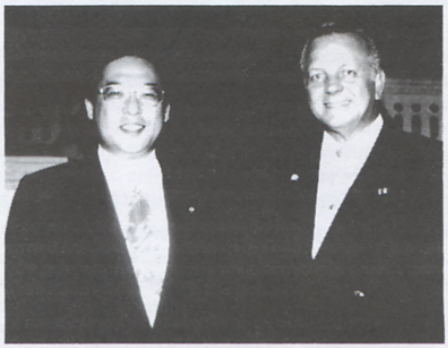
No. 3, 1995

Leader

• A Publication of Junior Chamber International (JCI), Inc., for Local Chapters •

JCI MISSION

" . to contribute to the advancement of the global community by providing the opportunity for young people to develop the leadership skills, social responsibility and fellowship necessary to create positive change."



JCI President Oji meets with President Juan Carlos Wasmosy of Paraguay.



President Oji shakes hands with President Kim Young Sam of the Republic of Korea.



President Oji greets members of the JCI Board of Directors and the JCI staff on the occasion of the Midyear Executive Meeting at the JCI World Headquarters.



[Above] President Oji cuts a ribbon to officially open the History of JCI Exhibition at the JCI World Headquarters and [below] welcomes guests to tour the exhibit.





In support of the Presidential theme, projects to benefit children are enacted by Junior Chambers throughout the world. Examples appear on page 6.

One Step Ahead

Leader

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MEETING HIGHLIGHTS

Area A Conference—*African Junior Chambers: Factors for Integration*

Dakar, Senegal, was the site of the 1995 JCI Area A Conference. More than **320 delegates** from **30 countries** attended the four-day meeting. Minister of Tourism Tijane Sylla and Mayor of Dakar Mamadou Diop highlighted the Conference as keynote speakers during the Opening Ceremony.

On Friday more than 250 delegates dressed in white and participated in a "March for Peace." Ouagadougou, Burkina Faso, was the only bidder for the 1997 Area A Conference, but the decision will be made at the Glasgow World Congress in November.

Area B Conference—*A New Dimensional Experience*

More than **12,000 members** from more than **30 countries** attended the 1995 Area B Conference. The Korean honeymoon island of Cheju was the perfect site for the four-day meeting. Highlight of the Conference was President of the Republic of Korea Kim Young Sam's attendance at the Opening Ceremony. The JCI Foundation set a contribution record with 53 donors at US$1,000, 7 donors at US$10,000, and 1 donor at US$5,000. The Mottainai seminar attracted more than 200 participants, and discussion centered on ways Junior Chambers can become part of the program.

For the 1997 Area B Conference, General Assembly selected **Pattaya, Thailand**.

Area C Conference—*Young Energy to Grow Together*

Asuncion, Paraguay, was the site of the 1995 JCI Area C Conference. More than **550 delegates** attended the four-day meeting of discussions, training and parties. Friendship was shared by members from **32 countries**.

Highlights of the Conference were the Mercosur Conference and Business Forum. Antonio Erman González—member of the National Congress in Argentina and past Minister of Finance and Tourism—was the keynote speaker. He introduced the rules and opportunities of Mercosur, the South American Trade Agreement between Argentina, Brazil, Paraguay and Uruguay. Three outstanding members—1990 JCI President Jorge Suncar, 1991 JCI President Reginald Schaumans, and 1977 JCI Vice President Yassuo Imai—served as panelists to discuss and answer questions about free trade and trade agreements worldwide. A seminar on business improvement and free trade trends followed the forum.

General Assembly approved **Pereira, Colombia,** as the site of the 1997 Area C Conference.

Area D Conference—*Europe, A New Dimension For New Values*

Strasbourg, France, was the site of the 1995 JCI Area D Conference and was held simultaneously with the National Convention of Jeune Chambre Economique Française. The closing Saturday evening gala attracted **3250 delegates** from **45 countries**. The festivities and entertainment concluded with the display of a spectacular 7-meter-tall cake.

Highlights of the busy week included Opening Ceremony, complete with a colorful aquatic show, and the adoption of both the Charter of Humanism and the Deregulation Workshop Resolution. The Conference featured 40 seminars and workshops; the successful bid of **Reykjavik, Iceland**, to host the 1997 Conference; and the selection of **Krakow, Poland**, for the 1996 AEP Meeting.

Midyear Executive (MYE) Meeting Highlights

The 1995 JCI Midyear Executive Meeting continued this year's focus on the future with the Committee's enthusiastic endorsement of the 1995 Strategic Planning Committee (SPC) Plan of Action, ***JCI Vision 2000***. The tone of the meeting was open and harmonious with strong team spirit. JCI President David Oji continued special focus on his theme, ***One Step Ahead.***

A special highlight of this meeting was the opening of The History of JCI Exhibition first shown during the 1994 Kobe JCI World Congress. The exhibit honors the first 50 years of JCI history, with photos featuring milestone events and leaders of the organization. It will be on permanent display in the Phil Pugsley Memorial Library at the JCI World Headquarters.

JCI Conference for the United Nations' 50th Anniversary

As a nongovernmental organization with members in more than 115 countries and territories, JCI is holding this special conference to commemorate the UN's 50th Anniversary from August 19 to 22, 1995, in New York City. Attendees include USJCC Board members, National Presidents, JCI Board members and other special guests. The purpose of the Conference is to promote globalism and fellowship among Junior Chamber members, including drafting a declaration for approval at the Glasgow World Congress regarding the Age of Global Citizenship.

JCI, the World Wide Web, and the Internet

JCI has achieved the long-sought goal of global electronic interconnectivity with the creation of a Home Page on the World Wide Web. Any Junior Chamber organization or member can access this Home Page through the Internet.

There are currently some 30 pages of information available. Major areas cover information on JCI—fact sheets, origin, purpose, Creed, JCI President David Oji's *One Step Ahead* newsletter, the Glasgow JCI World Congress, and IBN. The Home Page address is: **http://www.sigma.unb.ca/jaycee/jci.htm**

The JCI World Headquarters is on-line and can now be reached via the Internet at the following addresses: (For the Secretary General) **jciwhq@aol.com** (For the Communications Department) **lsjci@aol.com** (For Area D) **jcieur@aol.com** (For IBN) **jciibn@aol.com**

A Jaycee Fable



By Iris Chan, National Vice President, Hong Kong Junior Chamber of Commerce

Having read the article "We are ready to fly!" in the February issue of *Leader*, I was simply amazed that two Junior Chamber members (Calogero Foti, 1994 National President of Junior Chamber Italiana and myself), far apart on earth, would write in such similar metaphors on a common subject.

As chapter president last year, I launched my first message in our newsletter, *Progress*, in which I expressed the purpose of Junior Chamber in a fable. Here is my "Jaycee Fable":

Once there was a bird that lived in a cage;
the cage was comfortable, safe and warm.
The bird could walk, stroll, run, skip and jump
inside the cage, but he could not fly.

The bird was too used to his cage and
thought he liked the comfortable prison.
He has made himself believe that
he was born to move on his feet, and
his wings were his decorations.

One day the cage door was opened, and by curiosity
the bird stepped outside to take a little peek.
He saw a flock of birds like himself
that were flying and laughing in the skies.

They invited the bird to join.
"Don't be afraid," the birds said,
"for we'll teach you how to fly,
and remember,
you're allowed to make mistakes."

Patiently, they taught the bird to spread his wings
and flap them,
and slowly
the bird found himself taking off
and flying in the sky.

The bird glides from project to project and
flies from Convention to Congress;
he sweeps through opportunities and
beats frustrations off his wings;
he lets the winds of positive change
brush against himself and
rejoices for flying high and free.

The bird has not forgotten his imprisoned mates;
he urges them to take brave steps and
embrace whatever opportunities may come; and
that only by kicking away the casting cages
will you find the power in your life
to become a true and flying bird.

Recruitment + Orientation + Fellowship = Junior Chamber Commitment

By Petri Niskanen, 1995 JCI Vice President from Finland



According to the basic principle of Junior Chamber, our membership is regenerating all the time. That means that every chapter has to emphasize the recruitment of new members and also strongly invest in the orientation of young members. Most of the members who don't become active leave the organization after a few months or within two years, never to realize the opportunities in Junior Chamber. No one presented it to them in the right way. Communication cultivates motivation.

I would especially like to thank one American State President, Chester Lowe, from Tennessee. In Gatlinburg, his enthusiasm and commitment motivated me a lot. I know that it has done the same to all members in Tennessee during his year in office.

What is the path to the Junior Chamber oasis? Are there any secrets to having active years in Junior Chamber? No, there are no secrets. We just have to feel the friendship and togetherness from the beginning. We have to experience the fellowship of Junior Chamber in our first event.

In Palatine, Illinois, 30 miles from Chicago, there is a remarkable chapter. The Palatine Jaycees has about 150 members. The best word to describe this chapter is enthusiastic. The chapter is lead by a stirring lady, Carol Levin, and committed Board members who communicate with and inspire the members. The attendance figures are high at every meeting, and the list of terrific projects is immense. When I visited Palatine, I felt clearly the fellowship of all members. I'm sure it is a basic reason for their success. *"From active recruitment by good Junior Chamber friends to years of lasting commitment."*

Strategies for Building a Diverse Membership

By Günther Meyer, Executive Director of Member Development, Junior Chamber International, based on an article by Sondra Thiederman, Ph.D., published in **Membership Development,** *a publication of the American Society of Association Executives (ASAE).*

As a chapter officer, your responsibility to the organization is not only to perform well during your year but also to ensure that the chapter and its members experience a brighter future. Analyzing the organization's trends—and changes in the environment where it functions—is a good start to make sure that your chapter will be in business for a long time.

Have you ever analyzed the diversity of your organization's membership based on race, culture, language, religion, profession, geographical area, hobbies, special interest, political preference, etc.? These diversities may be the key factor between the success or failure of the membership enhancement efforts at all levels of your chapter.

The beauty of Junior Chamber and the benefits of being associated with it are the experiences members gain by interacting with people having different backgrounds. If a chapter becomes a single-segment organization—such as having a membership of only lawyers or businessmen—its members might as well join the local Bar Association or the Chamber of Commerce, where they could enjoy more benefits from their membership.

For example, the United States Department of Labor's report entitled "Workforce 1000" indicates that by the year 2000 nonwhites, women, and immigrants will constitute more than 80 percent of new entrants in the workforce. Native white males will reflect only 15 percent. If organizations are to remain viable institutions and meet the needs of their constituencies, they must attract and retain members who represent the population's diversity.

Here are some steps that can help you avoid falling into the trap of single-segment membership and build the right environment for a diverse membership organization. Such a chapter will provide its members with more and better opportunities for personal development.

1. ANALYZE YOUR CURRENT MEMBERSHIP DIVERSITY.

Examine your membership diversity. List all members with their respective professions, cultures, languages, races, religions, hobbies, special interests, skills, political preferences, etc. Now compare them with the activities of the organization. If one segment is heavily dominating the chapter's activities and image, it may be time to consider inviting other segments of the community to join. For example, a chapter mainly focused on discussing issues and rules (with few activities) may be dominated by politicians and lawyers, because discussing laws and issues is their day-to-day activity. A chapter that concentrates only on training may largely be composed of teachers or professionals in the training field. A heavy concentration of business-related activities may indicate that the majority are businessmen.

2. ANALYZE THE CURRENT BALANCE OF ACTIVITIES IN THE FIVE AREAS OF OPPORTUNITY.

A good balance in all five Areas of Opportunity is the best recipe for a healthy chapter. List all activities and opportunities offered to the members under each Area of Opportunity. If there is a concentration in one or two Areas, it may be the reason why some members are not active or prospective members never return after the first few meetings.

3. UNDERSTAND THAT DIVERSE MEMBERSHIP DOES NOT JUST HAPPEN.

Even though populations change, organization membership doesn't follow naturally. Achieving diversity often requires a strategy, and to design one you must understand why diversification doesn't happen naturally. Research has revealed three barriers:

a. ***A lack of perceived value.*** Unless individuals understand the value of what your organization offers, they won't consider joining.
b. ***Social and professional discomfort.*** It isn't easy to join an organization of unfamiliar personalities, cultures, and rules. Add to this the challenge of being a minority in a dominant culture, and an individual's reluctance to overcome perceptual barriers to membership is readily understood.
c. ***Feelings of being unwanted.*** Chapters can open the door to diversity by creating environments that are receptive to members of all ethnicities, genders, and backgrounds.

4. PLAN FOR A DIVERSIFICATION OF THE CHAPTER'S MEMBERSHIP.

Here are 12 strategies for overcoming barriers. Bear in mind that the specific approach your chapter takes must always reflect its mission, philosophy, age group, and goals.

Strategy 1: ***Set up a diversity task force or committee.*** Ask for volunteers interested in the topic who will bring commitment and open-mindedness to the task. Try a model diversity on the committee, but remember the most important criteria—commitment and fair-mindedness.

Strategy 2: ***Compare your organization's demographics with the community's demo-***

graphics. Find out if the chapter's membership reflects the community's demographics and the chapter's needs. It may be appropriate to look at differences in gender, race, and ethnicity.

Strategy 3: ***Develop a diversity program and set long-term diversity goals.*** Before designing your diversity program, survey the perceptions and needs of your current membership. Avoid the tendency to make goals unreasonable or immeasurable. Be realistic and concrete, and be sure to build key steps into your program where you can stop, regroup, and modify the program to meet current needs.

Strategy 4: ***Make certain your published materials and activities reflect diversity.*** Do your publications and advertisements use diverse models? Do the chapter's activities fulfill the needs of the constituency?

Strategy 5: ***Include diversity articles and topics in your publications and training programs.*** This communicates your commitment to incorporate diversity. Specific topics will, of course, vary according to the current needs.

Strategy 6: ***Organize seminars and conferences that are appropriate for diverse members.*** Include subjects such as the challenges faced by the disabled in specific occupations; information women might need to know about working in a given environment; or issues that meet the needs of people from different cultures.

Strategy 7: ***Make sure speakers and authors recognize and respect diverse participants and readers.*** Speaker and author instructions, should highlight the importance of using examples and language that are pertinent and inoffensive to listeners and readers. Develop a bias toward inviting speakers who ask about the diversity of your audience and are prepared to tailor presentations to meet those needs.

Strategy 8: ***Conduct orientation sessions to ease the process of joining the chapter.*** Programs such as "An Opportunity to Succeed," the JCI Membership Orientation Program, can be suited to local needs to show the benefits of joining an organization committed to member diversity and to encourage individual involvement.

Strategy 9: ***Encourage diversity efforts.*** This is particularly important for chapters located in ethnically and racially mixed communities. Set up a mechanism whereby member efforts are linked and supported by the chapter's diversity strategies.

Strategy 10: ***Make your chapter visible in minority communities.*** Consider providing services to minority communities; advertising in ethnic and foreign-language publications; networking with community leaders; and cultivating the leaders of minority associations in your community.

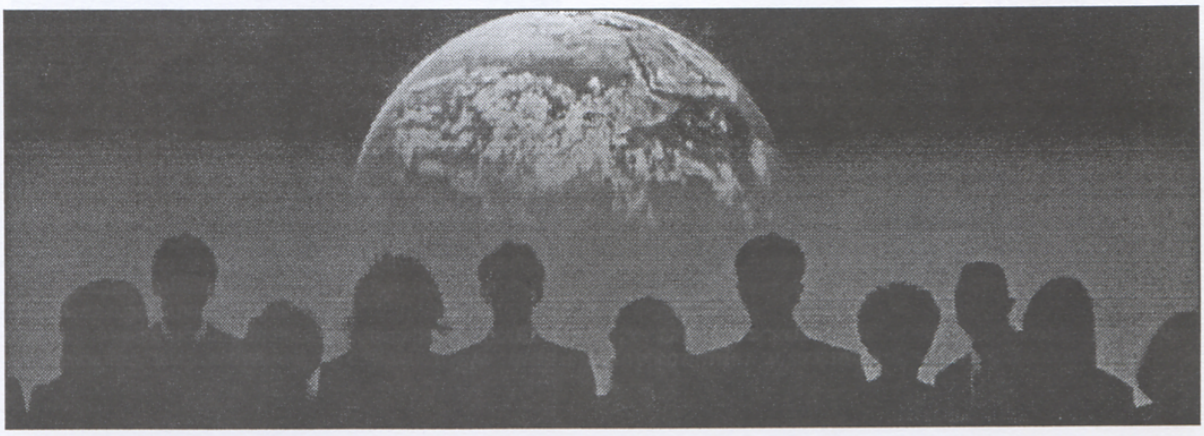
Strategy 11: ***Consider setting up special interest groups for diverse members.*** These groups can serve as forums to express concerns as well as propose solutions to diversity challenges that may exist.

Strategy 12: ***Network with successful organizations.*** Contact other chapters and other volunteer organizations; share problems and solutions with them. They are in the same business as you and face the same problems you face in your chapter.

5. MAKE DIVERSITY WORK.

As you seek to recruit, retain, and involve a diverse membership, take care to model the key principles of diversity that will lead to success:

a. Communicate openly and respectfully with each other and members of all backgrounds.
b. Be respectful of diversity, but avoid the paralyzing and divisive effects of excessive reliance on rules of "political correctness."
c. Never lower your standards—a diverse membership is a quality membership.
d. Avoid stereotyping populations and lumping them together in unrealistic or improper categories.
e. Be all-inclusive. Avoid minimizing the importance of one member to increase the importance of another.
f. Expect the best and enjoy the creativity, energy, and vitality that a truly representative organization can bring.



JCI Projects Envelop the World



Brazilian children, participants in the "Basketball for All" project, attend an orientation on Junior Chamber.

BRAZIL—Chapter: Santa Cruz do Sul. Project: ***Basketball for All***

This project's goal was to develop in inner-city children an interest in basketball. Six inner-city elementary schools were selected, and 80 children participated in the project. One goal was to motivate a desire for better hygiene and nutrition by showing these as important factors for basketball performers. Another was to foster attitudes of teamwork through sports activities The project also provided opportunities to good players for exposure to local basketball coaches. Finally, "Basketball for All" gave chapter members the chance to work with sports authorities and inner-city children in a project that increased community awareness of Junior Chamber activities, philosophies, and mission.

WEST INDIES—Chapter: Saint Andrew, Jamaica. Project: ***Management Seminar***



Past President Jorge Suncar, trainer for the West Indies Management Seminar, chats with Jamaica's Prime Minister P.J. Patterson.

The St. Andrew Junior Chamber organized a management training seminar for members and local business people in association with the Jamaican Institute of Management. The program, "One Step Ahead—Management in the 21st Century Seminar," attracted more than 150 people including some 80 local businesspeople (nonmembers). A professional promotion in the business community publicized topics and trainers, including 1990 JCI President *Jorge Suncar*—"Mind-Mapping"; JCI Director of Growth and Development for Area C *Edson Kodama*—Japanese Mind; and JCI Director of Growth and Development for Area A *Desmond Alufohai*—Management, Leadership, Vision and Values. The program's success and participation were so outstanding that the Prime Minister of Jamaica invited the trainers to his private 60th birthday party.

MAURICE—Chapter: Port Louis. Project: ***Easter for Children***

Jeune Chambre Economique de Port Louis organized an Easter celebration to show the children that they represent the future and that there can be hope and joy in life. The chapter planned a joyous morning with cakes, refreshments, games, and Easter eggs for all the children. The results were happiness and smiles on the faces of all the children, and chapter members realized another successful project.

JAPAN—Chapter: Hamamatsu. Project: ***Youth Voyage***

Targeting third to sixth graders, the Hamamatsu Junior Chamber conducted a "Floating Training" onboard a ship. As the next generation, 440 students participated, studying the importance of coexistence and discussing dreams for the future. This is the fifth year this project has been conducted. During the two days of onboard training, each team of eight children interacted, facing some of the challenges of internationalism by communicating with foreign instructors.

PHILIPPINES—Chapter: Marinduque. Project: ***Kasiyahan Ng Batang Bitik***

The objective of this project was to benefit children ages 5 to 12 living in Bitik. The activities included parlor games, a "Miss Bitik Kid '95" beauty contest, gift giving, "battle of brains" game, dance contest, and others. This project provided an extremely happy day for the kids in Bitik.

MALTA—Chapter: Junior Chamber Malta. Project: ***"Take Root" Campaign***

Junior Chamber Malta conducted project "TAKE ROOT." The members assembled 50,000 tree-planting kits. They gave 20,000 to children and sold 30,000 to the general public. The chapter obtained a US$9,000 sponsorship from the Ministry of Environment.



Filipino children benefit from a project sponsored by a local chapter.

JUNIOR CHAMBER INTERNATIONAL

Global Mottainai Movement

MOTTAINAI NEWS

NO. 3, 1995

MOTTAINAI

Area Conferences spur Mottainai action plans

More than 500 Jaycees attended the Junior Global Citizens Development Program—also known as the Mottainai 2 Seminar—held at each of the Area conferences.

Reminiscent of the original Mottainai seminars held last year, the seminars encouraged maximum participation from attendees. Participants formed separate discussion groups after an introductory message on "The Future of Children" and the program's importance.



The format encouraged participants to envision creative ideas for the Mottainai Movement and "The Future of Children." It also made the most of each Area's unique culture. Attendees had the opportunity to interact with each other in addition to hearing the speaker. This aspect doubtless played a great part in developing long-lasting Jaycee friendships.

Five action plans evolved from the **Area A Conference** in Dakar, Senegal. The plans dealt mainly with caring for abandoned street children. Each of the action plans included health care, in particular, providing vaccines.

At the **Area B Conference** in Cheju, Korea—also known as ASPAC—300 attended the Junior Global Citizens Development Program. Current worldwide problems—such as refugees and illegal immigration—drew discussion concerning how best to help the children. Other action plans addressed the need to establish parks and campgrounds to expand environmental awareness among young people.

At the **Area C Conference** in Asunción, Paraguay, one action plan surpassed the rest as an outstanding example of the Junior Global Citizens movement. The tree-planting program was adopted to raise children's awareness of world environment and instill international understanding. A second suggestion new to the region was to hold festivals that would broaden the cultural awareness of children.

One significant recommendation made at the **Area D Conference** in Strasbourg, France, was to create a nursing program composed of parents and Junior Chamber members.

All of the suggestions and plans were developed by seminar discussion groups in a very short time. This achievement shows what can be done when Jaycees work together. The next step is to turn plans into action and include everyone's needs.

Thanks to the participants, many good things should come from the discussions at the Mottainai 2 Seminar, because *"The Future of Children is the Future of the Earth."*

LEADER *is published by Junior Chamber International (JCI), Inc., to provide noteworthy information and news to local chapters. To contribute to this newsletter or for more information, contact: Junior Chamber International, 400 University Drive, P.O. Box 140577, Coral Gables, FL 33114-0577, U.S.A. Telephone: 1-305-446-7608, Fax: 1-305-442-0041.*

Come and experience one of Europe's favorite holiday destinations. Meet members from all over the world. Experience what our organization has to offer you. Come to Glasgow!

Q. How do I register to attend the Congress in Glasgow, and what does it cost?
A. For information about registration, please contact JCI World Headquarters at the address shown below. *Register early and save.* Registrations received by September 15, 1995, cost US$330; those received after September 15 will cost US$380. The registration fee includes entrance to all official events, Congress training programs, Welcome Party, Home Hospitality, National Parties, Delegate Luncheons, and Presidential Gala.

Q. What is the price range for accommodations, and how do I book a hotel room?
A. The Congress Organizing Committee (COC) has worked hard to keep prices affordable for members and guests. There is a wide range of hotel rates, from US$90 to US$210 per room per night. For information, please contact Glasgow World Congress 1995 Limited at the address below.

Q. If my NOM wishes to hold a National Party or reception during Congress, what should it do?
A. National Party and Reception venues will be confirmed through JCI World Headquarters, which will also designate the date and time. Subsequently, the Glasgow Organizing Committee will provide information on costs and facilities. To confirm your venue, JCI will need to know the preferred date and time of your party or reception and the expected number of attendees.

Q. How can I arrange a Trade Show booth at Congress?
A. Contact the Glasgow World Congress 1995 Ltd. for information about size and facilities available. Rental fees range between £1,500 and £3,000. A deposit of 20 percent will reserve your booth, with the balance due September 1, 1995.

Q. What local transportation and weather information would be helpful in making preparations for travel?
A. Glasgow International is the main airport; an airport shuttle bus will operate on November 4, 5 and 12. For approximately US$5, you can travel within the city of Glasgow by rail or underground. The ScotRail/British Rail system is a convenient method of overland travel between other cities in Great Britain. The time between Glasgow and London by the high-speed Intercity rail service is approximately five hours. Typical weather for Glasgow in November is clear and cool, with temperatures in the 50s°F. You may wish to bring a raincoat and umbrella, although rain is unusual in November.

Q. Will there be tours for Junior Chamber members wishing to see the local countryside?
A. Day tours and overnight tours are available. The three-day, pre- or post-Congress tour includes St. Andrews; Aberdeen; Inverness; and Glencoe, with its spectacular world-famous scenery. Edinburgh, the capital of Scotland, is only an hour's drive from Glasgow, and day tours go to Loch Lomond, Stirling Castle, and the birthplace of poet Robert Burns. Art lovers will enjoy visiting the many galleries that flourish in Glasgow.

Q. Will there be special programs for spouses and children during the Congress?
A. There are no specific programs for spouses and children. However, should you have a request, please contact the Organizing Committee in Glasgow.

Q. What will the training/business program offer?
A. This year's program includes motivational speaker Anthony Robbins from the United States; popular professionals Jack Black, Kerry Gleeson and Roslyn Taylor; and favorite personalities such as Bob Pike, Blaine Bartlett, Bjorn Ringom, and Allan Pease. Visit the business contact center and arrange excursions to local businesses and companies. The International Business Network (IBN) will also have a special program and booth.

For information on tours, trade show and hotel accommodations, contact:

GLASGOW WORLD CONGRESS 1995 LTD.
DALE HOUSE, 21 WEST GEORGE STREET
GLASGOW G2 1EW, SCOTLAND.
TEL. (44-141) 249-1506 • FAX. (44-141) 221-4981

For information on registration, National Parties and training programs, contact:

JUNIOR CHAMBER INTERNATIONAL
WORLD HEADQUARTERS
DEPARTMENT OF MEETINGS & TRAINING
400 UNIVERSITY DRIVE, P. O. BOX 140577
CORAL GABLES, FL 33114-0577, U.S.A.
TEL. (305) 446-7608 • FAX. (305) 442-0041 • FAX. (305) 448-8705

GLASGOW Q & A

JCI CREED

"We believe:
That faith in God gives meaning and purpose to human life;
That the brotherhood of man transcends the sovereignty of nations;
That economic justice can best be won by free men through free enterprise;
That government should be of laws rather than of men;
That earth's great treasure lies in human personality;
And that service to humanity is the best work of life."