

Agendas

What information do they contain?

Checklist:

- ☐ **date, time, length and venue:** The attendees need to know when, where, and how long (start and finish).
- ☐ **list of participants.**
- ☐ **background information:** This serves to remind attendees of things they may have forgotten. It can give them new information or inform them of the meeting's importance.
- ☐ **items and goals:** A clear list of topics and goals to inform the participants.

Agenda Team 5	
Date:	19 December 20??
To:	Pat Rivery (chairman), Fred Brady (project manager) Devin Jessup Monica Flores Dave Cohn
From:	Ted Gross (minutes' taker) This is the person who sent the agenda
Subject:	New office building (What is the topic of the meeting / What is the purpose of the meeting?)
Time/Place:	Tuesday, 2 April, from 9:30 to 11:00 am in the third-floor open work area / in room 1.125 of the UAS main building/north building
Background:	We are still on target for a 10 August opening date for the Louisville office. Completing the tasks below will keep us on schedule – vital if we're to be ready for the fall season. (Here the most important decisions that have been made are summarized as well as important information – this part is different with each meeting.)
We will discuss the following items:	
Topic	Preparation
1. Will the minutes from the last meeting be approved as written or are there changes / additions to be made? TIME: 2 Minutes PURPOSE: Decision LEADER: The Chair	Read the minutes from the last meeting. Note any corrections, additions
2 What office equipment do we need? TIME: 2 Minutes PURPOSE: Decision LEADER: ??	Think about the necessary infrastructure
3. Shall we approve of the office design? TIME: 10 Minutes PURPOSE: Decision LEADER: ??	Think about your own needs and those of your office mates
4. What should the press releases look like? What information should they contain? TIME: 10 Minutes PURPOSE: Decision LEADER: ??	Think about information that should be included in the press releases Think about the design / lay-out
5. AOB TIME: 2 Minutes PURPOSE: Decision LEADER: ??	Mentions items that were forgotten or that had not place in the formal agenda
6 Next meeting TIME: 2 Minutes PURPOSE: Decision LEADER: ??	none

Meetings

Chairing a meeting

I DON'T KNOW HOW TO CHAIR A MEETING!

I've been asked to chair a meeting about the Christmas office party, but I'm incredibly nervous as I've never chaired one before. Is there a secret for success?

You may never have chaired a meeting, but as you've probably been to lots, you'll have seen it done well and badly. Think about the things that please and annoy you, and build on them. Well-run meetings stick to the point, get things decided and finish on time. Make sure everyone has the agenda well in advance, and that you know enough about the participants and issues to be discussed. Arrange for the room to be cool rather than warm; people will be less likely to go to sleep. See yourself as a referee whose job it is to ensure fair play through careful watching and listening. It's up to you to encourage the timid, control the talkative, involve the bored, calm down the argumentative and be kind to the minute-taker you have appointed. Getting

that individual on your side is essential if you want the record to reflect your desired outcomes. It's normal to suggest what should be left out from the minutes and how any difficult bits should be phrased. Keep things moving by not letting discussions wander off the subject or get over-long. Get decisions made and recorded, even if it's only to postpone matters until the next meeting. If someone is being difficult, defuse things by offering to continue the discussion personally at a more appropriate time.

If the meeting is likely to be more than a couple of hours long, try to include a break at the mid-point; it acts as a marker and stops people getting restless. Aim to leave everyone feeling they have had a chance to say what they wanted to say, and gain lasting and well-deserved popularity by finishing early.

(adapted from *Business Vocabulary in use*)

True or false?

In planning a successful meeting, you should:

- 1 think about meetings you have been to in the past.
- 2 hand out the agenda at the meeting.
- 3 know something about the participants and the things they will be talking about.
- 4 treat every participant in the same way.
- 5 be nice to the person making a record of the meeting.
- 6 allow people to talk for as long they want.
- 7 never talk to participants about particular issues after the meeting is over.

Answers:

- | | |
|-----|-----|
| 1 T | 6 F |
| 2 F | 7 F |
| 3 T | |
| 4 F | |
| 5 T | |

Disagreeing.

Fill in the gaps, using the words in brackets. Then match what Henry says with what Georgina says.

Georgina	Henry
1 The agency should move its offices out of Soho to the suburbs somewhere. (absurd). We would lose employees to our competitors if we cut salaries.
2 Times are difficult and everyone should take a 10 per cent pay cut. (along). The agency is at its most creative now.
3 The real problem is the number of unproductive people in the agency. (ridiculous). We need to stay in the creative heart of London.
4 When they travel on business, everyone should stay at the same low-cost hotels in order to cut costs. (afraid). People need to get away from their offices sometimes.
5 One reason for our high costs is employees who go out for coffee in the local bars twice a day. (really). Other advertising agencies are doing well, despite the economy.
6 If the agency's less profitable than it was, it's because economic conditions are terrible. (course). Everyone in the agency works hard.
7 If we could get back to the creativity we had when the agency was founded, all our problems would be solved. (course). Everyone in the agency works hard.
 (question). Some of the accommodation is really bad.

Answers:

- 1 That's ridiculous. We need to stay in the creative heart of London.
- 2 That's absurd. We would lose employees to our competitors if we cut salaries.
- 3 Of course not. Everyone in the company works hard.
- 4 I'm sorry, but that's out of the question. Some of the accommodation is really bad.
- 5 I'm afraid I can't agree with you there. People need to get away from their offices sometimes.
- 6 I don't really agree. Other advertising agencies are doing well, despite the economy.
- 7 I can't go along with you there. The agency is at its most creative right now.

Minutes

Possible structure

Date:	Thursday, 28 April 2011		
Time:	2:35 – 3:15 pm		
Place:	UAS, North Building, Room 4.225 in Windisch		
Attendees:	Stefan Schmidt		
	Simon Vogel	(minute - taker)	
	Pascal Brunner	(project manager)	
	Sebastian Meier	(chairperson)	
	Susi Smith	(guest)	
Absentees:	none		
Items:	1. Approval of the minutes from the last meeting 2. Review of the project's progress 3. Electrical schematics 4. AOB		
1. Approval of the minutes from the last meeting As there were no corrections, comments or changes to the minutes, they were accepted as written.			
2. Review of the project's progress Stefan improved the analogue circuitry which analyzed the signals ...			
Minutes: _____			
Minutes approved by: _____			

minutes

1. Welcome and introduction of the meeting's goals

BQ welcomes Mr. Stuber and the team. He explains today's agenda points and moves directly into reviewing the project document. PS agrees on this procedure. There are no AOB's today.

2. Review the project document. Feedback from PS

BQ opens the document. He goes through the first pages and table of contents. He comments that the introduction and management summary will be added from one of the individual ones the team has done before and improve it.

BQ follows to the next chapter (2. Fundamental concepts and definitions of fruit drying). It is argued whether or not to move some content to the appendix but since the following chapters refer to this content, BQ concludes to leave most of it as it is and recommends MH to move a table (currently table 11.2) and graph (currently figure 11.1) to the appendix.

After going through the basic knowledge, BQ moves to chapter 3 (Gebana AG's current situation of mango drying in Burkina Faso) and suggests MH to add a short introduction and complete 3.1. Description of the production chain for dried mango. BQ asks how the correct way would be to reference Elvira's emails and PS suggests adding an extract of the relevant section of the email in the appendix.

Task:

Analyse this excerpt from another group. What did they do well and what needs improvement?

Useful expressions for Minutes

Apologies for absence	All members were present. There were no apologies received. No apologies for absence were received. Apologies for absence were received from Mr Kim Cahn, who was on a business trip to Tokyo.
Minutes of the last meeting	The minutes were signed by the chairperson as the correct record of the last meeting. The minutes of the last meeting were unanimously approved.
Matters arising	There were no matters arising. There were no matters arising from the last minutes.
Date of next meeting	The date of the next meeting was (provisionally) fixed / set at 3:00 pm on 13 August 2007.
Closing	The meeting was closed at 4pm. The meeting was adjourned at 5:30 pm until next morning at 10:00. The meeting ended at 6 pm. There being no other business, the meeting closed at 10 am. Since there was no other business, the meeting was closed at 10 am.

Reported Speech - a Review

Reporting verbs

to raise a point	raised, brought up, pointed out, introduced, stated, thought
to suggest	suggested, recommended, proposed, advised
to give feedback	commented, answered, remarked, noted
to ask	asked, requested, instructed, demanded
to agree	agreed, accepted, admitted, affirmed, allowed, approved, confirmed, recognised
to disagree	disagreed, argued, objected, denied, disapproved, refused, rejected
to make a decision	decided, determined, resolved, agreed, passed, concluded
others	added, clarified, questioned, emphasised, summarised, reported, promised, offered, volunteered

Reporting verbs: When you mention a name in a text, the verb you choose to 'report' his or her words is important. It can strengthen the arguments you are presenting and it can help the reader understand why the source is relevant.

- Some verbs are neutral: **describe state define**
- Some verbs draw attention to the author's viewpoint: **argue dispute concede**
- Some verbs give information about the author's work: **investigate evaluate estimate**
- Some verbs highlight the author's viewpoint: **believe recognize predict**
- Other useful reporting verbs:

analyse	note
compare	observe
comment	points out
conclude	report
criticise	show
demonstrate	suggest (followed by should)
illustrate	validate
indicate	verify

- The problem with **say** and **tell** is that they require different grammar patterns
Say describes the words used in the act of talking.

'It's warm today,' she said. → She said (that) it was warm that day.

Tell describes giving information. It needs an **object**.

'You've won first prize,' she said. → She told **me** (that) I had won first prize.

Grammar - back shifting

We often tell people what other people have told us. This is called reported or indirect speech. We usually change tenses and references to people, places and times.

- People**

I → he or she
we → they
he - him, his
she - her, her
they - them, their

- Places and time**

Now → then	this → that
Today → that day	here → there
Tomorrow → next day	ago → before
Yesterday → the day before	

- Summary of tense change**

- Tenses move back in time after a past tense reporting verb.
All **present tenses** (main and helping verbs) become past tenses.

am	→	was
are	→	were
is	→	was
do	→	did
does	→	did
have	→	had
has	→	had
go	→	went
say	→	said

The **past tense** is changed to the past perfect

had	→	had had
was	→	had been
went	→	had gone
talked	→	had talked
was going	→	had been going

The **past perfect** remains the same.

Modals:

Can	→	could
May	→	might
Must	→	had to
Shall	→	should
Will	→	would

- In complex sentences, only the first verb is changed.
'I was walking home when I saw the accident.'
James said he had been walking home when he saw the accident.

Reported Speech Exercises

Change the quoted speech to reported speech. Change the verb in quoted speech to a past form in reported speech as appropriate.

1. Jim said, "I am sleepy." Jim said (that) he was sleepy.
2. Sally said, "I don't like chocolate." _____
3. Mary said, "I am planning to take a trip." _____
4. Tom said, "I have already eaten lunch." _____
5. Kate said, "I called my doctor." _____
6. Mr. Rice said, "I'm going to go to Chicago." _____
7. Eric said, "I will come to the meeting." _____
8. Jean said, "I can't afford to buy a new car." _____
9. Jessica said, "I may go to the library." _____
10. Ted said, "I have to finish my work." _____
11. Ms. Young said, "I must talk to Professor Reed." _____
12. Alice said, "I should visit my uncle and aunt." _____

2. Convert the following reported statements from direct into indirect speech.

1. "I'm seeing my boss next week and will ask him for a pay rise," Alice said.
Alice said that she was seeing her boss the next week and would ask him for a pay rise.
 2. Edith said, "I'm leaving for Thailand this evening."

 3. Helen confided to her friends, "I don't want to stay here for the rest of my life."

 4. "There will also be widespread frost tomorrow", the weatherman added.

 5. "I haven't touched a drop of alcohol since last weekend", claimed the drunken driver.

 6. "You can't imagine what the situation was like two years ago", the chairman told his audience.

 7. "I refuse to reveal the truth now because I'm being blackmailed", Tom replied to the detective.

 8. "If you lend me your sports car for a day or two, I'll invite you to my party", Susan promised Mark.

 9. "We hadn't realized you were taking care of these problems", the old couple explained to the social worker.

 10. "The United Nations must become more active", the Secretary-General emphasized, "if the organization is to keep its credibility."

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Reported Speech – More Practice

The following are extracts of what was actually said at a meeting. For each extract, rewrite it in reported speech to make it suitable for inclusion in minutes.

1. The Chairperson: Miss Lee, could you ring the moving company and get a quotation for us please?

The chairperson asked Miss Lee whether she could ring the moving company and get a quotation.

2. The Chairlady: I'm wondering if we can use the area near Block F as an extension car park.
The chairlady was wondering if the area near Block F could be used as an extension car park

3. Mr Law: Why don't we organise a contest for staff to design a logo for the Department?
Mr Law suggested organizing a contest for staff to design a logo for the department.

4. The Chairperson: Right, can we meet here again at the same time on Monday, 27th - Is that okay with everyone? Good - that's settled then.
The chairperson suggested to meet again on Monday 27 at the same time. He asked whether everyone was okay with that.

5. Mr Dickens: Don't forget that the deadline for submitting articles for the newsletter is Friday.
Mr Dickens reminded everyone that the deadline for submitting articles for the newsletter is Friday

6. Bruce: I'll make arrangements for staff to visit the new multimedia facilities next week.
Bruce said that he would make arrangements for staff to visit the new multimedia facilities next week.

7. The Chairman: Have the progress report on my desk by 5 pm tomorrow.
The chairman requested that the progress report be on his desk by 5 pm the next day

8. Mr Lun: I think we need to buy a new copier.
Mr Lun pointed out that we need to buy a new copier

9. The Chairman: Let's get started.
The chairman said that we should get started

Answers

2. Sally said she didn't like chocolate.
3. Mary said she was planning to take a trip.
4. Tom said, he had already eaten lunch.
5. Kate said, she had called her doctor.
6. Mr Rice said, he was going to go to Chicago.
7. Eric said, he would come to the meeting.
8. Jean said she couldn't afford to buy a new car.
9. Jessica said, she might go the library.
10. Ted said, he had to finish his work.
11. Ms Young said, she had to talk to Prof. Reed.
12. Alice said, she should visit her uncle and aunt.

Exercise 2

2. Edith said, she was leaving for Thailand that evening.
3. Helen confided to her friends, she didn't want to stay there for the rest of her life.
4. There would also be widespread frost the next day, the weatherman added.
5. He hadn't touched a drop of alcohol since the weekend before, claimed the drunken driver.
6. The chairman told the audience that they couldn't imagine what the situation was like two years before.
7. Tom replied to the detective that he refused to tell the truth because he was being blackmailed.
8. Susan promised Mark that if he lent her his car, she would invite him to her party.
9. The old couple explained to the social worker that they hadn't realized that she/he had been taking care of those problems.
10. The secretary general emphasized the UN had to become more active if the organization was to keep its credibility.

Language glossary

Useful Language for Meetings – the Chairperson

(from <http://esl.about.com/library/weekly/aa031802b.htm>)

a) Running a Meeting – Introductions

Opening

Good morning/afternoon, everyone.

If we are all here, let's get started / start the meeting / start.

Shall we get down to business?

Right, shall we get started?

Welcoming and Introducing

Please join me in welcoming (name of participant)

We're pleased to welcome (name of participant)

I'd like to extend a warm welcome to (name of participant)

It's a pleasure to welcome (name of participant)

I'd like to introduce (name of participant)

Stating the Principal Objectives

We're here today to ...

I'd like to make sure that we ...

Our main aim today is to ...

I've called this meeting in order to ...

Giving Apologies for Someone Who is Absent

I'm afraid..., (name of participant) can't be with us today. She is in ...

Unfortunately, (name of participant) ... will not be with us today because he ...

I have received apologies for absence from (name of participant), who is in (place).

b) Running a Meeting – Reviewing Past Business

Reading the Minutes (notes) of the Last Meeting

To begin with I'd like to quickly go through the minutes of our last meeting.

First, let's go over the report from the last meeting, which was held on (date)

Here are the minutes from our last meeting, which was on (date)

Dealing with Recent Developments

Jack, can you tell us how the XYZ project is progressing?

Jack, how is the XYZ project coming along?

John, have you completed the report on the new accounting package?

Has everyone received a copy of the Tate Foundation report on current marketing trends?

c) Running a Meeting – Beginning the Meeting

Moving Forward

So, if there is nothing else we need to discuss, let's move on to today's agenda.

Shall we get down to business? / Let's get down to business

Is there any other business (AOB)?

If there are no further developments, I'd like to move on to today's topic.

Introducing the Agenda

Have you all received a copy of the agenda?

There are X items on the agenda. First, ... second, ... third, ... lastly, ...

Shall we take the points in this order?

If you don't mind, I'd like to go in order today/skip item 1 and move on to item 3

I suggest we take item 2 last.

Allocating Roles (secretary, participants)

(name of participant) has agreed to take the minutes.

(name of participant), would you mind taking the minutes?

(name of participant) has kindly agreed to give us a report on ...

(name of participant) will lead point 1, (name of participant) point 2, and (name of participant) point 3.

(name of participant), would you mind taking notes today?

Agreeing on the Ground Rules for the Meeting (contributions, timing, decision-making, etc.)

We will first hear a short report on each point first, followed by a discussion of ...

I suggest we go round the table first.

Let's make sure we finish by ...

I'd suggest we ...

There will be five minutes for each item.

We'll have to keep each item to 15 minutes. Otherwise, we'll never get through.

d) Running a Meeting – Discussing Items

Introducing the First Item on the Agenda

So, let's start with ...

I'd suggest we start with...

Why don't we start with...

So, the first item on the agenda is ...

Pete, would you like to kick off?

Shall we start with ...

(name of participant), would you like to introduce this item?

Closing an Item

I think that takes care of the first item.

Shall we leave that item?

Why don't we move on to...

If nobody has anything else to add, lets ...

Next Item

Let's move onto the next item

Now that we've discussed X, let's now ...

The next item on today's agenda is...

Now we come to the question of...

Giving Control to the Next Participant

I'd like to hand over to (name of participant), who is going to lead the next point.

Next, (name of participant) is going to take us through ...

Now, I'd like to introduce (name of participant) who is going to ...

Asking for contributions

We haven't heard from you yet, George. What do you think about this proposal?

Would you like to add anything, Anne?

Anything to add, Martin?

Keeping the meeting on target (time, relevance, decisions)

We're running short of time. Please be brief. .

I'm afraid we've run out of time.

We'll have to leave that to another time.

I'm afraid that's outside the scope of this meeting. We're beginning to lose sight of the main point.

Keep to the point, please.

I think we'd better leave that for another meeting. Are we ready to make/take a decision?

Shall we vote on Mary's proposal?

e) Running a Meeting – Finishing the Meeting

Summarizing

Before we close today's meeting, let me just summarize the main points.

Let me quickly go over today's main points.

To sum up,

OK, why don't we quickly summarize what we've done today.

In brief, ...

Shall I go over the main points?

Finishing Up

Right, it looks as though we've covered the main items.

If there are no other comments, I'd like to wrap this meeting up.

Let's bring this to a close for today.

Is there Any Other Business?

Suggesting and Agreeing on Time, Date and Place for the Next Meeting

Can we set the date for the next meeting, please?

So, the next meeting will be on ... (day), the ... (date) of.. . (month) at ...

Let's next meet on ... (day), the ... (date) of.. . (month) at ... What about the following Wednesday?

How is that?

Thanking Participants for Attending

I'd like to thank Marianne and Jeremy for coming over from London.

Thank you all for attending.

Closing the Meeting

The meeting is finished, we'll see each other next ...

The meeting is closed.

I declare the meeting closed.

Useful Language for Meetings – the Participant

(from: <http://esl.about.com/library/weekly/aa031802c.htm>)

The following phrases are used to participate in a meeting. These phrases are useful for expressing your ideas and giving input to a meeting.

Getting the Chairperson's Attention

(Mister/Madam) chairman.

May I have a word?

If I may, I think...

Excuse me for interrupting.

May I come in here?

Giving Opinions

I'm positive that...

I (really) feel that...

In my opinion...

The way I see things...

If you ask me,... I tend to think that...

Asking for Opinions

Are you positive that...

Do you (really) think that...

(name of participant) can we get your input?

How do you feel about...?

Commenting

That's interesting.

I never thought about it that way before.

Good point!

I get your point.

I see what you mean.

Agreeing

I totally agree with you.

Exactly!

That's (exactly) the way I feel.

I have to agree with (name of participant).

Disagreeing

Unfortunately, I see it differently.
Up to a point I agree with you, but...
(I'm afraid) I can't agree.

Advising and Suggesting

Let's...
We should...
Why don't you....
How/What about...
I suggest/recommend that...

Clarifying

Let me spell it/that out...
Have I made that clear?
Do you see what I'm getting at?
Let me put it/this another way...
I'd just like to repeat that...

Requesting Information

Please, could you...
I'd like you to...
Would you mind...
I wonder if you could...

Asking for Repetition

I'm afraid I didn't understand that. Could you repeat what you just said?
I didn't catch that. Could you repeat it, please?
I missed that. Could you say it again, please?
Could you run that by me one more time?

Asking for Clarification

I don't quite follow you. What exactly do you mean?
I'm afraid I don't quite understand what you are getting at.
Could you explain to me how that is going to work?
I don't see what you mean. Could we have some more details, please?

Asking for Verification

You did say next week, didn't you? ('did' is stressed)
Do you mean that...?
Is it true that...?

Asking for Spelling

Could you spell that, please?
Would you mind spelling that for me, please?

Asking for Contributions

We haven't heard from you yet, (name of participant).
What do you think about this proposal?
Would you like to add anything, (name of participant)?
Has anyone else got anything to contribute?
Are there any more comments?

Correcting Information

Sorry, I think you misunderstood what I said.
Sorry, that's not quite right.
I'm afraid you don't understand what I'm saying.
That's not quite what I had in mind.