

ELPC GUIDELINES

FOR SESSION COMMITTEES, BOARDS, AND CHAIRPERSONS¹

CONTENTS

COVER	1
GUIDELINES.....	2-5
ATTACHMENTS	
A. Open Meeting Policy.....	6
B. Session Diagram	7
C. Roberts Rules of Order – Small Committees / Boards	8-9
OPTIONAL RESOURCES	
A Covenant for ELPC Boards	1
Consensus Decision Making	1
Effective Decision-Making	1
Group Health Checklist	1

¹The polity of the Presbyterian Church (U.S.A.) presupposes the fellowship of women, men, and children [all persons] united in covenant relationship with one another and with God through Jesus Christ. The organization rests on the fellowship and is not designed to work without trust and love (G-1.0102)

ELPC GUIDELINES FOR SESSION COMMITTEES, BOARDS, AND CHAIRPERSONS

1. **MINISTRY OF COMMITTEE / BOARDS:** Committee service is one form of participation to bear witness to God’s love and grace in the ministry of Christ’s Church (G-1.0304). It offers opportunity to participate in church governance and to provide nurture in the fullness of Christ.

2. **GENERAL**
 - A. **Session Designates Committees:** Sessions may designate by their own rule such committees and commissions as they deem necessary and helpful for the accomplishment of the mission of the church. (G-3.0109 Committees and Commissions)

 - B. **Ad hoc Committees and Subcommittees:** The Session may create, as necessary, ad hoc committees or task-force groups. The purpose of these groups, and the-governing entity to which each group reports, shall be clearly stated in the action creating such committee.

 - C. **Distribution of Guidelines:** Share these Guideline with all committee members

3. **ELPC STANDING COMMITTEES AND BOARDS (Attachment B - Session Diagram)**

<ol style="list-style-type: none"> A. Standing ELPC Session Committees <ol style="list-style-type: none"> 1. Faith Formation Board 2. Finance and Stewardship 3. Human Resources 4. Membership and Outreach 5. Mission Board 6. Property 7. Worship, Music, and the Arts 	<ol style="list-style-type: none"> B. Related Session Committees / Boards / Officers <ol style="list-style-type: none"> 1. Board of Deacons 2. Nominating Committee 3. Church Treasurer 4. Centennial Fund Trustees 5. Officers of the Corporation
--	--

4. **COMMITTEE MISSION AND RESPONSIBILITIES**
 - A. **General:** Each committee shall have a Session approved *Committee Description* listing its core mission, responsibilities, and recognized activities. Each year, committees shall update their activities as necessary. The *Description* shall identify actions required by Session.

 - B. **Relationship to Session:** Committees shall study and recommend action to Session or carry out decisions already made by Session. It shall make a full report to the Session, and its recommendations shall require action by Session. (G-3.0109 Committees and Commissions).

5. **COMMITTEE MEMBERSHIP**
 - A. **Qualifications for Committee / Board Membership.**
 1. **Committee Membership:** Committee membership is open to all congregational members. The church grows with active participation. Seek out congregational members whose expertise can be both a resource to the committee and a service opportunity for the congregational member(s)

 2. **Joining a Committee:** Ruling elders are assigned to committees. Congregational members may be added throughout the year. Once elected to serve, the member has a voice and vote on the committee A congregational member may join a committee by the following:

- Attend at least 2 meetings and then request to join the committee
- Approved by vote of the committee members.

Denials may be appealed by written request to the Clerk of Session.

3. Friends: Friends of ELPC are encouraged to participate in ELPC's committees. They are granted a voice but not a vote.
 4. Chairperson Service Length: A minimum 1 year with a maximum of 6 years, after which the chairperson leaves the committee for minimum of 1 year. No limit for at large members.
 5. Other Committees / Officers:
 - Human Resources Committee: Members appointed by Session.
 - Nominating Committee, Officers of the Corporation, and Centennial Fund Trustees: Refer to the Corporation By-Laws, Article 7.
 - Treasurer: Elected by Session.
- B. Diversity, Equity, Inclusion (DEI), and Belonging: Committees "shall give full expression to the diversity of the church's membership and shall provide for full participation and access to representation" (G-3.0103 Participation and Representation).
- C. Committee Structure: For most committees the identity of those to be co-opted is largely a matter determined by each committee.
1. Chairperson(s): Chairperson(s) are typically active elders. However, any congregational member with specific knowledge and gifts for convening, leading, organizing, and empowering the committee may be elected by the Committee to serve as Chairperson unless appointed by Session.
 2. Elders: A minimum of two (2) elders are typically assigned by staff in consultation with elders, but at least one active elder must be engaged in the work of each committee. Typically, elders serve on the committee for the length of their Session term.
 3. Members: 5 voting members in addition to assigned staff. There is no maximum limit however 12-15 participants reach the limits of manageable size.
 4. Staff: A staff person shall be assigned to standing committees. Staff are granted voice but do not vote on committee decisions.
 5. Work/Task Force Groups: Committees are encouraged to engage congregational volunteers to participate in in the ministries they offer. Engagement may be for one event or longer.
 6. Cross Board Memberships: In some cases, Session committees have specified representation from other committees or boards. Deacons may appoint individual members of their board to serve on certain Session Committees. In every case, collaborative representation shall be stated in the Committee's Ministry Description.
 7. Recorder of Minutes: Each committee may elect a Recorder responsible for taking minutes and transmitting them to the Chair for inclusion in the Session materials.
- D. Chairperson(s) Responsibilities:
1. Convene Committee Meetings: Prepare the meeting agenda and moderate committee meetings. Coordinate with staff and members before and after meetings. Distribute meeting materials prior to the committee meeting and notify all participants.

2. Communications: Ensure minutes are kept for each meeting. Facilitate communication with other committees, staff, and Session. Communicate committee actions to Session.
 - a. Maintain the committee calendar.
3. Attend Session Meetings: Ruling elder Chairperson(s) shall attend session meetings- If the chairperson(s) is not an active elder, then an active elder shall be designated to represent the Committee at all Session Meetings.
4. Membership List: Maintain a list of committee members: Update the roster of active members every year. Confirm with members their desire to continue service.
5. Recruit new members: Recruit and orient new committee members on an annual basis Provide an updated roster to the Session annually as directed by the Moderator.
6. Annual Report: Prepare an Annual Report for the committee. Delegate task, if needed.
7. Annual Budget: Guide members to prepare an annual budget and regularly monitor budget.
8. Core Documents: Maintain the *Committee Description* and activities files in order to pass on to the next chairperson(s) and to help orient them to the work of the Committee.

6. COMMITTEE MEETING PROCEDURES

- A. Open Meeting Policy: Follow PCUSA General Assembly Policy (Attachment B).
- B. Meeting Agenda: The Chairperson shall send the meeting agenda to all members in advance of the meeting, with meeting time, along with other documents as necessary for decisions. Agree as a committee upon a standard meeting length (typically 1-2 hrs.). If necessary, extend the meeting length by vote.
- C. Opening / Closing Prayers: Open and close meetings with prayer. (G-1.0501 Meeting)
- D. Facilitation Standard: Meetings shall be conducted in accordance with the most recent edition of *Roberts Rules of Order Newly Revised*, except when it is in contradiction to the Constitution of the PCUSA. (G-3.0105) and Attachment C
 1. Committees are encouraged to seek consensus and reconciliation of diverse interests and views. Use discernment processes that encourage non-competitive dialog prior to a vote. (Refer to Optional resources).
- E. Quorum: For motions presented to Session for its approval, a majority of Committee members must be present (>50%), not including staff, for passing that motion.
- F. Majority Vote: All actions of a committee shall require a majority vote to pass, and should be recorded in the Committee's meeting minutes. Any motions that a Committee advances to Session for a vote shall be communicated in writing to the Moderator and Clerk of Session when a call for materials is issued, or sooner.
- G. Dissent or Protest: For any decision, a member who votes against a decision is entitled to file a dissent or a protest. Refer to fuller description in the Book of Order (G-3.0105 Meetings)
- H. Electronic Meetings: In-person meetings are encouraged; however, committees may meet electronically provided that the technology employed allows for all members present to hear and be heard simultaneously. This includes joining one or more persons electronically to an otherwise in- person meeting. Session may adopt special rules of order and standing rules to govern such meetings. (G1.0501 Meetings)
- I. Member Sharing: Provide opportunity for members to connect with each other. Allow time for personal sharing by members.

- J. Committee Study: At meetings and beyond, provide continuing education in the committee's area of responsibility including current literature, best practices, media, scripture, theology, the Book of Order, etc. Share devotional and educational leadership with members.
- K. Meeting Minutes: Whether or not a formal clerk is elected, each committee shall submit written meeting minutes to Session including the date/time of meeting; those in attendance/absent; action items; time of convening/adjournment. Meeting minutes may be shared with committee members in advance of the Session.

7. COMMITTEE MEETING DATES AND ACTIVITY CALENDAR

- A. Monthly Meeting Dates: Select a regular / monthly meeting date. Encourage members to reserve that date on their calendars. This can promote regular participation.
 - 1. Inform the ELPC staff when committee meeting dates are changed to allow church communications, meeting locations, and to reserve technology.
 - 2. Unless the committee's ministry requires, ELPC tradition has encouraged committees to break their meeting schedules for Lent, a summer month (e.g., July), and for Advent.
- B. Committee Calendar: List events and yearly calendar dates for motions or activities that are required by Session and/or the Book of Order for Session or Congregation action. Schedule such actions, e.g., budget, to allow for due consideration.
- C. Activity Coordination: Coordinate activities with other committees, events, and staff persons.

8. COMMITTEE BUDGETS

- A. Beginning in October, or date set by the Finance Committee, determine the committee's proposed budget for the following year to present to Session. Coordinate with Session.
 - 1. Budget Approval / Management: Approve the committee budget by committee vote.
 - 2. Approved Budgets: Committees shall not exceed Session's approved budget unless approved by Session. Ministry / mission expenditures must be assigned to committee budgets

9. COMMITTEE ORIENTATION AND ORGANIZATION

- A. Reviewing Ministry Description: Sometime in May/June, when committee membership is reconstituted, devote meeting time to reviewing the duties and responsibilities of the committee so that new members are clear about the nature of the committee's work.
- B. Organizing: Effective organization may also include ensuring that each committee member has some specific assignments(s) and/or that the committee is organized into subcommittees.

10. COMMITTEE LIFE AND SPIRITUAL FORMATION

- A. Ethics / Principles: Participate together as a just, collaborative, and imaginative group that seeks a balance between ministry activities, decision-making, and healthy group relationships.
- B. Shared Interests: Look to the interests of other committees and the Congregation. Work collaboratively with other committees and with Session as a whole body together.

ATTACHMENT A - OPEN MEETING POLICY ¹

1. The work of the church is strengthened when it is done in a spirit of openness and trust. Church members have a basic right to know about the work done and the decisions made by entities within the church. Church leaders have a basic responsibility to honor that right by conducting their business with a spirit of openness and vulnerability to public scrutiny. Therefore, open meetings shall be the norm for all such entities.
2. In certain circumstances, when the confidentiality of the subject matter is impeding the open work of the group, its meetings may be closed. These requirements apply.
 - Subjects dealt with must be limited to:
 1. Property negotiation.
 2. Personnel.
 3. Civil and criminal litigation, including cases under the Rules of Discipline.
 4. Security.
3. Since staff groups have neither authority nor responsibility for establishing policy; their meetings are not subject to these provisions. This does not preclude them from opening their meetings.
4. The provisions of this policy shall apply to visitors to committees.
5. The provisions of this policy are to be applied equitably to all persons and groups.
6. Post the dates, times, and locations of meetings in church communications within reasonable time prior to meetings.

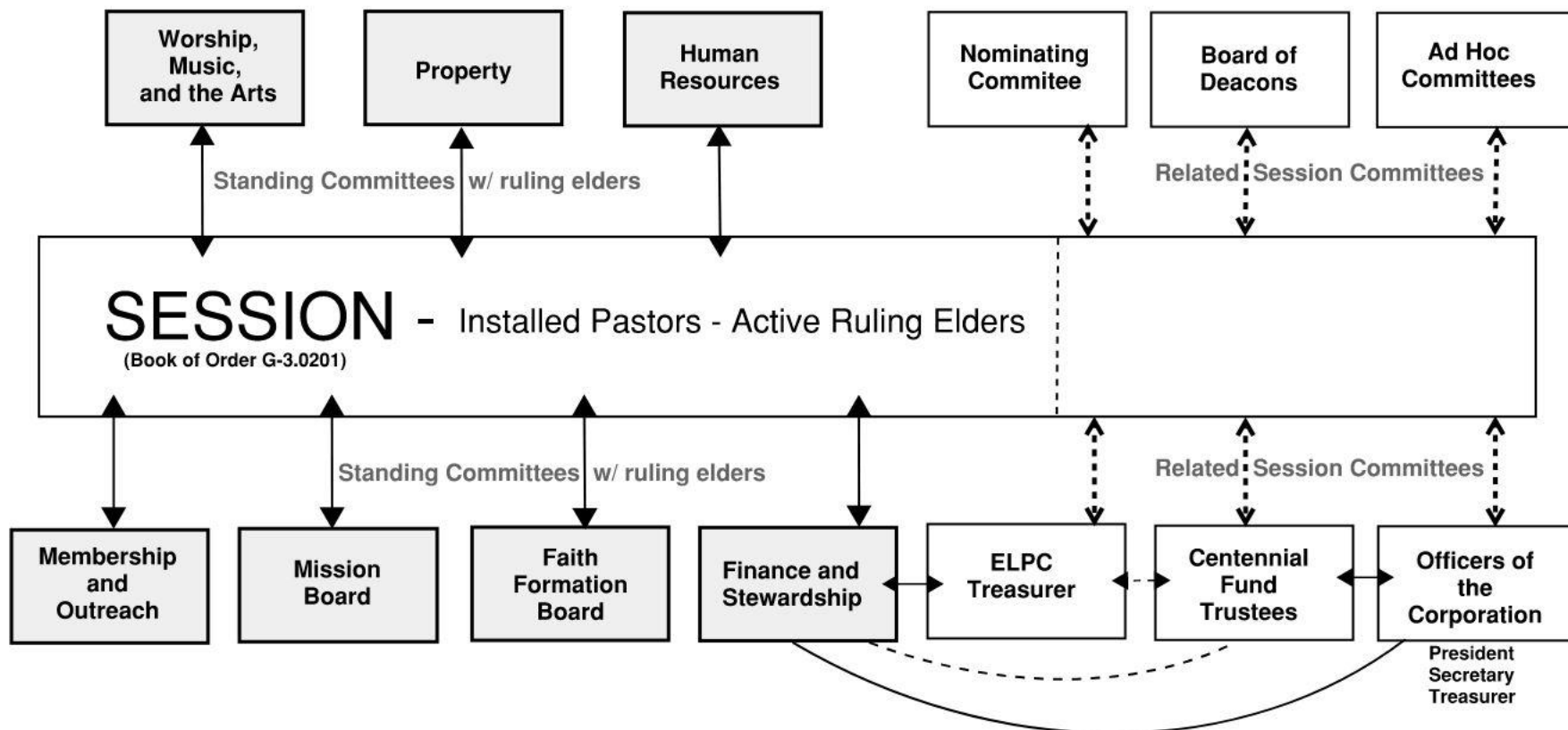
¹*From 2018 General Assembly (2008) and 209th General Assembly (1997)*

SESSION AND ITS COMMITTEES / BOARDS - ATTACHMENT B

The Session is the governing council for the congregation. It consists of members elected by the congregation to serve as active ruling elders, together with all installed pastors and associate pastors. All Session members have a vote in decision-making. The pastor shall be the moderator of the Session, and the Session shall not meet without the pastor or designated moderator (a Minister of Word and Sacrament). The Session shall have responsibility for governing the congregation and guiding its witness to the sovereign activity of God in the world, so that the congregation is and becomes a community of faith, hope, love, and witness (Book of Order G-3.0201).

Under Pennsylvania law, ELPC is also a non-profit Corporation comprised of all ELPC members on the active roll. The Corporation Board of Directors consists of current members except for the pastors and any members of the Session who are under the age of eighteen

The seven (7) Standing Committees / Boards shown in the diagram below comprise the current recognized governing committees. Pastors and/staff serve as a resource person for committees. There are four (4) *Related Session Committees* (or bodies) and a church Treasurer, each of these with specific responsibilities according to the Book of Order and ELPC Bylaws. Session may create committees as necessary for its mission and ministries.



ATTACHMENT C - ROBERTS RULES OF ORDER FOR SMALL COMMITTEES / BOARDS

General: Robert's Rules of Order Newly Revised recognizes that some of the formality that is necessary in a large assembly would hinder business" in small boards (less than 12 people)

Benefits of ROR:

- Justice and courtesy for all
- Ability for each member to provide input
- All sides get heard
- All have the right to participate in discussion if they wish, before anyone may speak a second time.
- Majority rule
- Protection of the rights of all members including the minority

Basic Meeting Principles:

- A quorum must be present for business to be conducted
- All members have equal rights, privileges and obligations
- No person should speak until recognized by the chair
- Personal remarks or side discussions during debate are out of order
- Only one question at a time may be considered, and only one person may have the floor at any one time
- Members have a right to know what the pending question is and to have it restated before a vote is taken
- Full and free discussion of every main motion is a basic right
- A majority decides a question except when basic rights of members are involved or a rule provides otherwise.
- Silence gives consent. Those who do not vote allow the decision to be made by those who do vote.
- The Chairperson shall always remain impartial during debate. They do not have final decision-making authority

Motion: A motion is the topic under discussion (e.g., "I move that we add a coffee break to this meeting"). After being recognized by the chairperson, any member can introduce a motion when no other motion is on the table.

Second: A motion requires a second to be considered. If there is no second, the matter is not considered. Each motion must be disposed of (passed, defeated, tabled, referred to committee, or postponed indefinitely).

Amendment: Before the vote is taken on a motion, it may be amended by:

1. Striking out words
2. Inserting or adding words
3. Striking out words and inserting others in their place

4. Substituting one (1) paragraph or resolution for another

Chairperson Role:

1. To introduce business in proper order per the agenda
2. To recognize speakers
3. To determine if a motion is in order
4. To keep discussion focused on the pending motion
5. To maintain order
6. To put motions to a vote and announce results

General Procedure for Handling a Motion:

1. A member must obtain the floor by being recognized by the chair
2. All remarks should be addressed to the chair – no cross debate is permitted
3. Member makes a main motion
4. A motion must be seconded by another member before it can be considered
5. If the motion is in order, the chair will restate the motion and open debate
6. The maker of a motion has the right to speak first in debate
7. The main motion is debated along with any secondary motions that are debatable.
8. Debate on subsidiary or incidental motions (if debatable or amendable) take precedence over debate on the main motion and must be decided before debate on the main motion can continue.
9. No member should speak more than twice to each debatable motion. The second time takes place after everyone wishing to debate the motion has had an opportunity to speak once
10. Debate is closed when: Discussion has ended, or A 2/3 vote closes debate.
11. The chair restates the motion, and if necessary, clarifies the consequences of affirmative and negative votes
12. The chair calls for a vote by asking “All in favor?” Those in favor say “Aye.” Then asking “All opposed?” Those opposed will say “no”
13. The chair announces the result

General Rules of Debate for Small Committees or Boards:

1. All discussion must be relevant to the immediately pending question
2. All remarks should be addressed to the chair – no cross debate is permitted
3. Debate must address issues not personalities
4. When possible, the chair should let the floor alternate between those speaking in support and those speaking in opposition to the motion
5. Members may not disrupt the meeting.
6. Rules of debate can be changed by a 2/3 vote or general consent without objection

END OF GUIDELINES



OPTIONAL RESOURCES

FOR SESSION COMMITTEES, BOARDS, AND CHAIRPERSONS¹

CONTENTS

Consensus Decision Making	1
Effective Decision-Making	1
A Covenant for ELPC Boards	1
Group Health Checklist	1

CONSENSUS DECISION-MAKING¹– OPTIONAL RESOURCE

A consensus process aims at bringing the group to mutual agreement by addressing all concerns. It does not require unanimity. Consensus can take longer, but fosters creativity, cooperation, and commitment to final decisions.

1. A member states the proposal. Ideally a written draft has been distributed prior to the meeting.
2. The group discusses and clarifies the proposal. No one presents concerns until clarification is complete.
3. The facilitator asks for legitimate concerns. If there are none the facilitator asks the group if it has reached consensus.
4. If concerns are present:
 - a. The recorder lists concerns where everyone can see them. The group then tries to resolve the concerns. The presenter has first option to:
 - Clarify the proposal.
 - Change the proposal.
 - Explain why it is not in conflict with the group's values.
 - Ask those with concerns to stand aside.
 - b. By "standing aside" a person indicates a willingness to live with a proposal. By "crossing off a concern" a person indicates satisfaction with clarifications or changes.
 - c. If concerns remain unresolved and concerned members are unwilling to stand aside, the facilitator asks everyone to examine these concerns in relation to the group's purpose and values. The group may need to go through a special session to examine its purpose or resolve value conflicts.
 - d. The facilitator checks again to see if those with concerns are willing to stand aside or cross off their concerns. If not, the facilitator keeps asking for suggestions to resolve the concerns, until everyone finds the proposal acceptable or stands aside. Often the solution is a "third way", something between either/or, black and white.
5. If time runs out and concerns persist the facilitator may:
 - a. Conduct a straw poll.
 - b. Ask those with concerns if they will stand aside.
 - c. Ask the member to withdraw the proposal.
 - d. Contract with the group for more time.
 - e. Send the proposal to a sub-group.
 - f. Conduct a vote, requiring an 80% to 90% majority. The amount must be agreed upon.
6. At the end, the facilitator states the outcome clearly.

For consensus to work properly everyone must understand the meaning of "legitimate concerns". They are possible consequences of the proposal that might adversely affect the organization or the common good, or that are in conflict with the purpose or values of the group.

Consensus will not work properly if concerns come from ego or vested interests, or derive from unstated tensions around authority, rights, personality conflicts, competition or lack of trust. Trust is a prerequisite for consensus.

Get agreement on the big picture, then turn to action. Don't exhaust yourself trying to achieve consensus on details.

Conflict should not be seen necessarily as a "bad" thing, actually most group theorists see conflict as necessary to the well-functioning group. If dealt with properly, conflict can help a group grow and become stronger. What is often lacking in community groups is the ability to deal comfortably and skillfully with conflict.

Conflict resolution tools include:

1. Acknowledge that conflict exists normally, and that the problem lies with its avoidance.
2. Take time to build trust with group members.
3. Continually discuss the established ground rules and have a regular check-in where members can voice concerns.
4. Challenge gossip and triangulation (where people discuss their problems with everyone but the person who's involved in the conflict) within the group.
5. Develop listening skills among group members.

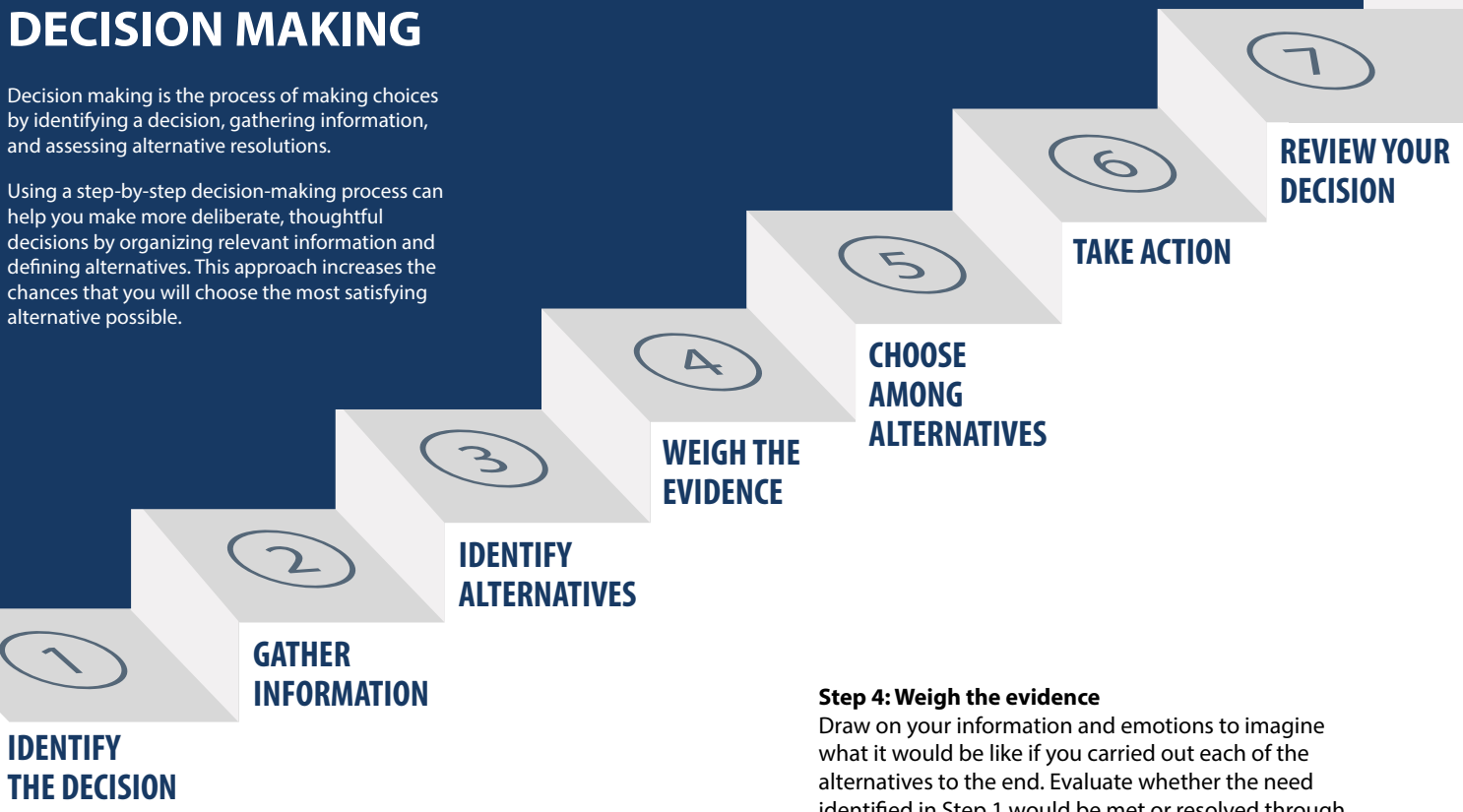
The last tool listed above is the essential to defusing harmful conflict within groups. Successful relationships do not require agreement as much as they require understanding.

¹ *The Citizen's Handbook*, Charles Dobson/Vancouver Citizen's Committee

7 STEPS TO EFFECTIVE DECISION MAKING

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Using a step-by-step decision-making process can help you make more deliberate, thoughtful decisions by organizing relevant information and defining alternatives. This approach increases the chances that you will choose the most satisfying alternative possible.



IDENTIFY THE DECISION

Step 1: Identify the decision

You realize that you need to make a decision. Try to clearly define the nature of the decision you must make. This first step is very important.

Step 2: Gather relevant information

Collect some pertinent information before you make your decision: what information is needed, the best sources of information, and how to get it. This step involves both internal and external “work.” Some information is internal: you’ll seek it through a process of self-assessment. Other information is external: you’ll find it online, in books, from other people, and from other sources.

Step 3: Identify the alternatives

As you collect information, you will probably identify several possible paths of action, or alternatives. You can also use your imagination and additional information to construct new alternatives. In this step, you will list all possible and desirable alternatives.

Step 4: Weigh the evidence

Draw on your information and emotions to imagine what it would be like if you carried out each of the alternatives to the end. Evaluate whether the need identified in Step 1 would be met or resolved through the use of each alternative. As you go through this difficult internal process, you’ll begin to favor certain alternatives: those that seem to have a higher potential for reaching your goal. Finally, place the alternatives in a priority order, based upon your own value system.

Step 5: Choose among alternatives

Once you have weighed all the evidence, you are ready to select the alternative that seems to be the best one for you. You may even choose a combination of alternatives. Your choice in Step 5 may very likely be the same or similar to the alternative you placed at the top of your list at the end of Step 4.

Step 6: Take action

You’re now ready to take some positive action by beginning to implement the alternative you chose in Step 5.

Step 7: Review your decision & its consequences

In this final step, consider the results of your decision and evaluate whether or not it has resolved the need you identified in Step 1. If the decision has not met the identified need, you may want to repeat certain steps of the process to make a new decision. For example, you might want to gather more detailed or somewhat different information or explore additional alternatives.

A COVENANT for ELPC Boards

September 2023

We, the ELPC Boards of Session and Deacons, choose to be in a covenanted leadership community with one another. We want to foster and commit to the relational attitudes, behaviors and practices outlined below. This covenant mirrors, in spirit and tradition, covenants made by God with us, His/Her people.

- 1) We seek to **LISTEN** generously to one another. We will seek to hear what another says, absorb it and reflect, asking for clarification as needed, and responding with grace.
- 2) We seek to build **TRUST** with one another. We will rely on one other, knowing that we are being relied upon by others.
- 3) We seek to cultivate a spirit of **HUMILITY**. We recognize our own limits and thus entertain ideas that differ from our own, presenting an open and malleable heart. We will speak our own truth in love.
- 4) We desire to be **SEEKERS**, keeping our eyes, ears and hearts open and curious for insight and direction as we go about our work.
- 5) We seek to be **LOVING**, practicing patience and kindness without envy, boastfulness, arrogance, irritability or rudeness. We will not insist on our own way nor keep a record of wrongs. We will rejoice in truth. (1 Cor. 13: 4-6)

In conclusion, we hold ourselves accountable to God and to one another by being ready to undertake our tasks. We will recognize our own failings as a Board/s and as individuals, and we will seek forgiveness when we fall short.

May God help us to be true to this covenant.

GROUP HEALTH CHECKLIST

In each of the following categories, circle the number on the rating scale that corresponds to your evaluation of the meeting. For example, if you feel that responsible participation was totally lacking, circle #1; if you feel that responsible participation of the group was present to the highest degree possible, circle #6; if you feel that the responsible participation of the group was somewhere in between, circle the appropriate number on the scale.

- | | | |
|--|--------------------|---|
| <ul style="list-style-type: none"> • RESPONSIBLE PARTICIPATION was lacking. The group served its own needs. The members watched from outside the group, "grinding their own axes". | <p>1 2 3 4 5 6</p> | <p>RESPONSIBLE PARTICIPATION was present. The group was sensitive to each other's needs. Everyone was "on the inside" participating.</p> |
| <ul style="list-style-type: none"> • LEADERSHIP was dominated by one or more persons | <p>1 2 3 4 5 6</p> | <p>LEADERSHIP was shared among the members according to their abilities and insights</p> |
| <ul style="list-style-type: none"> • COMMUNICATION OF IDEAS was poor. No one listened. No one understood. Ideas were ignored. | <p>1 2 3 4 5 6</p> | <p>COMMUNICATION OF IDEAS was good. Everyone listened and understood one another's ideas. Ideas were vigorously presented and acknowledged.</p> |
| <ul style="list-style-type: none"> • COMMUNICATION OF FEELING was poor. No one listened and understood feelings. No one cared about feelings. | <p>1 2 3 4 5 6</p> | <p>COMMUNICATION OF FEELING was good. Everyone listened and understood and recognized feelings. Feelings were shared and accepted.</p> |
| <ul style="list-style-type: none"> • AUTHENTICITY was missing. People were wearing masks. People were being phony. They were hiding what was really inside them. | <p>1 2 3 4 5 6</p> | <p>AUTHENTICITY was present. People revealed their honest selves. They were engaged in authentic self-revelation.</p> |
| <ul style="list-style-type: none"> • ACCEPTANCE OF PERSONS was missing. Persons were rejected, ignored or criticized. | <p>1 2 3 4 5 6</p> | <p>ACCEPTANCE OF PERSONS was an active part of the give and take. The members "received one another in Christ", recognizing and respecting the uniqueness of each person.</p> |
| <ul style="list-style-type: none"> • FREEDOM OF PERSONS was stifled. Conformity was explicitly or implicitly fostered. Persons were not free to express their individuality. They were manipulated. | <p>1 2 3 4 5 6</p> | <p>FREEDOM OF PERSONS was enhanced and encouraged. The creativity and individuality of persons was respected.</p> |
| <ul style="list-style-type: none"> • CLIMATE OF RELATIONSHIP was one of hostility or suspicion or politeness or fear or anxiety or superficiality. | <p>1 2 3 4 5 6</p> | <p>CLIMATE OF RELATIONSHIP was one of mutual trust in which evidence of love for one another was apparent. The atmosphere was friendly and relaxed.</p> |
| <ul style="list-style-type: none"> • PRODUCTIVITY was low. The members were proud, fat, and happy just coasting along. The meeting was irrelevant; there was no apparent agreement. | <p>1 2 3 4 5 6</p> | <p>PRODUCTIVITY was high. The members were digging hard and were earnestly at work on a task. They created and achieved something.</p> |

(Adapted from a book on meetings by Phillip Anderson.)