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."



1.

1. *Bermuda.* JCI President David Oji and Bermuda NOM President Linda R. Simons meet with The Honorable Sir John Swan, Premier of Bermuda, a former Junior Chamber member and JCI Senator #50267. **2.** *Estonia.* NOM presidents of Europe met with JCI President Oji and JCI VP Bouverat in February at the Association of European Presidents Meeting in Tallinn, Estonia. **3.** *India.* JCI President David Oji inaugurates the 39th National Convention of Indian Junior Chamber in Salem, South India. Watching President Oji light the traditional lamp are: NOM President K. Nagarajan, 1995 JCI Vice President K. V. Ratnam and wife Sandhya, and others. **4.** *Nepal.* President Oji presents a gift to Prime Minister of Nepal. Manmohan Adhikari.



2.

One Step Ahead



3.



4.

1995 SPC Holds Final Meeting in Miyazaki

From March 19 to 24, the '95 JCI Strategic Planning Committee (SPC) met in Miyazaki, Japan, for the last time to discuss the long-range future of JCI.

During the week-long meeting, the 13 members of the committee, headed by Chairman Albert Hiribarrondo, approved the major recommendations and proposals to be submitted to the JCI Executive Committee at MYE in June. The proposals will be published after MYE and later submitted to General Assembly at the Glasgow JCI World Congress,



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More Action in JCI–UNESCO Agreement

As part of the recently renewed cooperation agreement between JCI and UNESCO, JCI members will direct many of their activities to specific areas in the coming years. The agreement focuses on three major projects:

Entrepreneurship

JCI and UNESCO will promote entrepreneurship by designing and conducting self-employment and income-generating seminars. Prepared by JCI, these seminars will include speakers' notes, handouts and transparencies such as those used in the Vanguard Leaders and Opportunity to Succeed seminars.

The seminars will be distributed to chapters interested in conducting them in the community.

Traditional Sports & Games

Our traditions reveal our history; they help us to better understand ourselves and others. In this project, UNESCO endeavors to preserve the old, traditional games and sports activities which are an important part of humanity's inheritance.

UNESCO is developing a world inventory of traditional games and sports classified in eight categories, with a limit of one sport or game per country. The eight categories are:

1. *Ball games*
2. *Bowling and skittles*
3. *Throwing games*—i.e., javelin, etc.
4. *Shooting games*—i.e., archery, etc.
5. *Wrestling and jousting*
6. *Animal games*—with no harm to animals
7. *Locomotion games*—i.e., various races
8. *Gymnastics and acrobatics.*

To assist UNESCO in creating this inventory, chapters are asked to complete a survey and return it to UNESCO. Forms are available from JCI World Headquarters.

Also, every four years UNESCO runs a World Festival of Traditional Sports and Games. The next one will be in Bangkok in 1996. UNESCO is encouraging Junior Chamber members to participate at the festival and demonstrate their traditional sports and games.

Survey on Youth

JCI will select chapters in 50 countries to conduct a survey on youth over a two-year period. Members of these chapters will receive questionnaires prepared by UNESCO and undertake the surveys in their communities. UNESCO will analyze the questionnaires, and the results will be used in compiling a major UNESCO report on "Youth in the 21st Century."



President Oji and Director General of UNESCO Federico Mayor sign the JCI-UNESCO cooperation agreement.

Message from **GEORGES A. BOUVERAT** (Switzerland)

1995 JCI Vice President assigned to Belgium, Estonia, France, Germany, Latvia, Lithuania, Luxembourg, Netherlands and Poland

Four months have passed since I took office as a 1995 JCI Vice President. The time allowed me plenty of opportunity to learn more about my assigned countries: their ways of living the principles and beliefs of JCI as well as their projects, goals, visions and dreams. I would like to thank the national organizations for their hospitality. I am grateful for their allowing me insight into their activities and giving me the chance to meet and befriend many of the most important people in our organization: the members.

The first thought I want to share is the importance of our fine organization in the newly established countries in Europe. In **central and eastern Europe**, we must be true partners, not only FOR our fellow members but also for the economic and political stability of those regions. We can prepare the needed young entrepreneurs and leaders through training and international networking. JCI founder Henry Giessenbier had a vision—a world with true and everlasting peace. I am certain that we can contribute greatly to this vision by accepting the challenge and acting now. Through needs-oriented projects in these countries, we can build stronger local, regional and national Junior Chamber organizations.

Secondly, I would like to address the **diversity** of our movement. In each country I visited so far, the profiles of the members are different. They run their activities in various ways, but the goals and the visions are the same everywhere. To me, this is a top strength of Junior Chamber: allowing every member to realize his or her own dreams within a common vision.

Congratulations to my assigned countries for their outstanding work and achievements! I am sure that these contributions will make Junior Chamber progress and grow positively and help the organization move at least "One Step Ahead."

Message from **CORINNA O'BRIEN-EDGE** (England)

1995 JCI Vice President assigned to Czech, Spain, Greece, Italy, Monaco, Romania and Malta

By the time you read this, I will have started winding my way through my assigned countries. Fortunately, they are all warm and sunny places, so I can leave my winter clothes in England when I visit Greece, Italy, Romania, Malta, Monaco, and then Spain. I also hope to visit my assigned contacts of Portugal, Slovenia and Slovakia.

Italy Junior Chamber promises a project with the United World Colleges and is seeking funding to assist students to attend a short course in Lithuania. **Junior Chamber Greece's** major project is to host the European Conference in June 1996, and I shall be visiting the site during my trip. **Romania Junior Chamber** is hosting an international event, Tourism Business Training Brasov (TBTB), from May 4 to 7, 1995, which I hope to attend. They are also bidding to host the 1996 Association of European Presidents Meeting (AEPM).

Portugal and **Slovenia** are still in the very early stages of forming Junior ChamberS, but, fortunately, an active Belgium member is making efforts to get things rolling in Portugal. I will be visiting Junior Chamber in **Spain** during a multi-twinning weekend hosted by Sabadell. **Junior Chamber Malta** is approaching its first birthday and about to embark on a major environmental project. Having been involved in its initial formation during 1994, I look forward to the opportunity of seeing firsthand how they are progressing.

Of course, I cannot forget my other hat: being this year's Vice Chairman on the IBN Council, responsible for Europe. My team and I will present an exciting seminar at the European Conference on Friday morning, June 9. This will be followed by a seminar on raising finance to keep "One Step Ahead" in the Business Area of Opportunity.

This year has been an inspiring conclusion to my Junior Chamber career!

Message from **PETRI NISKANEN** (Finland)

1995 JCI Vice President assigned to Bermuda, Canada and the United States

Junior Chamber—a chain of 9000 teams around the world

The Junior Chamber movement today spreads throughout more than 100 countries worldwide. Our members in about 9000 chapters in all continents develop themselves and impact on their communities. JCI's largest national organization is The United States Junior Chamber of Commerce; about half of all JCI chapters (4,429 in the 1995 JCI Directory) are American. This year I have the privilege and opportunity to serve our great organization as a Vice President assigned to the U.S.A.

Big is beautiful—but small is, too!

During January and February I have had the pleasure of visiting states in different parts of the U.S.A. I have met Junior Chamber friends from successful chapters with hundreds of members and visited small, excellent chapters with 20 members. Can there be an answer to the frequent question: What is the best size for a chapter? My answer is that big is beautiful—but small is, too! I think you cannot give a specific answer; in fact, the question is not even relevant. What is important is that chapter structure suits the membership, and that it is functional.

In America there are chapters of all sizes in all kinds of communities—and they all work. If you have the will, you can do it!



Message from **KAREN SMYTHE** (Australia)

1995 JCI Vice President assigned to Botswana, Mauritius, Kenya, Madagascar, Malawi, South Africa, Zambia, Zimbabwe

I have found Junior Chamber to be one of the most amazing experiences of my life. This organization has the ability to lead you through challenge after challenge, and it gives you the courage and determination to succeed.

Each year brings fresh ventures and new people to meet as we face these undertakings head on. As a JCI Vice President, the challenges you face are a little different from those you face as a national or local president. These new endeavors are exciting and very motivating, and sometimes you wonder what new challenge is just around the corner.

As I prepare for visitation to my assigned countries, I am elated about learning the culture of the countries that are so different from my own. I am enthused about the prospect of the projects conducted in my assigned NOMs, and I so look forward to meeting the people of **Africa**!

Back home in Australia, members are also excited about my visiSt, because they know that upon my return I will share a little of Africa with them. One of my goals this year was to distribute ideas and projects among my assigned NOMs, and my own Australia Junior Chamber. Already **Kenya** and **Australia** have begun a project to assist Kenya in obtaining secondhand spectacles and hospital equipment. In Australia, many chapters are discussing how they can help Kenya in its quest for resources. Surely this is one of the unique challenges we encounter in Junior Chamber.

Thank you, JCI, for the opportunity to serve as a Vice President. Thank you, too, for allowing me to be part of the year when we all take "One Step Ahead" to face a new challenge.

Quality Management—Taking Your Chapter *One Step Ahead*

By Executive Vice President George Lung



The world is asking for high quality. In the business sector, we are hard pressed by our competitors to improve the quality of our products, our services, and our image in order to sustain our niche in the market. Not surprisingly, the trend also infiltrates the public sector. In the United Kingdom as well as in Hong Kong, the government is becoming more and more customer oriented. To show their determination, performance pledges are produced by all departments that have contact with the public.

Junior Chamber is also facing keen competition, especially in terms of membership recruitment, project sponsorship, and community recognition. Under such circumstances, it is essential to improve ourselves. I will share with you Five Qualities that will take your chapter *One Step Ahead* through quality management.

1. QUALITY VISION AND MISSION

As the leader of your local organization, you should collaborate to develop a vision for your chapter which will guide it successfully through annual changes of leadership.

To formulate the vision, you should analyze the external environment that the chapter is facing, your internal skills and resources, and the needs and expectations of your members as well as those of the community.

The vision, which should be aligned with the mission of Junior Chamber, is geared toward the long-term development of your chapter.

2. QUALITY CULTURE

The next step is to turn your vision into core values. These values may include:

a. ***Accountability.*** Every office bearer is responsible for setting high yet achievable objectives for his or her area and is accountable for all tasks performed and all expenditures incurred in support of these objectives.
b. ***Priorities.*** Resources must be directed to priority areas through systematic review.
c. ***Quality.*** Every task performed and each project launched should be of high quality.
d. ***Commitment.*** Nurture virtues of loyalty and trust among members and with the community. Communicate your core values to every member of your chapter through project meetings, fellowship, orientations, newsletters, and open forums.

3. QUALITY STRUCTURE

Current management favors a simpler structure for your organization. Review the roles and responsibilities of each official position, and abolish those whose functions have lost their significance. Establish task force groups to handle ad hoc problems. The merit of these task forces is that they involve more members in chapter administration, thus contributing to the cultivation of their quality culture and sense of belonging. The basic idea is that structure should be appropriate to the needs of your organization.

4. QUALITY SYSTEMS

For organizations like Junior Chamber, where leadership is changed annually, it is of paramount importance to establish quality systems to handle tasks that recur year after year. One example is the chapter office administration system; other systems include: membership updating, chapter marketing, prospective member selection, membership induction, and the Board of Directors' election system.

Designing these systems conscientiously takes time, but it more than proves its value once established and saves inestimable resources by avoiding repetition of the tedious process year after year.

5. QUALITY PERFORMANCE

Although it is the learning process that is of most value in Junior Chamber involvement, quality performance provides the impetus for us to challenge ourselves to go *One Step Ahead.*

A quality chapter should set up a performance evaluation system to collect feedback on how well or badly we have performed in both chapter administration and project execution.

For effective performance evaluations, we must set **clear objectives** for every significant administrative task and project undertaken by the chapter. For every objective, we should set **relevant measures** to evaluate whether or not the objective has been achieved.

Take as an example the Time Management training conducted by JCI Certified Trainers. One objective of the training program may be for trainees to acquire at least three skills in time management. A measure of this objective could be for the trainee to present three of the skills learned in the program. Various methods—a quiz, game, questionnaire, test, etc.—could furnish data for the evaluation.

Nothing is perfect. Our organization's gift is to allow us to learn from our mistakes. Take courage to face favorable or unfavorable feedback, and show your gratitude for all constructive criticisms. Improve next time.

Action is the only way to succeed. Put the Five Qualities into practice and you will soon notice that, through quality management, you will attract more quality members to your chapter, and you will add more quality projects to your credit.

10 Tips to Motivate Members

Adapted from an article by Annette E. Petrick, CAE,* Leadership Magazine, *U.S.A.

Members are volunteers, and they want their contributions to count. But they need to know exactly what is expected of them, how long it will take, and what outcome the chapter seeks.

By pinpointing expectations and providing a detailed plan of action, the chapter can help members determine if they are right for the tasks. Chapter officers can apply these tips to encourage members to get involved with the chapter.

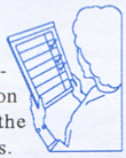
1.

Try to determine the capacity in which a potential volunteer might be willing to serve as well as his or her interests—perhaps by getting to know members well enough to discover their personal interests.



2.

Inform members what tasks are available. Include a box in the chapter newsletter where they can indicate an interest in serving on projects or on the Board of Directors.



3.

Write detailed job descriptions for each project committee. Explain what functions must be fulfilled, the objectives to be achieved, the deadline for completion, the report schedule expected, and the current status of committee activities (whether they are brand new, in the third year of a five-year plan, etc.).



4.

Convey thoroughly the intangible benefits of getting involved. Members may have the opportunity to hone public speaking skills, gain networking opportunities with significant new contacts, or receive leadership training unavailable elsewhere. Members' achievements often uncover new talents that can aid in career growth.

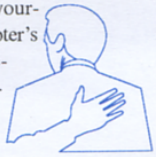


5.

Check the logistics of your chapter's participation effort. Put yourself in the shoes of a member who wants to get involved: How do you go about it? How easy is it? Are the members' efforts rejected or welcomed?

6.

Ensure there is a solid method of follow-up in inspiring members to volunteer. When members offer to help and receives no response, the disillusionment can be destructive to their relationship with the chapter. Familiarize yourself with your chapter's procedures for responding to volunteers, and correct them if needed.



7.

Ask. The most common reason members do not volunteer is because no one has asked them. Sometimes members do not consider themselves asked unless someone has personally approached them.

8.

Divide projects into smaller tasks that are easier to accomplish. People today are busy trying to balance their lives, and your chapter may be more successful by repackaging assignments to accommodate members' schedules.



9.

Listen with a "third ear" and be sure you are in tune with your members at all times. Use technology to keep up with surveys, focus groups, etc. Reach out beyond the Board to the general membership, who may have a different point of view.

10.

Be there when members need you most. If you ask members to give, you must see that they also receive. Fairness will increase loyalty.

Honor Roll of Miracle Workers

"Future of Children" projects are pouring in. Hundreds of chapters have already submitted their "Future of Children" project reports and received their certificates from JCI President David Oji. Thousands of members, too, are already wearing "Future of Children" pins in recognition of their hard work to benefit children in their communities.

Here are some examples of projects conducted around the world:

Junior Achievement Mentor Project—*Omaha Junior Chamber, U.S.A.*



School children must understand the value of free enterprise, business, and economics. To this end, the chapter taught a group of students in the evening and invited the students to work with them. With the assistance of 30 dedicated members, 100 students completed the program, which covered supply and demand, profits, global economics, management, and more.

Universal Rights of the Children Day—*France*



More than 60 chapters in France participated in this nationwide project. Its objective was to promote the creation of a Universal Rights of the Children Day to increase public awareness and ensure those rights are respected. Awareness was created in schools, thousands of children participated, and declarations were signed. The project clearly showed the public the need to establish an official Rights of the Child Day.

National Immunization Day—*Zamboanga Jaycees, Inc., Philippines*



This project ensured that children received needed immunizations, showing the community that Jaycees care about "The Future of Children." At least 1,000 children received vaccinations against polio and tetanus, generating much positive PR for the organization.

SPC Members Go Back to High School—*Miyazaki, Japan*



Miyazaki Junior Chamber made a great impact in its community by having the local high school host members of the Strategic Planning Committee (SPC) in its classrooms. Members of the SPC went to classrooms and exchanged with students experiences and information about their respective countries, school systems, lives, hobbies, etc. This is a great idea for any community welcoming foreign visitors.

Advocacy for Children—Put Words into Action



By Tarja Kukko, Representative to UNICEF & UNESCO—Finland

Every two seconds a child dies from preventable diseases such as measles, tetanus, cholera, whooping cough, pneumonia and diarrheal dehydration. Each day 40,000 children—representing the future of mankind—perish needlessly. Thousands more struggle on, unable to grow normally in body or in mind due to developmental obstacles such as malnutrition and poor sanitation. They never make the headlines. Too few people are concerned, and even fewer take any action. As a leadership development organization, we must put our words into action and move the solution to their plight "One Step Ahead."

Every newborn child, every new life, is a miracle. You can be a miracle worker by saving even one of these lives. You might feel powerless against the horrifying statistics of child deaths. You can make the difference to these children, each of whom is a unique individual deserving the right to grow, prosper, and follow his dream. You will give a future to every child your actions save.

Share your concern with chapter members and other chapters; put words into action today! For some children, tomorrow is already too late.

This year the United Nations is celebrating its 50th anniversary. Observe the anniversary by encouraging your chapters to help UNICEF accomplish its goals for "The Rights of Child." I ask you to join in conducting projects for "The Future of Children," President Oji's main emphasis for 1995. You make the difference.