ONE STEP AHEAD

The JCI monthly newsletter for National Officers - February 1995

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8TH JCI ACADEMY - TRAINING THE FUTURE NATIONAL PRESIDENT

Included in this mailing is the Information Brochure and Registration Form for the 8th JCI Academy hosted by Japan Junior Chamber. This year the training sessions will be held in Kitakami City and Yokohama City from July 15 to 23. More than 350 Junior Chamber leaders have been trained at the previous seven Academies.

Each of the 97 National Organizations can nominate one candidate to participate in the Academy. The candidate must be fluent in English (no interpretation is provided) and must be a current or past elected National Officer. Preferably, the candidate should be the future National President. Japan Junior Chamber covers hotel and meals expenses during the Academy plus up to 50 percent of the airfare.

The seminar leader for the 8th Academy is Blaine Bartlett, a recognized expert on leadership and leadership trends. Blaine has been involved with JCI since he was first invited by Japan Junior Chamber to lead the 3rd Academy in 1990 and has been the course leader at the 5th, 6th, and 7th JCI Academies. He has since presented numerous world-acclaimed training programs and workshops at JCI World Congresses.

NATIONAL LEADERS TRAINING COURSE: TO CREATE TEAM SPIRIT IN YOUR NATIONAL BOARD

The biggest challenge of every National President is to make his or her Board of Directors work with as a team. The different challenges, interests, and backgrounds of the National Board members make the task of creating cooperation and global vision very difficult. It is part of human behavior to create invisible barriers and problems when communication is insufficient. Members of the National Board, coming from very different parts of the country, cannot communicate as well as they used to at chapter level.

Since 1994 JCI has offered the National Leaders Training Course, which aims to create team spirit among National Board members during their terms as National Officers. Some of the aspects covered in the course are association management, strategic planning, planning your life, serving the chapters, and the vision and leadership required from a national officer.

The National Leaders Training Course is now available from JCI World Headquarters. The manual comes with detailed instructions and notes for the trainers, 40 handouts and working materials to be copied for the participants, and 37 color transparencies.



David Oji, 1995 JCI President

I hope you all enjoyed the first edition of "One Step Ahead," the newsletter for National Officers. I would welcome your opinions on the content of the newsletter and how it can be improved to better serve National Officers. Please send your comments to Junior Chamber International World Headquarters.

With many challenges ahead it is important that we set our goals and remain focused on the opportunities and challenges that lie ahead. Working together we can impact our communities and provide leadership and service.

We all were shocked that the Kobe-Osaka area of Japan suffered such a terrible earthquake in January. I have visited many of our members and friends in the area and expressed our compassion and hope for their swift recovery during this difficult time.

"BUSINESS" - THE FIFTH AREA OF OPPORTUNITY

How it will affect the structure of National Organizations and chapters

Members of the 1995 Kobe World Congress General Assembly made a historic decision when they approved Business as the fifth Area of Opportunity. The purpose of the Business Area of Opportunity is *"to provide the opportunity to the individual member to contribute to the development and enhancement of the economic infrastructure, prosperity and well-being of all nations."* Under the Business Area of Opportunity are the Business Affairs Commission and the International Business Council.

The major changes will occur at the chapter level, where the suggested Commissions should be established and a fifth Vice President added to the Board. At the national level, JCI recommends that National Organizations designate an Executive Vice President to be responsible for the supervision of the promotion and content of the five Areas of Opportunity. An officer should be appointed with the responsibility to promote activities within the purpose of the Business Area of Opportunity and encourage chapters to adopt it and conduct projects related to this fifth Area.

FROM THE BOARD OF DIRECTORS



This column is open to any member of the 1995 JCI Board of Directors who wishes to express his or her opinion to the National Officers and other leaders of Junior Chamber International. Please send your article to the JCI World Headquarters.

Mario García, 1995 Executive Vice President - Area D
Junior Chamber International

Junior Chamber International faces many challenges as we approach the year 2000. One of the many challenges we face, particularly in the European continent, is the challenge of rapid change. The changes in borders and social and economic policies provide our organization with many opportunities with our New European Partners as well as many challenges. These opportunities require us, as an organization of young men and women, to reflect upon the success our organization has had in the past 50 years while preparing for the future. We Junior Chamber members of Area D have an opportunity to be active participants in the development of our New European Partners as East meets West.

I firmly believe in the words scripted on the JCI Ten Outstanding Young Persons of the World trophy, "These young people, joined together, will hold the world secure. The unity of their excellence with others shall lift the people of the world for all mankind." This is a time when we, the leaders of the largest young peoples' organization in the world, must continue to accomplish the projects and programs which have given us success in the past. Yet, we must also develop and incorporate new strategies to meet the changes occurring within this great continent as we welcome our New European Partners into the Junior Chamber movement. We must move forward as one unit. Our newly adopted "Business" Area of Opportunity provides us a vehicle to promote entrepreneurship and present learning programs in this area to our members and corporate sponsors.

Having celebrated it's 50th anniversary at the Kobe World Congress, JCI now prepares to carry forward the dream of our founder Henry Giessenbier as we approach the year 2000. As Executive Vice President for Europe - together with the Super Dream Team of Vice Presidents, National Presidents, and our members - I pledge to create an environment that will keep the dream alive. Let us make a difference by promoting economic reforms, social and political justice, environmental protection, access to education for all young people in order to create opportunities for all, and bringing positive change to our world. Let us take a stand and declare opinions that will let people know who we are and what principles, as expressed in our Creed, guide us in decision making. Let us be the Junior Chamber generation that will help achieve world peace and move Europe ***"One Step Ahead."***

FROM THE NATIONAL PRESIDENTS



This column is open to any 1995 National President who wishes to express his or her opinion to other National Officers and to the leaders of Junior Chamber International. Please send your article to the JCI World Headquarters.

Mario Pretorius, National President
Junior Chamber South Africa

The rebirth of South Africa is now reflected in the Junior Chamber. Building on its first 100% Efficiency Award, the 1995 Team signed a Commitment Creed that has launched Junior Chamber anew. In its three months in office, the Team has already succeeded in completing a large part of its dreams for the year.

A comprehensive planning system launched a model Plan of Action with the theme I CARE - an acronym for Information, Commitment, Action, Results and Enthusiasm. Already South Africa has:

- ☺ Run one of the largest PRIME groups ever - 26 South Africans, Botswanas and Nigerians - with Reginald Schaumans and Ian Thomson as coaches.
- ☺ Put one-third of all members in the country through the CHALLENGE I CARE, a two-day training program conducted by Reginald and Ian.
- ☺ Raised US$25,000 in cash sponsorships.
- ☺ Moved to a bigger Secretariat with six offices.
- ☺ Devised and started implementing a revolutionary, easy, yet comprehensive chapter and national accounting system.

At the annual Local Presidents Conference on March 19, a training session will cover every portfolio at chapter and national level. The first National Training Fair will be staged here, presenting all trainers and their materials to all chapters.

The foundation for growth is a deep understanding of the administrative tasks needed to sustain the flow of information and transfer of knowledge. IPP Fran Abrams has devoted herself to professionalize the SG position. The first South Africa Chapter Administration Manual has been released, covering every possible aspect of management in its 80 pages.

Membership growth will be a consequence of well-run chapters with excellent programs. The M-PLAN for Maximum Member Motivation forms the basis of membership attraction.

Junior Chamber members are making an exceptional effort in embracing all disadvantaged communities, with the hope of recruiting visionaries and other exceptional members. Our dream is to have Junior Chamber represented everywhere where positive change will be welcomed.

Now the REAL work starts - the projects. There are already in excess of 40 projects in various stages of planning and execution. The largest project is the 1996 Durban Area A Conference.

Past National Presidents reunions; planned extensions with the support of Finland, Denmark, BJC, Ireland and Scotland; hosts of activities related to the Renaissance; the revival of Creating Positive Change in South Africa . . all portend the resurgence we seek.

CONFLICT WITHIN ORGANIZATIONS IS INEVITABLE

It is the beginning of a very promising year for you as a National Officer. The first Board meeting is over, and you are full of great expectations and anxious to start your plans for the year. But somehow you are not satisfied; you had expected a greater sense of cooperation and understanding from the members of the National Board. Some of the conflicts could have been avoided in the interests of the organization. This feeling is natural when you are part of a multicultural group of people with different interests and backgrounds.

A team leaders must accept the fact that any time two or more people are brought together, the stage is set for potential conflict. When conflict does occur, the results may be positive or negative, depending upon how those involved choose to approach it.

With this in mind, team leaders must be sensitive to the fact that positive contributions can arise from conflict, providing things do not get out of control. Teaching team members to understand conflict and resolve it positively will help the team succeed.

Conflicts happen because of:

a. Differences in needs, objectives and values.
b. Differences in perceiving motives, words, actions and situations.
c. Differences in expectations of outcomes - favorable versus unfavorable.
d. Unwillingness to work through issues, collaborate, or compromise.

Conflict becomes *unhealthy* when it is avoided or approached on a win or lose basis. Then animosities will develop, communications will break down, trust and mutual support will deteriorate, and hostilities will result. When sides are chosen, productivity will diminish or stop. The damage is usually difficult (sometimes impossible) to repair.

Conflict is *healthy* when it causes the parties to explore new ideas, test their positions and beliefs, and stretch their imaginations. When conflict is dealt with constructively, people can be stimulated to greater creativity, which will lead to a wider variety of alternatives and better results.

There are five basic approaches to conflict resolution. They can be summarized as Avoidance, Accommodation, Win or Lose, Compromise, and Problem Solving. To evaluate your approach with different people, take the following test, placing an "L" if you are apt to use the approach with someone in a lower position than yours; an "S" if you would use it with someone who is at the same level; and an "H" if you would use it with someone in a higher position than yours.

STYLE	CHARACTERISTIC BEHAVIOR	USER JUSTIFICATION
Avoidance ❑ ❑ ❑	Nonconfrontational. Ignores or passes over issues. Denies issues are a problem.	Differences too minor or too great to resolve. Attempts might damage relationships or create even greater problems.
Accommodation ❑ ❑ ❑	Agreeable, nonassertive behavior. Cooperative even at the expense of personal goals.	Not worth risking damage to relationships or general disharmony.
Win or Lose ❑ ❑ ❑	Confrontational, assertive and aggressive. Must win at any cost.	Survival of the fittest. Must prove superiority. Most ethically or professionally correct.
Compromise ❑ ❑ ❑	Important all parties achieve basic goals and maintain good relationships. Aggressive but cooperative.	No one person or idea is perfect. There is more than one good way to do anything. You must give to get.
Problem Solving ❑ ❑ ❑	Needs of both parties are legitimate and important. High respect for mutual support. Assertive and cooperative.	When parties will openly discuss issues, a mutually beneficial solution can be found without anyone making a major concession.

Review this chart with team members, and share the responses to test each other's perceptions. Discuss ways conflicts can be more effectively resolved within the team and with other units. When team members understand the nature of conflict and constructive methods to resolve it, they can usually work out disagreements themselves.

Adapted from an article in "Team Building" by Robert B. Maddux, available from the JCI Sales Catalog.

JCI PRESIDENT'S TRAVEL

FEBRUARY
19 - 20 Denmark - Official visit
21 - 03 At home

MARCH
03 - 05 Singapore - Official visit
05 - 07 Malaysia - Official visit
07 - 09 Indonesia - Official visit
09 - 12 Australia - Official visit
12 - 14 New Zealand - Official visit
14 - 16 Fiji - Official visit
16 - 19 At home
19 - 25 Japan - Miyazaki SPC Meeting
25 - 06 At home

APRIL
06 - 09 Japan - Tokyo - Zero Emissions Conference
09 - 11 United States - New York - UNICEF
11 - 13 Bermuda - Official visit
13 - 16 United States - Coral Gables - Headquarters
16 - 18 Venezuela - Official visit
18 - 19 Suriname - Official visit
19 - 21 Peru - Official visit
21 - 25 Bolivia - Official visit
25 - 29 Brazil - Official visit
29 - 30 Uruguay - Official visit
30 - 03 Argentina - Official visit

MAY
03 - 06 Paraguay - Area C Conference
07 - 16 At home

CONTENT OF THE FEBRUARY 15 MAILING:

- ❑ 100% Efficiency Chart
- ❑ One-Hour Seminar: Chapter Management Training
- ❑ Corporate Identity Brochure
- ❑ Directory (for the Administrative Binder)
- ❑ Awards Manual (for the Administrative Binder)
- ❑ Kobe World Congress General Assembly Minutes
- ❑ TOYP Nomination Form
- ❑ Development Grant Request Form
- ❑ JCI Japan Academy Brochure and Nomination Form
- ❑ Call for seminars at the Glasgow World Congress
- ❑ Golden Anniversary book
- ❑ Mottainai Future of Children Photo Contest Outline
- ❑ Golden Anniversary Video Flyer
- ❑ Planning the National Leaders Training Course
- ❑ Mottainai News # 1
- ❑ Future of Children Program Report Form

DEADLINES AND EVENTS

MARCH 19 - 25
Strategic Planning Committee (SPC) meeting in Miyazaki, Japan
MARCH 24 - 25
Asian-Pacific Development Council (APDC) meeting in Tokyo, Japan
MARCH 31
Last day for receipt at JCI World Headquarters of bids for hosting the LIII JCI World Congress in 1998

APRIL 15
Deadline for full payment of 1995 membership dues
APRIL 30
Last day for receipt at the JCI World Headquarters of TOYP nominations

MAY 3 - 6
1995 Area C Conference in Asuncion, Paraguay
MAY 17 - 20
1995 Area A Conference in Dakar, Senegal
MAY 27
Last day for receipt at the JCI World Headquarters of:
Proposals to amend the Constitution
Proposals for new awards
Requests for Development Fund grants
MAY 31
Last day for receipt of applications from National Organizations to conduct seminars at the 1995 World Congress

JUNE 1 - 4
1995 Area B Conference in Cheju, Korea
JUNE 7 - 10
1995 Area D Conference in Strasbourg, France
JUNE 26 - 29
JCI Mid-year Executive Committee meeting at the World Headquarters
JUNE 30
Deadline for the additional membership declaration, including all members affiliated after October 31, 1994.

TENTATIVE CONTENT OF THE MARCH 15 MAILING:

- 100% Efficiency Chart
- Directory updates
- January Executive Committee and Board of Directors meetings minutes
- Headquarters Status Report
- Training Institute Chairman's message and Certification Program
- Planning the JCI PRIME Course
- TOYP Nomination Form