive session. If notes are taken, they should not be considered ‘official minutes’ of the cooperative. They should be

sealed and opened only if necessary to support a legal action. If a decision is reached in executive session --or if a decision is needed -- the board must reconvene in an open, public meeting to take a vote. That vote must be recorded in the minutes, as usual.

**There are motions that must be handled by the chair right away. They do not require a second and they are not voted on.**

- Count:** Call for a count to verify indecisive voice vote.
- Point of Order:** If a person thinks a rule of parliamentary procedure has been broken, he or she may say, "Point of order." The chair says, "State your point." The person might say, "That motion is out of order because we already have a motion on the floor." The chair then deals with this point of order and moves on.
- Question of Procedure:** This allows a member to ask the chair how to proceed to accomplish something or if it is OK to do something.
- Urgent Motion:** An urgent motion concerns the immediate rights, comfort or basic privileges of an individual or the group. A person might say, "Wait, before we do that." The chair asks them to state the motion. Here are two examples of urgent motions, "I move that copies of the community rules be given to each of us before we vote," or "We're freezing back here. Can that window be closed?" The chair repeats the urgent motion and determines what should or should not be done about it.

### **Voting at board and membership meetings**

A majority vote is required unless otherwise stated in the bylaws. The common exception is that directors may be elected according to who gets the most votes, even if this turns out to be less than a majority. Remember, the results of all votes must be accurately recorded in the minutes. The method of vote on any motion depends on the situation and the bylaws and/or policies of each co-op.

**There are several methods used to vote:**

- By Voice:** The chair asks those in favor to say, "aye," those opposed to say "no," and those abstaining to say, "abstain." Any member may move for an exact count.
- By General Consent:** When a motion is not likely to be opposed, the chair says, "if there is no objection..." The membership shows agreement by their silence, however if one member says, "I object," the item must be put to a vote. General Consent is often used for non-controversial matters, such as adjourning the meeting or taking a recess.

- By Count:** Members are provided with a card, one per household, and raise them when the vote is called.
- By Ballot:** Members write or mark their vote on a ballot form provided by the co-op. The co-op must develop and make known a clear, fair policy for how ballots are collected, counted and recorded. Members may ask for a vote by ballot at a membership meeting. Co-ops should have a clear voting policy in place in case this is requested.
- By Roll Call:** Members indicate how they vote as their name is called.



## The steps to Group Decision Making

### Step 1. Orientation

In this first step you **Define the problem, Set goals and Develop a decision making strategy**. This is the most important step in any decision-making, problem-solving, or action planning activity. The final piece of this phase is to anticipate and **List obstacles** that must be overcome.

(What's the **decision making strategy**? It is **how** you are going to decide what you decide. Will the Board decide using Parliamentary Procedure? Will the Board consult with the Members (do a survey? hold a listening meeting?) (Consultative Strategy)? Or, will the Board authorize one person (the Treasurer? Secretary? Ops. Manager?) to make the decision? Or, delegate the decision to a sub-committee or small team to figure it out, and whatever that sub-group decides the Board will accept (mutual agreement/delegation)? )

**List obstacles** that must be overcome

### Step 2. Discussion:

This step is usually, though not always, combined with # 3. The group will:

- **Gather information,**
- **List facts,**
- **Identify and Consider options.**

### Step 3. Decision Phase:

In the decision phase, the group follows the strategy they chose in the orientation phase – either autocratic, consultative, consensus/vote, or mutual agreement/delegation.

### Step 4. Implementation:

In this phase, you do what you decided to do. Put the plan in place.

- Break it down into tasks;
- List who does what;
- Timelines/schedule;
- Who is the go-to person with questions?



**Step 5. Evaluation:**

In this phase, you **review** what you did and why it was great or how to make it better next time.

Did the decision make a positive impact on members of the community?

Also in this phase, you **evaluate your decision making strategy** and determine whether it was the proper strategy for this sort of decision.