

CONDUCTING MEETINGS

Meeting Phase	Task	Language Expressions
Opening <i>Get everyone acquainted and oriented for the meeting</i>	<ul style="list-style-type: none"> Greet the participants 	<ul style="list-style-type: none"> Good morning Good afternoon (12-4pm) Good evening (4-12 midnight) Assalamualaikum
	<ul style="list-style-type: none"> Welcome participants Introduce new members 	<ul style="list-style-type: none"> Thank you for coming. Allow me to introduce you to our committee members... Today, we have with us PM Khairi Izwan Abdullah from the English Language Unit... It's our honour to have with us, Professor Tajuddin, the Deputy Vice Chancellor of Students' Affairs and Alumni...
	<ul style="list-style-type: none"> Ask for apologies 	<ul style="list-style-type: none"> Is everyone present? Mr. Rahim has informed me that he can't make it today because he is not feeling well.
	<ul style="list-style-type: none"> Review the agenda, objectives of the meeting, desired outcomes, etc. 	<ul style="list-style-type: none"> The purpose of today's meeting is... This is what we have on our agenda for today. There are several urgent matters that call for our immediate attention. They are... We are here to discuss a few matters pertaining to... By the end of this meeting, we should have discussed... We hope to be able to reach a decision by the end of this meeting... We hope to be able to come up with several solutions to the problems highlighted earlier.
	<ul style="list-style-type: none"> Review the key roles such as who's taking notes, who is in charge of what (if it is a committee meeting), etc. 	<ul style="list-style-type: none"> Janice will be in charge of taking notes today. Paul was the treasurer, Kumar – the public relations officer...

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WORK <i>Actively work on the task and issues of the meeting</i>	<ul style="list-style-type: none"> Start the discussion 	<ul style="list-style-type: none"> Let us start with the first item on the agenda. Shall we begin? Shall we start with hearing the report from... Let us begin the discussion with deciding the duration of the workshop.
	<ul style="list-style-type: none"> Seek opinion from others 	<ul style="list-style-type: none"> What do you think? What's your opinion on this matter? Would you like to say something? What about you, Kamal? Why do you say so? Do you agree with him? Would you like to add? Does anyone have any idea about this?
	<ul style="list-style-type: none"> Ensure speaking chances 	<ul style="list-style-type: none"> Let's hear from Jim. Let's hear what Siti has to say. One moment, Jim. Siti has something to say. Let's hear what Siti has to say first, then Jim. Susan, you haven't said anything about this yet. Maybe you would like to add?
	<ul style="list-style-type: none"> Giving praises/encouragement 	<ul style="list-style-type: none"> That's a great idea, Sam. I think Lisa's idea is the solution to our problem. Your suggestion may just work. Daniel's idea sounds good. Could we discuss it further?
	<ul style="list-style-type: none"> Get agreement 	<ul style="list-style-type: none"> Does everyone agree with this plan? Are we all in agreement? Any objections?
	<ul style="list-style-type: none"> Manage conflict 	<ul style="list-style-type: none"> I don't think the two of you are as far apart as you think. Your ideas are actually rather similar. You are... and he/she is... Am I right? Let's not fight about it. I'm sure we can reach find a solution midway.
	<ul style="list-style-type: none"> Express opinion/viewpoints 	<ul style="list-style-type: none"> In my opinion, ... / I think... What if... Maybe we could.../we should... I suggest we.../ Let's ... I strongly believe... As far as I'm concerned... In my view.../ From my point of view...
	<ul style="list-style-type: none"> Ask for clarification 	<ul style="list-style-type: none"> Can/Could you please repeat? Excuse me? I beg your pardon? Sorry? Is it possible for you to ... for me please? Would you be so kind as to...? Do you mind...

	<ul style="list-style-type: none"> Point out a different perspective 	<ul style="list-style-type: none"> There are, if I may say so, certain points you should bear in mind... There are other considerations. For example... If we look at it in another light... Seen from another angle, one could say... I wonder if you've considered...
	<ul style="list-style-type: none"> Highlight important facts 	<ul style="list-style-type: none"> I particularly want to emphasize the fact that... This point is highly significant Let me say again how important it is to... We mustn't underestimate the importance of... I would like to remind you that... I wish to draw your attention to...
	<ul style="list-style-type: none"> Challenge another point of view 	<ul style="list-style-type: none"> I wonder if that view is justified in the light of... I don't think you fully appreciate the fact that... It would be in your own interest to... I would be inclined to..., if I were you...
	<ul style="list-style-type: none"> Reassure 	<ul style="list-style-type: none"> There's no cause for concern as far as... is concerned Let me assure you straightaway on that point... I can assure you that... We understand your concern about... and we assure you that we will do everything in our power to... You need not have any fears about...
	<ul style="list-style-type: none"> Clarify misunderstandings 	<ul style="list-style-type: none"> What I wanted to say was... That's not (exactly) what I meant... In other words... That is not what I'm getting at... Sorry, let me explain it more clearly (Please) Don't get me wrong, what I meant was... All I was trying to say is...
	<ul style="list-style-type: none"> Interrupt and to return 	<ul style="list-style-type: none"> (I'm) sorry to interrupt... Sorry, can/ may I interrupt you for a second... Excuse me.../ Pardon me... If I may interrupt for a second... Sorry, but did I hear you say... As I was saying... Going back to... (Yes, well) anyway...
	<ul style="list-style-type: none"> Agreeing 	<ul style="list-style-type: none"> I agree (with you). I can't agree with you more. I share Ali's views. I think that's a good idea. That's right!
	<ul style="list-style-type: none"> Disagreeing 	<ul style="list-style-type: none"> I disagree. I see your point, but.. That's a good point. However,... I beg to differ... I'm afraid I have a different view

	<ul style="list-style-type: none"> Prevent a monopoly 	<ul style="list-style-type: none"> Well, thank you. But we have to move on to the next item on the agenda. I am sorry to interrupt you, but we need to move on to the next item of our discussion. Thank you for your thoughts on that. Now let's turn to the next item. Thank you. Your point is well noted. Can we move on to the next item, now? Thank you for your ideas. Now, let's turn to the next item.
	<ul style="list-style-type: none"> Persuade 	<ul style="list-style-type: none"> Wouldn't you agree that... ? Seen from another angle, one could say... If we were to..., then we would... In view of all the facts that we have discussed, would you not agree that...? After considering the choices, wouldn't you...? I think we can agree that the best way to proceed would be to...

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Closing the Meeting <i>Bringing the meeting to a clear, constructive close</i>	<ul style="list-style-type: none"> Reiterate key points/decisions made/person responsible/upcoming tasks/etc. 	<ul style="list-style-type: none"> We have come to an end of our meeting. Let's recap what we have discussed. Let's look at what we have discussed so far. We have decided that... These are what we have discussed and decided on. Laila, you will be in charge of... Your job is... In our next meeting, we should have completed the first phase of our planning. I think we've covered everything. Our next meeting will be on Monday at 10 a.m.. Everyone should be ready with your progress report.
	<ul style="list-style-type: none"> Obtain feedback 	<ul style="list-style-type: none"> Did we miss out anything? Have we covered everything? Does anyone have anything to add?
	<ul style="list-style-type: none"> Thank the group members 	<ul style="list-style-type: none"> Thank you once again for coming. Thank you for the productive discussion. Thank you for all your ideas and contributions.
	<ul style="list-style-type: none"> Close 	<ul style="list-style-type: none"> This meeting is now over. Assalamualaikum/Thank you

Adapted from:

Harvard Business School Press. (2006). *Running Meetings: Expert solutions to everyday challenges*. Massachusetts: Harvard Business School Publishing.

Nor Azni Abdullah, Noorzan Hj Mohd Noor, Teh, C.S. & Foo, K.. (2008). *Communication skills for the workplace*. Selangor: August Publishing Sdn. Bhd.