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JUNIOR CHAMBER INTERNATIONAL HONG KONG

Worldwide Federation of Young Leaders and Entrepreneurs

JCI ACHIEVE 2005

ONE ORGANIZATION, FORMULA TO SUCCESS

ACHIEVE 2005

First in HK

PARTICIPANT HANDBOOK

Name: _____

Date: 4 December, 2005

Venue: B2 Floor, Miramar Hotel, Nathan Road, Tsim Sha Tsui, Hong Kong

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GENERAL INFORMATION

RULES

- All participants MUST attend the training with the T-shirt of the ACHIEVE provided.
- In order to make our program smooth, please kindly turn off your mobile phone or pager or make it into vibrations mode.
- No certificate of attendance will be presented to participants who come late or leaves early in the program.
- The decision of head coach and project chairman is final.

JCI ACHIEVE

The JCI Achieve is a Chapter Development Program that deals with understanding our place within the non-profit industry, our challenges, the competitive factors and how to deal with them, recruitment and retention in relation to the existing demographic groups and how the brand promise is being delivered worldwide by our organization.

OBJECTIVES

At the end of the JCI Achieve course, participants should be able to:

- Truly understand the JCI Mission and the non-profit industry.
- Effectively utilize the JCI brand.
- Identify your membership target and know the basics of Recruiting and Retention.

PROGRAMME

Event	
Registration	Part 2 – The Importance of Branding
JCI Creed	Part 3 – JCI Branding at the Local Level
Recognition of Guests	Part 4 – Summary
Introduction of Trainers	Lunch Break
Kick-off Ceremony	Session 4 – Our Market
Souvenir Presentation	Part 1 – Identifying the Generations
Group Photo	Part 2 – Generations X and Y
Opening Exercise	Part 3 – JCI's Target Market
Ice Breaking	Part 4 – Summary
Session 1 – Our Business	Break
Part 1 – Welcome	Session 5 – Our Membership
Part 2 – Identifying our Business	Part 1 – Membership Recruitment Overview
Part 3 – The Nonprofit Industry	Break
Part 4 – Defining Success	Part 2 – Evaluating Your LOM
Part 5 – Summary	Part 3 – Planning the Recruitment
Break	Part 4 – Membership Involvement
Session 2 – Our Mission	Part 5 – Membership Retention
Part 1 – Vision & Mission	Part 6 – Summary
Part 2 – JCI Mission	Part 7 – Course Closing and Open Forum
Part 3 – Summary	
Break	Vote of Thanks
Session 3 – Our Brand	Certificate Presentation
Part 1 – Definition of Branding	Adjournment

MESSAGE FROM NATIONAL PRESIDENT



Dear members,

It is certainly hard to believe that the 2005 JCI World Congress in Vienna is only a month away! I hope that you will feel rejuvenated to face the months ahead with a renewed sense of purpose and excitement.

It is indeed my pleasure to see many JCI training programs fruitfully implemented locally this year, with the first JCI Lead, JCI Prime jointly organized with JCI Macau, China, now we have the JCI Achieve. All of these become exemplary branding programs which successfully transforming a JCI training department into a JCI Corporate University.

The ***JCI Achieve*** is a **Chapter Management and Development Program** that focuses on the understanding of our place within the non-profit industry, future challenges, competitive factors and the ways to deal with them, recruitment and retention difficulties in relation to the existing demographic groups and how the brand promise can be delivered worldwide by our organization. ***JCI Achieve*** should be taken by all current and future chapter officers and those who want to improve their management and planning skills.

During his official visit to Hong Kong, our World President Kevin Cullinane mentioned that "our vision is that by the end of December 2006, every candidate for the office of 2007 Local President will have attended a ***JCI Achieve*** course in their own National Organization." Now, JCI Hong Kong has made one big step forward to making the dream come true.

All participants of this program are the ones who make great history today. I am confident that you will have a wonderful journey in the year ahead serving as senior officers of our organization during which you will be embraced by exciting exposure

and memorable experience. At the end of this journey, you will find yourself a better person, a better leader and a better contributor to our society.

To conclude, I would like to share with you this quote from Anatole France: "To accomplish great things, we must not only act, but also dream; not only plan, but also believe."

So, let's take action today by commencing the plans that will eventually realize the dreams that we believe in deep down in our heart.

Ellen Tsang
National President

MESSAGE FROM PROJECT CHAIRMAN



Dear fellow members,

It's my great pleasure to be the Project Chairman of the first JCI Achieve Program in Hong Kong.

I would like to thank the National for putting the trust on me, as well as President Jessie Chan from my beloved chapter Sha Tin Junior Chamber for the nomination.

I have enjoyed working with my organizing committee. My OC members and I have spent the past several weeks to work on this project. We have jointly overcome many difficulties in the preparation of this event. I would like to specially thank Project Advisor NEVP Senator Shirley Lai, Supervising Officer NLDD Josephine Tang, my OC members Daphne Kung (QJC), Andreas Wong (NDJC) and Cynthia Wong (HJC) for their passion and commitment with this project.

I wish you have an inspiring training experience!

Jenny Wong
Project Chairman



MESSAGE FROM HEAD TRAINER



Dear members,

It is my great honor to have the opportunity to act as the Head Trainer of the first JCI Achieve Program in Hong Kong.

The JCI Achieve Program is a Chapter Development Program that deals with the understanding of our position within the nonprofit industry, our challenges, the competitive factors, recruitment and retention in relation to the existing demographic groups and how we could deliver our brand promise in the community.

It is a unique experience to have all the four certified trainers for this program in Hong Kong to work together. When we finished the first train the trainer course for the Achieve in the Macao Conference this year, we all had the very strong desire to launch this program in Hong Kong this year. Thanks for the supports of the National in making this dream come true. All the four trainers are devoted to work together on the framework of the JCI Achieve and are trying our best to tailor details of the program to suit the needs of the participants.

To echo the framework of the JCI Achieve, we have decided the theme of this Achieve as "One Organization, Formula to Success".

Let us enjoy this JCI program and have a fruitful experience together. We are the Brand!

Petrus Yung
Head Trainer
JCI Achieve 2005

PROFILE OF HEAD TRAINER

Head Trainer: Senator Petrus Kin Yee, Yung

Chartered Civil Engineer, MSc, MICE, MHKIE, MCILT, FCHKPWS

Junior Chamber International

- Senator
- Certified National Trainer (CNT), JCI Training Institute
- Registered PRIME Assistant Coach
- Certified JCI Achieve Trainer

Junior Chamber International Hong Kong

1987	President of East Kowloon Junior Chamber
1988	National Training Director (Most Outstanding Board of Director Award)
1989	National Vice President (Individual)
1990	National General Legal Counsel
1996 & 1997	Chairman of the National Training & Development Committee

PROFILE OF ASSISTANT TRAINERS



Assistant Trainer: Senator Francesca Ng

Senator Francesca Ng is Senior Solution Manager of Multinational IT company. She joined Junior Chamber in 1995. She is an enthusiast for training. Now she is JCI Certified National Trainer and Certified JCI Achieve Trainer. Some of her major involvements in Junior Chamber are as follows:

Junior Chamber International

- Senator
- JCI Lead Assistant Trainer
- Certified National Trainer (CNT), JCI Training Institute
- Certified JCI Achieve Trainer

2004	Councilor, JCI Asia Pacific Development Council
2002	JCI APDC Officer

Junior Chamber International Hong Kong

2005	National Training & Development Council Chairman
2003	National IT Commission Chairman
2001	National Vice President
1999	National Membership Director

Ocean Junior Chamber

2002, 2003, 2005	Presidential Advisor
2000	President
1997, 1998	Vice President
1996	ME Director

Awards achieved

2000	Outstanding LOM President Award (under 75 members) in National Convention
2000	Outstanding LOM Award (under 75 members) in National Convention

PROFILE OF ASSISTANT TRAINERS



Assistant Trainer: Senator Lydia Chiu

Senator Lydia Chiu is not only a bank executive but also a charming JC trainer. She has joined Junior Chamber organization since 1996. She was graduated from JCI PRIME and EXCEL courses at Macau in 2001 and JCI Fukuoka Congress, Japan in 2004 respectively. She actively involves in member's training and development. She is JCI Certified National Trainer and Certified JCI Achieve Trainer. Some of her major involvements in Junior Chamber are as follows:

Junior Chamber International Hong Kong

- Senator
- Certified National Trainer (CNT), JCI Training Institute
- Certified JCI Achieve Trainer

2005	Chief Committee Member of Training & Development Council
2001	National Secretary General
2000	Deputy Chairman of TOYP

Lion Rock Junior Chamber

2002, 2004	Presidential Advisor
2003, 2005	Executive Advisor
1999	President
1998	Vice President (Membership Affairs & Leadership Development)
1997	Membership Affairs Director

Awards achieved

2000	Outstanding LOM President of the World (over 75 members)
1999	Outstanding LOM of ASPAC Award
1999	Membership Award (Certificate of Merit) of ASPAC

PROFILE OF ASSISTANT TRAINERS



Assistant Trainer: Florence Mai-Ye Choy

Florence is energetic & cheerful, devoted and focused in her JCI career development. Throughout her past 5 years of JCI life, she experienced from all areas of development within JCI and applies them in her training delivery. She's fun, yet serious. Working herself up to Certified National Trainer within 2 years, she had committed to work even harder to achieve higher status in JCI trainer's role. Her mission statement: "Leverage through synergy to perform the best".

Junior Chamber International

- Certified National Trainer (CNT), JCI Training Institute
- Certified JCI Achieve Trainer

2006	JCI APDC Officer

Junior Chamber International Hong Kong

2006	Chairman – National Business Network
2005	National Business Director
2004	Vice Chairman – National Business Network

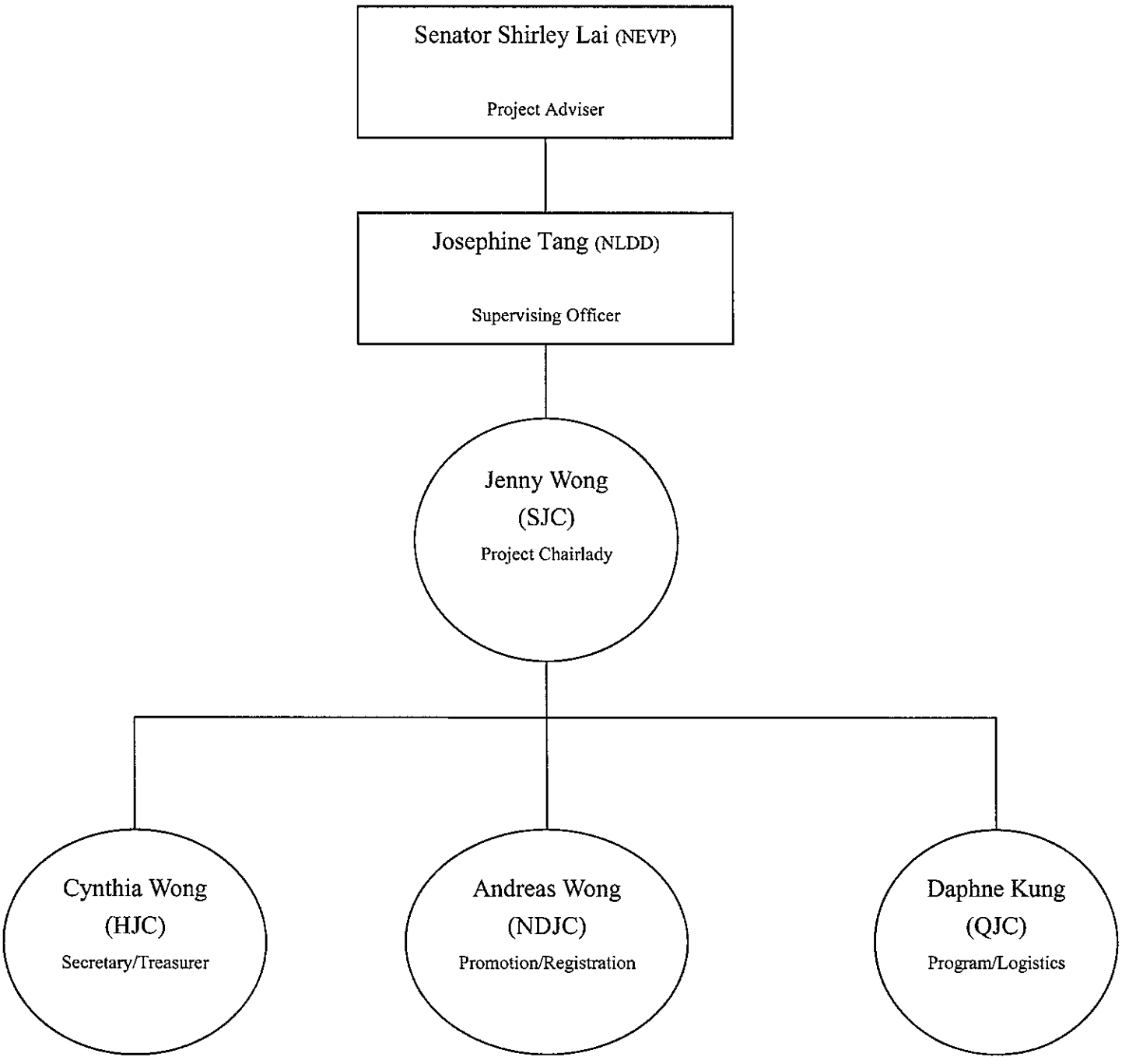
Victoria Junior Chamber

2004	Deputy Convention Director – 39th JCIHK National Convention
2004	Leadership Development Advisor
2002-03	Vice President
2001	Honorary Secretary

Awards achieved

2005	Outstanding NOM Director (Certificate of Merit)
2004	2nd runner's up – JCIHK Public Speaking Contest (JCI group)
2003	Outstanding LOM Ex-Com (Certificate of Merit)

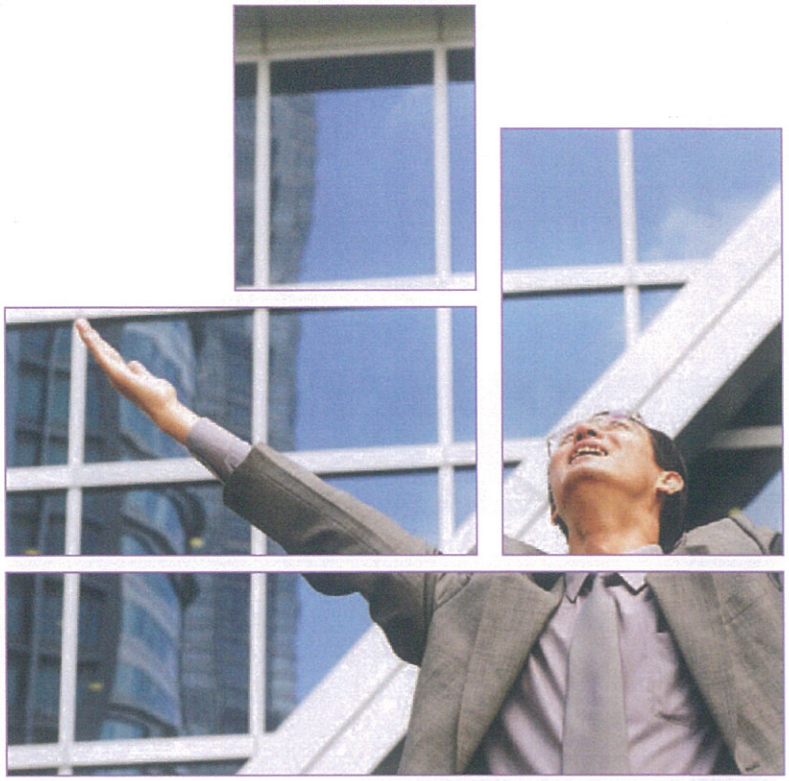
OC ORGANIZATION CHART



LIST OF PARTICIPANTS

Name	Position	Mobile	Email
James Tsui			
Shirley Lai			
Anglie Chu			
Denise Lui			
Judith Tam			
Cindy Yeung			
Alex Liu			
Benny Lam			
Polsion Leung			
Ludwig Hui			
Vincent Chung			
Eva Lau			
Kitty Chan			
Mable Ng			
Peter Lau			
Twiny So			
Simon Wong			
Carina Chuang			
Winnie Chan			
Ronny Hui			
King Yip			
Eva Ng			
Lau Hung Cheong			
Stanley Ng			
Jeritza Wong			
Karen Fong			
Ken Wong			
Felix Chan			
Kenice Chu			
Ken Chung			
Kristine Chung			
Jessie Chan			
Novel Ho			
KK Cheung			

MANAGEMENT



JCI ACHIEVE

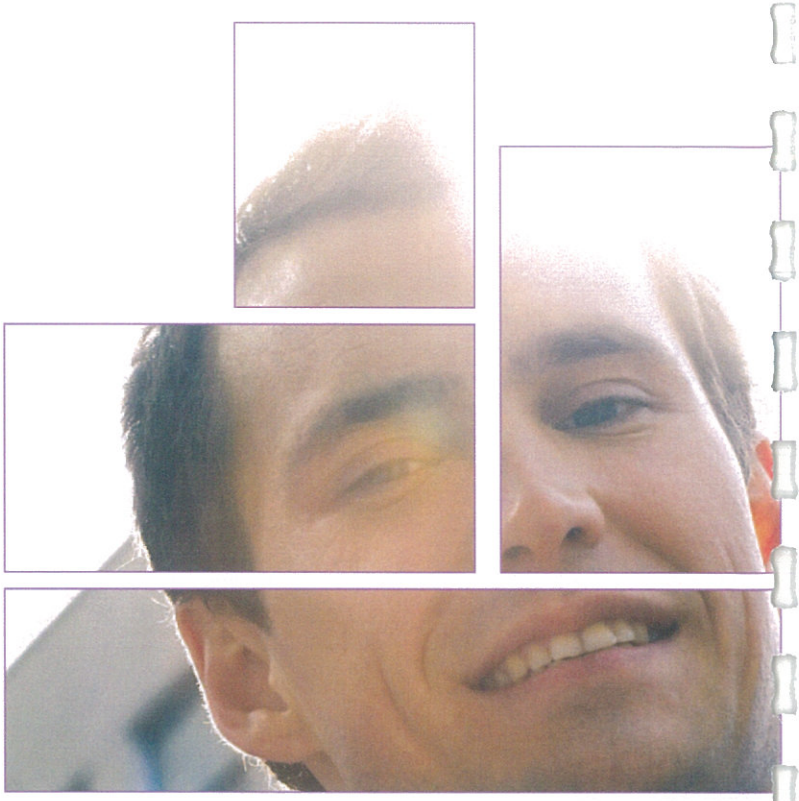
JCI CHAPTER DEVELOPMENT PROGRAM



PARTICIPANTS HANDOUTS

JCI™ UNIVERSITY

MANAGEMENT



SESSION 1:
OUR BUSINESS



JCIACHIEVE

SESSION 1:
OUR BUSINESS

One of the first points that current and future leaders of chapters and national organizations need to realize is that, like any other company or organization, JCI is a business. People tend to change their way of thinking when attending or participating in any volunteer organization's meetings or activities. The business oriented mind is left at the office and a more easy-going, forgiving tolerating mind takes over.

Junior Chamber fits into a very specific industry – the **non-profit industry**.

JCI is no different from any other business. Everything is basically the same: bills to pay, dues to collect, paperwork to be done, people to be supervised and recognized and, most importantly, there are others out there trying to take over our customers. The Non-Profit sector had changed dramatically over the last decades from a loosely knit group of organizations to a professional industry and this implies that JCI members need to understand the changes and adapt to the new reality. With that, some significant changes have come to the players, resources and strategies.

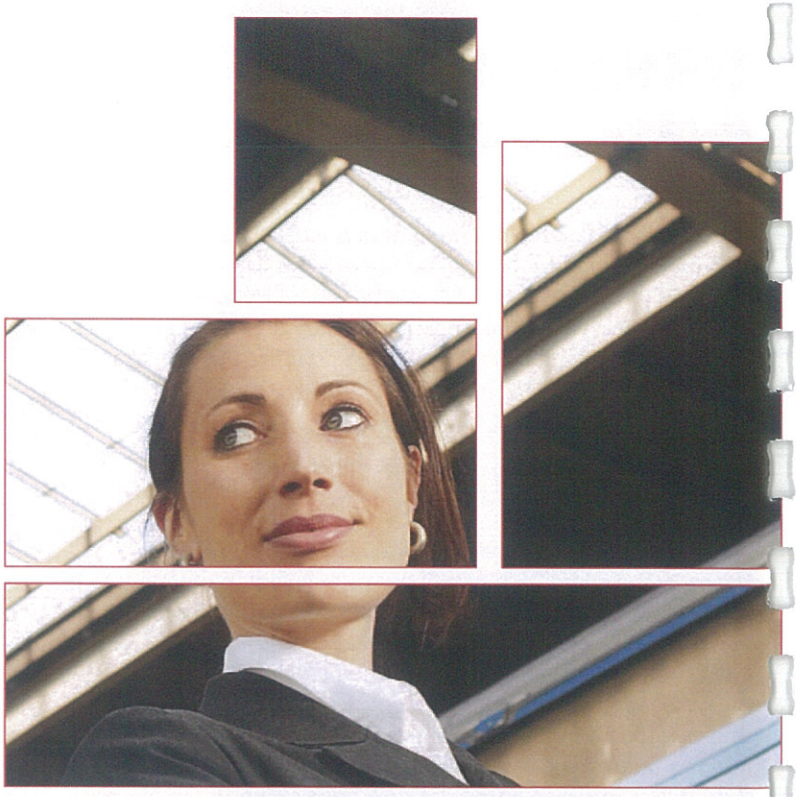
1. **Professional designations for employees:**
   The days of having volunteers with a lot of passion running organizations are gone. People are now being educated in the best practices and methods or managing non-profits. Every year chapters and national organizations are being placed in the hands of volunteers who may or may not have a formal education or experience in the non-profit world.
2. **Increased liability for officers:**
   Non-profit officers are liable can be sued just like any other director of an organization. That means an increased cost for insurance and it also means we need to be more accountable for all the activities of a chapter.
3. **Younger, educated career executives:**
   In the past many non-profit executives came out of the private sector when they were ready to retire (for the most part). Today's non-profit executives have chosen this as a career choice, resulting in a younger, out-of the box, passionate and energetic thinkers who have the time and drive growing and directing a non-profit – these are our competitors.
4. **Scientific approach to donations and donor management:**
   Fundraising management software and fundraising organizations have resulted in an increase in competition for money. Corporations have been forced to formalize their sponsorship practices and they are contacted professionally be all the major Non Governmental Organizations. The increased awareness of fundraisers and fund development practices has resulted in a more educated, more wary, donor base.
5. **Bigger, more intricate special events:**
   Huge events, large sponsors, and big media – how can a chapter compete? They need to pool the resources and develop competitive events. Participating in national events can help chapters to be part of a bigger, newsworthy, easy to be sponsored event.
6. **Professional Marketing and Branding:**
   Today's non-profit organizations spend large amounts of money developing their brands and target markets.
7. **National Approach:**
   With all the big non profit organizations running professional, targeted donor programs at national and international companies, it is difficult for chapters to access the same market. They need to use a coordinated targeted national approach to attract large, national corporations.

MEASURING SUCCESS

The only true measurement for success in businesses is profit. Some businesses may also use additional controls like sales volume, customer satisfaction, on time shipments, production efficiency, safety measurements, quality assurance, etc. Even research and development companies, by nature hope to discover something that will make them a good profit, if not then they are generally non-profit and are not considered a business for this exercise. This is not the same in the non-profit industry. In the non-profit industry, the only true measurement of success is how they fulfill their mission. In fact any measurement other than Mission cannot define organizational success; rather they are operation or quality measurements. All Non Profit Organizations started with a mission. Without the common "Profit" factor it is difficult to clearly define success in non-profit. A mission statement clearly tells what the organization is supposed to do.

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MANAGEMENT



SESSION 2:

OUR MISSION



JCIACHIEVE

SESSION 2:

DEFINING VISION AND MISSION STATEMENTS

Vision Statement vs. Mission Statement, what is the difference?

- **Vision**, is the dream of what we would like our organization to be; the Organization's preferred future state.
- A **Mission** describes what we need to do as an organization to get there.

The main difference between a vision and mission is that while the vision describes the preferred future state, or ultimate outcome of the activities of the non-profit, a mission statement describes exactly what we must do to get there.

Many people mix up Vision and Mission Statements – some Mission statements are more like Vision statements and don't do enough to guide the organization.

A Vision is what we want to accomplish as a result of the activities outlined in the Mission. **A Mission is what we do as an organization** to realize our Vision.

Here are some examples of well known company vision statements:

GE's famous Vision statement, is big, challenging, a stretch and it guides their policies. Very often GE sells a division that is doing very well financially however that division may only be 3rd or 4th in its marketplace.

"Our key goal is to be either number 1 or number 2 in every industry GE is in."

Harley Davidson, the famous motorcycle manufacturer, has this Vision:

"Our goal is to fulfill dreams through the experiences of motorcycling."

Junior Achievement clearly wants to involve every student in the world.

"To ensure that every student has the opportunity to benefit from the Junior Achievement experience."

In the 1920's, the vision of **Henry Giessenbier**, founder of Junior Chamber, stated what he felt at that time, would be the ultimate result of their efforts as an organization – World Peace. It doesn't state how that is to happen – that is stated somewhere else, the Mission Statement.

"From within the walls of the soul of this organization, wherein the foundation of character and citizenship are laid, I hope a message will come forth in the sometime of tomorrow that will stir the people toward the establishment of a permanent and everlasting world peace."

A CLEAR VISION FOR THE ORGANIZATION

To maximize the potential, every organization – small or large – must have a vision of what it stands for… where it wants to go… and how it hopes to get there. A well-conceived vision brings together everyone in the organization and provides guidance over the long haul.

Key question: How successful does your organization want to be? If the organization wants to reach a *full* potential, then it is necessary to add the powerful component of vision.

DEFINING VISION

To understand how vision works, think of two sailboats tacking across a dark ocean. One has a star on the horizon to steer by and the other does not. It makes a big difference.

That is what vision is all about. It is one of the most overused and least-understood words in the language… with very different meanings to different people, but the vision of successful organizations consists of two key components…

1. **Core Ideology:**
   It defines the values and purpose that guide the organization through activities… marketing strategy… management fads… changes in leadership and every other potentially distracting influence on the activities. Core ideology is the glue that holds the organization together.

2. **Envisioned Future:**
   Successful organizations understand that core ideology remains a pillar of guidance for the long term, but they also have specific goals that guide the organization in adapting to short-term changes. So the second component of vision is having ambitious goals… and the ability to describe those goals so vividly that all those within the organization will adjust and adapt to changing pressures in order to meet those goals.

Caution: Don't confuse vision with mission statement. There are all sorts of mission statements out there and even the best merely describe what the organization does. Vision, on the other hand, gets to the heart of why the organization does what is does and where it is headed.

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Because people have difficulty remembering your entire mission, vision, and core values, you need to sum them up in a slogan: a brief, memorable phrase to convey what the organization is all about. The slogan tells what is important to the organization and what its members can expect.

- **The mission, vision, and values together comprise the organizational philosophy.** To create and install a widely shared organizational philosophy, take six steps:

Step 1: Determine the purpose of your organization.
"What business are we really in?" is a question that must be answered at the highest level of leadership. Though it sounds like an easy question, the answer only comes after several days of gut-wrenching introspection.

Step 2: Establish the organization's vision.
To determine the organizational vision, the leadership team must develop a mental image of the future of the organization. The team should focus on what trends to expect in the future, and how those trends might impact the organization. You might invite someone who is knowledgeable about future trends to speak to the group.

If that isn't possible, get coaching from someone who is familiar with the works of John Naisbett, Faith Popcorn, Alvin Toffler and other futurists. Also, study the population trends and projected growth trends for your market and your organization. Now take the information that the team has generated and craft your vision. However, the vision statement will only have meaning for every member and customer if it is easy to remember and internalize.

Step 3: Define the organization's values.
To identify the values that will guide people as they make decisions, your leadership team must answer these questions: What's important to me?

What's important to our organization? What's important to our community and our members?

The leadership team should narrow its initial list to the five most important values. At this point, the mission, vision, and core values have been identified, so the philosophy statement is complete. Next, you have to return to the organization and get the approval from the members.

Step 4: Translate the philosophy into a slogan.
When people hear the organization's new philosophy presented to them as a finished product, many of them will be cynical. Therefore, it is best to begin by distributing the philosophy statement to all members as a draft, together with a feedback sheet. Ask them to review and discuss the document with each other and to give you their feedback, questions, and concerns.

At the same time, conduct a slogan contest to generate excitement and participation. Offer prizes in various categories, and a grand prize for the entry that will be used by the organization. The primary goal of the slogan contest is to get all of the members involved so everyone will assume ownership of the philosophy statement. The secondary goal is to create a memorable, concise slogan that provides meaning to every member.

Step 5: Communicate the philosophy.
Although a philosophy provides a good start, it will only make an impact if it is widely communicated and understood. All of your members should see the philosophy statement every day. It can be featured prominently on bulletin boards, posters, screensavers, letterheads, and business cards.

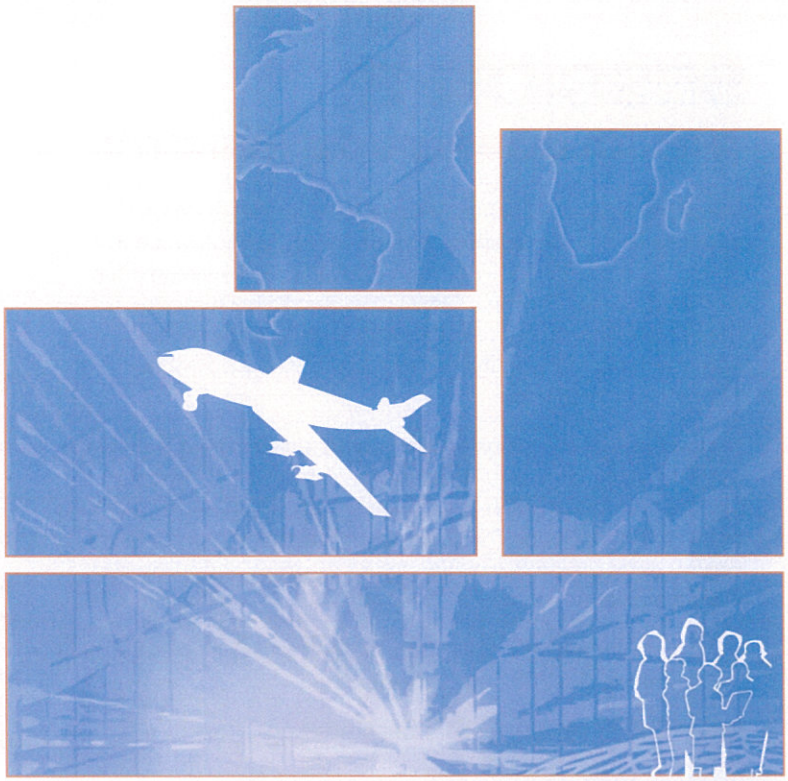
The most effective way to instill the philosophy in your members is through constant reinforcement by every member of the leadership team. This should be done during new members' orientations, meetings, training sessions, and at every opportunity.

Step 6: Develop action plans. Action plans transform the philosophy into reality. To create them, conduct a planning meeting with your leadership team, and invite some other members to bring input from the membership level.

Once you've completed this process, and implemented your strategic plan, every one of your members will be ready to totally focus on attaining the mission, vision, core values, and critical success factors.

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MANAGEMENT



SESSION 3:
OUR BRAND



JCIACHIEVE

SESSION 3:

THE JCI CORPORATE IDENTITY

Corporate Brand Guidelines ensure that the visual design elements of JCI are applied correctly in every application in which JCI is identified. Published guidelines are essential for providing consistency in a large, diverse organization like JCI. These guidelines should be followed to give JCI a global uniform corporate identity, greater visibility and powerful marketing possibilities.

The purpose of the program is to create uniformity in the visual image of JCI's large and diverse organization. It is important that the standards are strictly followed, especially in regard to those of the JCI logo. The success of maintaining corporate identity depends on the ownership of its goals and values by every associate.

Any questions regarding JCI Corporate Brand Guidelines should be directed to the JCI Secretary General,

Tel.: +1 636 449 3100, E-mail: identity@jci.cc.

BUILDING THE JCI BRAND

Brands are icons of our society reflecting our personal preferences, values and lifestyles. A brand is not something tangible, such as a label, logo, style and feature. In other words, it does not consist of rational features benefits. A brand is created in the hearts and minds of the consumer. Brands are an emotional connection - way beyond rational reasoning and logic, product superiority, product attributes, or technical specifications alone.

The importance of building JCI's brand identity is vital to our success as an organization. It's like a fingerprint; it reflects the mood and tone you want to capture in whatever piece of communication - advertising, newsletters, brochures, signs, web sites, etc. 360-degree branding captures the thought that every point of contact that an individual with JCI should reflect the same tone. Having the same tone doesn't necessarily mean that every piece of communications must look the same.

Any communication generated by JCI should reflect the passion that those affiliated with JCI have for the betterment of society.

THE JCI CORPORATE MARK

The JCI Mark is a registered trademark and its use by any other organization is not allowed without expressed, written permission from the JCI Secretary General and the primary purpose of a registered trademark is to prevent people from becoming confused about the source or origin of a product or service. Trademarks help people answer the question: "Who makes this product?" and "Who provides this service?"

As people become familiar with JCI's Mark and the goods or services it represents, it can acquire a secondary meaning as an indicator of quality. Thus, established trademarks help people answer another question: "Is this product or service a good one?" For this reason, JCI trademarks are valuable assets worth of protection.

For more details, access JCI's website at www.jci.cc.

ONE PROFESSIONAL ORGANIZATION

In order to continue to grow and succeed JCI chapters and national organizations need to work closer together, adopting consistent branding, marketing, programming, running national events and coordinated sponsorship programs.

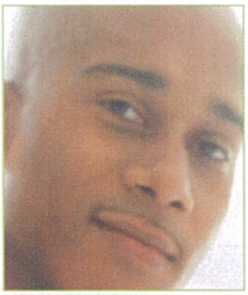
In other words, all JCI organizations need to become one professional organization, not a group of small, local ones.

The end result of the emergence and establishment of a non-profit industry is that we need to start acting a lot differently if we are going to grow and survive.

In order to compete with the Non Governmental organizations that exist today, we have to start acting like them. That means working together, branding ourselves, running national and international programs, hiring qualified staff people to run our organizations and understanding and catering to our target membership. We need to form strategic alliances with other non-profits so that we can feed off each others strengths, instead of just being competitors.

Most importantly is that, as an organization, we need to start working together. Chapters should not be at odds with the national organizations, instead they should be working as one large cohesive unit - and pour as many individual resources into one focused national one. For example, instead of each chapter spending a couple of hundred dollars to create local brochures, why not pool that money together to create very professional, national brochures that create the same brand and send the same message for all audiences.

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MANAGEMENT

SESSION 4:

OUR MARKET



JCIACHIEVE

SESSION 4:

UNDERSTANDING THE DIFFERENT GENERATIONS

Matures (Born between 1909 and 1945) - Last group left JCI in 1985

Matures value the experience and wisdom, trust established institutions and authority figures and see want to see their own basic values in the products or services they buy or are associated with. The old JCI brochures with pictures and testimonials of past members in high leadership positions, either in companies or in governments, were successful for the **Mature** generation.

Boomers (Born between 1946 and1964) - Last group left JCI in 2004

Boomers received almost everything they have from their parents and never learned to save. Even as they age, they will always believe they are still young. This may be one of the reasons why this generation tried so many times to raise JCI's membership age.

Generation X (Born between 1965 to 1978)
- Last group will leave JCI in 2018

Generation X is probably the core of the current membership and leadership in most countries and should be the main focus in the **retention** efforts. They emphasize diversity and like to combine old things in new ways. This probably explains so many old heroes and movies redone with new effects and looks, to please the **Generation X**.

They have short attention spans and their choices can be quickly reversed. Unlike Boomers who want more data, **Xers** demand more honesty and are cautious about spending. Unlike Boomers who see their work as their lives, **Xers** want a job and a life. They know that job security does not exist, so they expect to work a variety of jobs. They know that nothing will be handed to them, and they are resolved to get what they want by themselves.

Generation Y (Born between 1979 to present)

This Generation started joining JCI around the end of the 20th century and is the main market for new members. Here are the main characteristics of this Generation:

A. **Generation Y is the first generation for whom technology is not a gee-whiz thing.** They have never known a world without Touch-Tone and cellular phones, VCRs, microwaves, compact discs, personal computers and the Internet. They like to be on the cutting edge of technology in their activities and obsolete ways and equipment are reasons for them to quit.

B. **They're motivated and goal-oriented**. They overwhelmingly recognize the value of education, and they're intently focused on achieving personal goals. They need plenty of challenges, goals and measurable criteria by which they can be evaluated.

C. **They need regular reinforcement.** The members of this "Video Game Generation" are used to rates of reinforcement. They like to be continually measured, and receive constant feedback on their level of performance. This motivates them to keep going. Occasional pats on the back and annual rewards don't work with them.

D. **They like to work in teams**. Unlike most Boomers and Xers, Generation Y members are strong team players. The leadership is not so important for them than being part of a team.

JCI'S TARGET MARKET

In order to achieve better recruitment and membership standards in general, it is recommended that efforts be concentrated on people between the ages 24 to 30. This does not mean that other ages should be left out or not accepted but concentrating the marketing efforts at one specific target group can produce better results than a general marketing campaign.

The main reason is because we need to be focused on the future. The trailing edge of Generation X and the leading edge Generation Y share many characteristics because there are no exact dates that divide these generations. By focusing on this group we can ensure that the activities we plan today are relevant to the 24 year olds over the next few years.

In addition we can decrease the average age of Junior Chamber members so that as the Generation Y starts to be our major focus they will be able to associate with a "young group." This will also lead to generating younger leaders of our local, national and international organizations.

Another point is whether or not any one form Generation Y under the age of 24 would be truly interested in our programming.

- Are they really interested in what happens at the community level?
- Or is their community much larger in scope than a Baby Boomer or a Generation X person?
- Are they thinking about their geographical communities?
- Or do they think in terms of interest groups with no physical boundaries?

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MANAGEMENT

SESSION 5:

OUR MEMBERSHIP



JCIACHIEVE

SESSION 5:

MEMBERSHIP RECRUITMENT

If a chapter is to remain successful, it must never relax its recruitment efforts. To do so would risk structural gaps - sparse chapter management and insufficient project manpower. The thought that the chapter is big enough is the first step to a membership decline.

A chapter needs to continually recruit new members to fill the positions of those who move on to higher offices, for fresh ideas, and manpower to replace those who left due to age limits or to assume leadership positions in the community, etc.

RESPONSIBILITIES

A Membership Growth and Extensions Commission should be appointed under the supervision of the Individual Vice President. This Commission should create a special committee for membership recruitment with the following responsibilities:

1. Develop a recruitment plan to be approved by the chapter's Board of Directors.
2. Establish a membership growth target, such as 20 percent growth by the end of the year.
3. Identify the segment of the public that fits the standards of the chapter's membership.
4. Select the market in which the potential members can be reached.
5. Develop a marketing plan to promote the chapter's philosophy, principles, opportunities and membership advantages.
6. Produce the necessary promotional materials, such as flyers, posters, invitation letters, etc.
7. Establish a date for a New Member's Meeting where the history, philosophy, opportunities, benefits and responsibilities can be explained to potential members.
8. Establish an initial contact strategy to approach likely candidates. It can be through direct visits, invitational letters, a suggestion by a friend or employer, etc.
9. Select those to be invited. This is usually done through current members who know interested people or have friends or professional colleagues who fit into the membership profile.
10. Conduct the visits or send the invitations to the possible candidates.
11. Confirm receipt of the invitations for the New Members Meeting.
12. Conduct the New Members Meeting and ensure that the participants enjoy the presentation. Make every effort to interest them in joining.

CORPORATE RECRUITMENT

There is another way of conducting a recruitment program. It is called Corporate Recruitment and is largely used by chapters in metropolitan areas.

Corporations can provide new members and resources to help Junior Chamber members make a greater impact in the community. At the same time, Junior Chamber can provide a better employee through individual development courses and practical experience. These benefits are gained through active participation and managing projects or holding administrative positions at all levels of the organization.

Corporate recruiting requires convincing corporations to sponsor the membership dues for some of their employees who become members of the chapter. A corporate recruitment committee must be established, and a strong plan of action must be developed.

The following are recommended steps for a successful Corporate Recruitment Program:

1. Establish a committee of members knowledgeable about Junior Chamber, corporate operations, and selling techniques.
2. Develop a Corporate Recruitment Kit containing materials to present to corporate sponsors. Do not include too much material, as corporate executives have little time to review publications not directly related to their businesses.
3. Identify the target corporations where the potential members are, and determine which corporations could benefit the most from employees with Junior Chamber training.
4. Create a mail campaign by compiling a list of suitable businessmen and chief officers to receive the kit.
5. Call corporate sponsors after sending the kits and schedule appointments. Rarely will a mailing alone communicate your message and achieve the desired results.
6. Plan to utilize the best of your chapter resources during the meeting with the corporate executive. The members going to the interview should know how to express the benefits a company will receive by providing members.
7. Familiarize yourself with all information possible about the company and its products prior to your presentation. Do not compete with the company's internal training program. Show how the chapter's individual development program and practical experience can supplement their internal training.
8. Make sure that you get a formal written agreement with the company, with all commitments clearly expressed and understood. This will avoid future problems when chapter or company officers change.
9. Follow-up is the key requisite for the success of the program. Mail a thank-you letter, and don't miss any detail if an agreement was made. Keep the company informed about the progress of the program.
10. Renew your corporate sponsor's commitment for the next year. Make sure you treat your sponsor as a No. 1 customer, and keep him happy with his purchase. Before asking for the renewal, ensure that the company gets a report stating the benefits it has received from the program.

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SUMMARY

Ideally the recruitment program has been successful. The chapter has shown the product and the customers have bought it, used it, liked it, and will buy again. Usually recruitment is the easiest part in the

Membership Growth and Extensions Committee's responsibilities. Involving and keeping the members active is the challenge.

MEMBERSHIP INVOLVEMENT

The new member is exactly that - New! He or she is still unaware of the enormous potential of Junior Chamber - its philosophies, its objectives and its achievements. Nor will the new member fully understand, for some time, the role he or she will play in the organization.

The new member has yet to discover what his or her new chapter has done, is doing and should do in the future. This may seem like a list of handicaps. To the contrary - the new member has three formidable assets on his or her side: curiosity, enthusiasm and energy.

If the chapter satisfies the curiosity with materials and answers, encourages enthusiasm with effective chapter management and good projects, and harnesses that energy with regular challenges and worthwhile activities, the new member should stay long enough to become an excellent young citizen and a leader of the future.

RESPONSIBILITIES

There are two distinct parties responsible for the new member - the chapter leadership and all chapter members. Here are some suggestions how both parties can best ensure that the new member is provided with the best possible environment for personal development and quality membership.

1. **Orientation -** Organize an orientation session for a small group of new members. Use the New Members Orientation Seminar, from JCI Headquarters. Hold the seminar within three weeks after the member joins.
2. **Sponsor/Mentor -** Assign an active and experienced member to be responsible for the needs of the new member for from three to six months. This should be long enough in most cases to help establish a new member.
3. **Family Involvement -** Ensure that the new member explains the organization and chapter activities to his or her spouse, and encourage early family involvement.
4. **Member Interest Interview -** This can be a written questionnaire or an oral interview and is usually done during the orientation session or in the first few months. Record results in a Membership File and update it regularly, especially for new members.
5. **Personal Progress Plan -** Using the form from the New Members Orientation Seminar, prepare a Personal Progress Plan for the new member and review it regularly.
6. **Bio -** Produce a written biography of each new member and issue it at a general meeting or publish it in the chapter magazine or website. This will encourage the general membership to identify more quickly with the new member.
7. **New Member Project -** Organize the New Members Project Seminar from Junior Chamber International. The new members will survey the community needs, brainstorm to decide on a project and select a project to be conducted by the new members. If other orientation is used, ensure that the new member organizes a brief project with a limited scope. This will serve as a means of recognition in the chapter and provide the opportunity to experience and accomplish a project.
8. **Basic Training -** Every new member should be taught these basic skills (other than those offered at the orientation program): Parliamentary Procedures for meeting participants, public speaking, project planning, report presentation, and basic protocol in a voluntary organization.
9. **Incentives and Awards -** Have an incentive program for new members to award them for participation in meetings and projects.
10. **Exposure -** Let the new member introduce himself or herself, or make a report to the chapter meeting.
11. **Chapter Responsibility -** As early as is feasible, appoint the new member to a Project Committee or as a member of one of the Commissions, so that he or she will feel part of the team and will get the opportunity to learn by doing.
12. **Literature and Materials -** It is very important to give the new member a comprehensive New Member's Kit, which will explain the organization, the chapter and the benefits of membership. This will enable the new member to do some self-orientation.

RECOMMENDATIONS

1. The chapter must understand the aspirations of the new member. He or she wants to belong, to achieve, to be accepted, to enjoy membership benefits, to lead and follow, to be active and to be recognized occasionally.
2. The new member should get quality involvement; an opportunity to involve his or her family; good reasons to commit time, money and energy; a chance to lead; opportunities for self-improvement and community involvement; high standards of performance; and lasting friendships.
3. Motivate the new member to attend meetings, speak to the Individual Area of Opportunity Vice President about his or her aspirations, speak at the meeting at least once in the first three meetings, share his or her ideas and aspirations with other members, ask for Junior Chamber materials, learn about the rules of a meeting, etc.

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SUMMARY

Junior Chamber is not just another voluntary organization. Almost 250,000 members in more than 5,000 chapters in more than 120 nations and territories have, since our foundation in 1915, made it the best young people's organization in the world!

Let your new members know very early that the rewards of Junior Chamber membership far outweigh the adversities.

MEMBERSHIP RETENTION

Like the rest of society, your members are busy, mobile people. They are not prepared to make long commitments to unidentified tasks or to any organization. They know what free time they have and will make themselves available only for specific tasks involving clear-cut periods of time.

The proliferation of volunteer organizations of every kind has made greater demands upon individual organizations to look after their members. Organizations must provide the opportunity to satisfy the objectives and aspirations which prompted members to join in the first place.

As soon as the organization loses its relevance to members, they may, even reluctantly, search elsewhere in the ranks of voluntary organizations to find the satisfaction they seek.

RESPONSIBILITIES

1. The only way the chapter can satisfy the needs and aspirations of its members is to know as much as possible about each one of them. Therefore, it is of vital importance that each chapter maintains a comprehensive, updated system of member records.
2. Because membership is the foremost reason why a chapter continues to exist, a qualified chapter officer should be charged with the responsibility addressing the needs of chapter members.
3. Orientation must be an ongoing process that is tailored to the needs of the new, the not so new and the experienced member. So, it is important to hold sessions for every type of member to maintain enthusiasm for membership in the chapter.
4. Supervision is of paramount importance to the member in a voluntary organization. It is difficult for members to be self-motivating for the full term of their chapter membership! Supervision requires planning, skill and caring, and involves (a) recognition of accomplishments, (b) identification of areas of improvement, and (c) supportive work on improvement areas.
5. Ensure that every member has a personal progress plan, and arrange to have a chapter officer responsible for discussing this plan with each member from time to time.
6. Know the basic factors that cause an individual to leave the chapter, and make a list of reasons that are specific to your particular chapter. Some basic reasons for leaving might include (a) the member simply outgrows the organization, (b) the chapter program offers little interest to the member, (c) there is a lack of involvement, (d) disillusionment, (e) the "older" set withdraws in favor of "new blood", and (f) the group he or she joined with has scattered. Some specific problems for your chapter might include (a) transfers to other parts of the country, (b) increased competition from other local organizations, (c) leadership problems, and (d) new job responsibilities. Once you have identified the problems, prepare effective remedies and get in there quickly to retain the members before it is too late.
7. It is important for the entire membership to participate in a periodic evaluation of purpose and objectives. This will help the chapter to assess the needs for programs in each of the four Areas of Opportunity. Sometimes the interests of the members or the needs of the community may force the chapter to concentrate more efforts in one particular Area of Opportunity.
8. Avoid the danger of trying to be all things to all people. With so many different voluntary organizations established in the community, it is better to be more specific in your objectives; otherwise you may cause dissention by trying to cater to every individual need. The secret is, again, to have a balanced program of activities in the four Areas of Opportunity that will give satisfaction to the widest possible range of member interest.
9. It is a weakness in many chapters that the membership is not made aware of the history, philosophy, and achievements as well as the potential of the Junior Chamber organization. Gather plenty of literature for members to read. Invite past members to tell current members about the growth and past achievements of the organization. On their visits, national and international officers should give members an update on activities at various levels of Junior Chamber. Make sure members visit the national organization's and JCI's websites.

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RECOMMENDATIONS

1. Have a Board membership evaluation meeting and discuss the membership situation, personal aspirations, the purposes and objectives of the chapter, how to recover non-participating members, and general topics that relate to the future management of an effective chapter. Publish results or otherwise make them known, and act upon them.
2. Initiate a thorough check of membership records in the chapter and, by use of a questionnaire or personal interview, update membership files.
3. Establish a Personal Development Commission responsible for training programs for the members.
4. Check that your chapter has many visible signs of membership participation and accomplishment, such as wall charts, awards and recognition, and magazine reports.
5. Compile a comprehensive list of avenues for exploration by members of every vintage and classification that fall within the set objectives and programs of the chapter. For the new member, there is The New Members Orientation Program, basic training programs - such as the One-Hour Seminars - and small projects. For the more experienced member, there are individual development programs, bigger projects, and chapter leadership opportunities. For very experienced members, there are regional, national and JCI leadership opportunities; catalytic community projects; and advanced individual development seminars. For special members who display certain skills at the very highest level, the chapter should provide some opportunity that is both advantageous to the chapter and the member, e.g., preparation for public office.

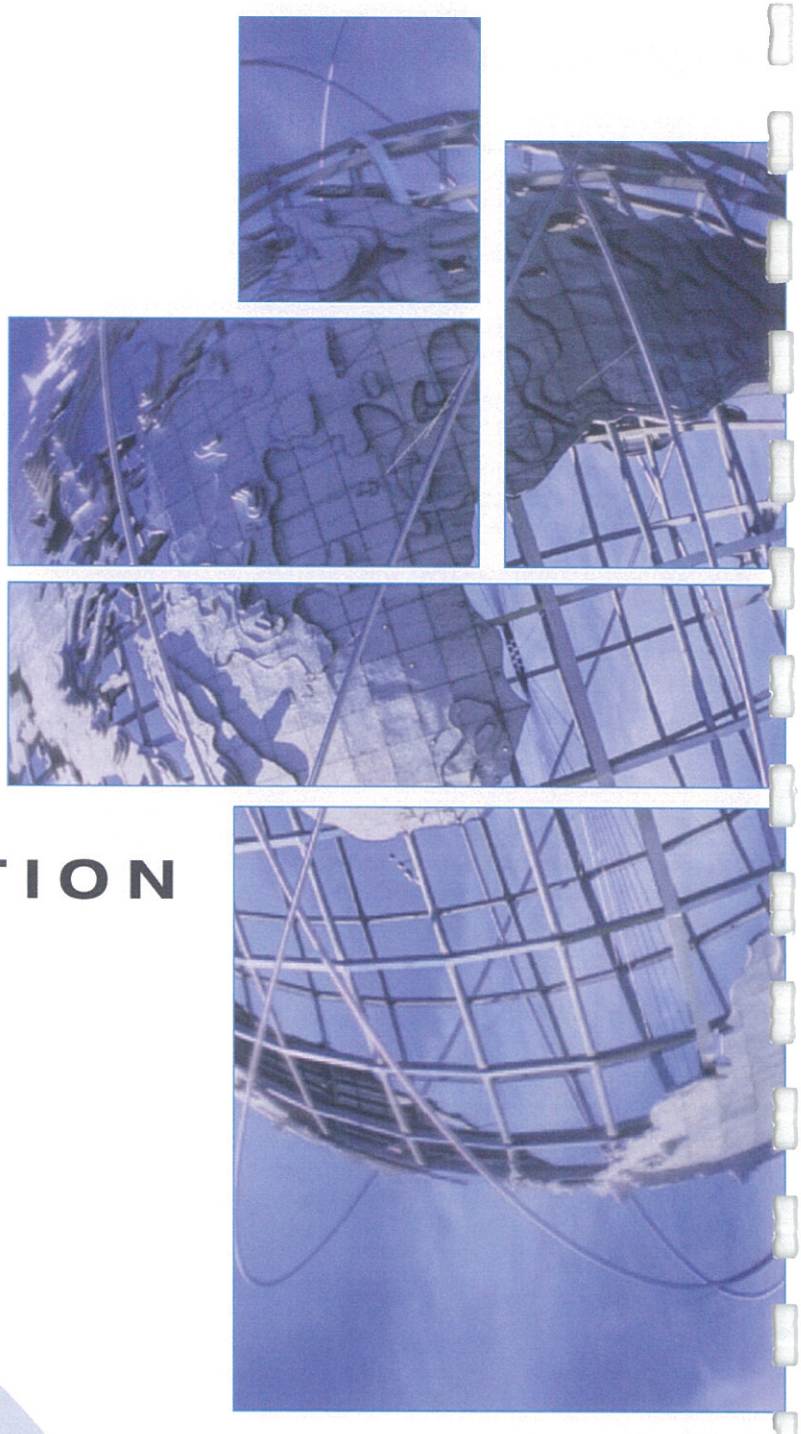
SUMMARY

Like good leaders, good members are made, not born. The chapter must go beyond the principle of survival, because there will always be prospective members. What is needed is to establish a series of safeguards against program stagnation, friction among members, uncertainty over objectives, indifference in the leadership, breakdowns in communications, and a lack of strategic planning.

It is a well-documented fact that in every voluntary organization the best results are still achieved by the faithful few. Despite this reality, it should be the ambition of the chapter leadership to accept the constant challenge of transforming the "faithful few" into the "faithful majority."

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MANAGEMENT



JCI INFORMATION

JCIACHIEVE

JCI INFORMATION

JCI (Junior Chamber International) is a worldwide federation of young leaders and entrepreneurs with over 200,000 active JCI members and millions of JCI alumni. JCI members contribute to the advancement of the global community by creating positive change in over 5,000 communities in more than 100 nations worldwide.

JCI members lead projects in the areas of Business, Individual, Community, and International Development. They meet, learn and grow. By participating in various projects, meetings, seminars and events around the globe, JCI members grow personally and professionally, developing the entrepreneurial and leadership skills needed to generate positive changes in their communities, their countries, and the world.

MISSION

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

JCI DECLARATION OF PRINCIPLES

"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."

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