

Be Better.™



One Year to Lead

The JCI Guide for the Local President

Version 01-2013

JCI Official Publication





JCI Vision

“To be the leading global network of young active citizens.”

JCI Mission

“To provide development opportunities that empower young people to create positive change.”

About JCI

JCI is a membership-based nonprofit organization of young active citizens ages 18 to 40 in more than 100 countries who are dedicated to creating positive change in their communities. Each JCI member shares the belief that in order to create lasting positive change, we must improve ourselves and the world around us. JCI members take ownership of their communities by identifying problems and creating targeted solutions to create impact.

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Congratulations! With your election as a local president, you have become the most important officer in JCI. The success of each Local Organization, and therefore the entire organization, depends heavily on its local president who is faced with both a challenge and an opportunity. Your challenge is to justify the faith shown in you by those who elected you to this position and opportunity is the chance you have to see the results of your efforts. A successful local president will see his Local Organization receive increased public respect, and its member number and pride in being associated with a great organization.

This publication is written specially for you. It aims to help you develop some important personal attributes which will contribute to success and specially to supplement assistance given you in other JCI publications. The only missing element is YOU; your success depends very much on your dedication to your task and the time and energy you invest. This elements cannot be placed in any manual, and yet, are more important than any other factor.

We are confident that you will find this manual more timely and useful than ever. We at the JCI World Headquarters are delighted that *One Year to Lead* has provided you and members of your Local Organization with the information, ideas and insight concerning the diverse aspects of Local Organization leadership. You will find no idle claims; the contents of the text and examples given are based on the practice and experience of successful Local Organizations worldwide. The fundamental principles of good leadership apply anywhere and anytime.

It is our hope that this revised edition will continue to provide the basis for your success. We think that readers may be pleasantly surprised to see how interesting and practical the Local Organizations are, and we hope that you use it as a tool to help you develop skills and acquire knowledge. Such aspects will allow you to exert a strong, positive impact in your Local Organization as a voluntary leader. We hope, too, that you will use the tools you find here to forge your own positive leadership style.

One Year to Lead is designed primarily for the president-elect or newly elected local president – the leader – for use during his term of office. If you succeed in managing your Local Organization efficiently and effectively, at the end of your year, you will have earned from your colleagues a thank you for a job well done.”



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Introduction

As the world continues to change, our organization must change to meet the needs and aspirations of its diverse membership.

As a leader, you can make others feel stronger by designing situations in which they can succeed, where they can feel responsible and receive full credit for their success. People, whether as individuals or organizations, come to believe in their ability to control their destiny only as they accumulate successful experiences in setting and reaching goals. The leader's role is to help and support individuals and the Local Organization to accumulate such experiences.

When an organization, through its leadership, can create an environment that has a strengthening effect on its members, it nurtures the conviction that collectively, through the organization, they can change the course of events.

As you challenge yourself in your year as local president, you will also provide members the inspiration, motivation, change of direction, organization, and energy to lead your Local Organization to greater heights.

Your election as an officer does not necessarily make you a leader. It simply gives you the license to practice, motivate, and influence others and, above all, to learn by doing.”

Success in this endeavor requires constant and continually reassessed commitment to the organizational goals. It is the journey you have chosen to undertake, to lead your Local Organization through the next 365 days: just *one year to lead*.

This manual is divided in five chapters:

Chapter I. Leadership: Accountability, Commitment, and Responsibility

Chapter II. Team Skills: Working With People

Chapter III. Managing Group Behavior

Chapter IV. Managing Your Local Organization

Chapter V. Local Meetings.

Note: The use of *he* or *his* in this guide implies both genders.



Chapter I

Leadership: Accountability, Commitment and Responsibility

Few will have the greatness to bend history itself, but each of us can work to change a small portion of events . . . It is from numberless acts of courage and belief that human history is shaped.—Robert Kennedy

Are you pondering whether or not to run for the office of local president, or have you just been elected as one? If you have received this honor, you have actually been chosen to lead other people and you have just made a commitment to yourself and to your Local Organization. Do you have the characteristics of a good leader?

Serving as a local president is not only an honor; it carries a major responsibility.

As a local president, you have made the commitment to serve your Local Organization for the next 12 months. Taking this office enables you to assess how ready you are to perform your role.

As a local president at the local level you are not only expected to provide leadership training but also, to fulfill a number of administrative functions to enable the Local Organization to operate smoothly. Therefore, it is your responsibility to ensure that the organization is efficiently and effectively fulfilling its duties to serve its members. Of all the responsibilities facing a volunteer board member, none is more critical to the health and welfare of your Local Organization than fulfilling this fiduciary responsibility.

One of the opportunities that this organization provides you is the chance to learn the art of leadership by *doing*, including such key functions as organizing, budget management, delegating, planning, controlling, public relations, parliamentary procedure, representing members and the organization externally, etc.

When you accept the position of local president, your role changes as do the expectations of the organization. You become responsible for much more than yourself; you become responsible to the organization. People expect more dedication and commitment to the Local Organization, and you will be held accountable for the proper performance of your office.

Below is a table showing the different categories and multiple roles that you are expected to play as a leader of your Local Organization

Category	Role	Activity
Interpersonal	Figurehead	Perform ceremonial and symbolic duties such as greeting visitors, signing legal documents, etc.
	Leader	Maintain information links both inside and outside the organization
	Liaison	Seek and receive information and reports
Informational	Monitor	Direct and motivate members; oversee training, counseling, and communication
	Disseminator	Forward information to members; send reports, newsletters, make phone calls, etc.
	Spokesperson	Transmit information to outsiders through speeches, reports etc.
Decisional	Entrepreneur	Initiate improvement projects and ideas; identify new ideas, delegate responsibility to others
	Crisis manager	Take corrective action during disputes or crises; resolve conflicts among members, adapt to environmental crises
	Facilitator	Decide who gets resources; handle scheduling, budgeting, setting priorities
	Negotiator	Represent members' interests at all times; be objective and fair always

Be sure to seek out ways and means to improve your leadership skills and ensure that you do your best.



LEADING THE LOCAL ORGANIZATION

Not everyone is born with leadership qualities, but these qualities can definitely be developed. Experience has shown that people who have had leadership training are more likely to become successful leaders.

So just what is leadership; what is leadership all about?

There are many definitions of leadership; however, the following will suffice:

Leadership is defined as *the process of persuasion or example by which an individual induces a group to pursue objectives held or shared by the leader and his followers*. Simply put, leadership is the ability to influence other people toward the attainment of goals – in this case, the goals of your Local Organization.

Leadership is a “people” activity and utilizes influence to attain goals. Strong leadership is dynamic and involves the use of power. Power is important in influencing others, and because it determines whether or not a leader is able to persuade others to embrace his ideas.

In addition to your own commitment to run the Local Organization, you also must have the commitment and compliance of the membership. *Commitment* means members will share the leader’s point of view and enthusiastically carry out instructions. *Compliance* means that the members will respect orders and carry out instructions, even though they may personally disagree with the instructions.

Motivating the members to accomplish the Local Organization goals will be the most challenging experience you will ever have. Nonprofit or voluntary organizations succeed only to the extent of the ability and dedication of the people involved.

It is often said that a leader cannot provide a man with self-respect, with the respect of his fellows, or with self-fulfillment. You can, however, create an environment that will encourage the members and enable them to achieve fulfillment through local activities. Otherwise, your own Local Organization goals will likely be thwarted.

Each member is as unique in talents and abilities as in personal expectations and desires. Some enter the organization eager to become involved but don’t know how or where to start. Others join with greater insight on how to maximize their needs and take steps immediately to get involved. Your challenge as an elected leader is to ensure both types of members are well served and well placed in the appropriate activity. Again, the key factor to initiating – and deepening – involvement with today’s volunteers is *to identify a member’s strengths and expectations* and make an appropriate match to activities or tasks within the Local Organization.

Your most essential task is to arrange organizational conditions and methods of operation so that members can pursue their own goals best by directing their efforts toward the Local Organization’s objectives.

To be a successful leader, you must be approachable and helpful as well as show genuine concern about the development of individual members. Also, it is important to show respect for your board members and share the feeling of team spirit with all.

As local president you possess a given amount of formal authority delegated to you by the Local Organization Constitution’s bylaws and policies. But formal authority is not necessarily the equivalent of *effective* authority. The real source of your authority lies in the acceptance of its exercise by those who are subject to it. Essentially, it is the members who determine nominal authority. It becomes real only when it is accepted. Thus, to be effective, formal authority must coincide with authority determined by its acceptance (the latter defines the useful limits of the former).

When an organization, through its leadership, can create an environment which has a strengthening effect on its members, it cultivates the belief that, collectively, through the organization, they can determine the course of events. This, in turn, generates organizational excitement.

A leader has an obligation to always act in the best interest of the people. You have been elected to serve; serve with trust, honesty and dignity.



LEADERSHIP STYLES

Different leaders behave in different ways. Some are very forceful, some very agreeable; some think the best way to make a decision is to take a vote; others believe that a group will function best if left to its own devices. Each of these is sometimes correct, and, to a certain extent, all are acceptable depending on the situation.

There are many accepted leadership styles, including but not limited to the following: **autocratic**, **democratic**, **charismatic**, and **laissez-faire or free rein**.

An autocratic leader seeks total obedience from his followers, makes all the decisions, determines the policy, assumes full responsibility for all action, and centralizes authority.

This style of leadership is most desirable in situations in which time is the primary factor. It requires far less time in the decision-making process and thus lends itself to many speed-oriented situations.

A democratic leader delegates authority to others, encourages participation and draws ideas and suggestions from the group. Discussion and consultation are essential tools. But this style does not necessarily mean that every decision is voted upon.

The laissez-faire or free rein leader is referred to as the “hands-off” leader. His role is less noticeable than the other two types because of minimum control. This type of leader provides information or suggestions and lets the group make decisions based on the information or suggestions provided.

The charismatic leader is also referred to as “inspirational” leader. He is more dominant and perhaps an aggregate of other leadership styles. This style of leadership generates strong enthusiasm and might have as its objectives:

- The development of a “common vision” – values shared by organization members.
- The discovery or creation of value-related opportunities and activities within the framework of the mission and goals of the organization, and
- The emergence in members of strength and greater control of their own destinies, both individually and collectively.

Inspirational or charismatic leaders raise member consciousness and motivate them to transcend their own interests for the sake of the organization.

They create an atmosphere of change, and they may be obsessed by visionary ideas that excite, stimulate, and drive other people to work hard.

Current management studies have revealed yet another school of thought about leadership styles. They consider two main categories of leadership styles – *transactional* and *transformational*.

Transactional leadership occurs wherever power is the rule. Its tools are power brokering, withholding favors, and giving something to get something. Transactional leadership at its best is networking and at its worst, abusing position. It is always tied to “position power”, the status and the influence that comes from one’s rank in the hierarchy.

Transformational leadership, on the other hand, appeals to people’s higher levels of motivation to contribute to a cause and add to the quality of life on the planet. It does not depend on position. Transformational leadership holds real promise for advancing businesses and the society, because it can cause fundamental change, answer deeper issues, and create new paradigms.

The advent of total quality management, flattened hierarchies, and empowered staff are signs of transformational leadership at work.



CHARACTERISTICS OF A GOOD LEADER

Early efforts to understand leadership qualities focused on the leader's personal or traits.

Traits are the distinguishing personal characteristics of a leader, such as intelligence, values, and appearance.

However, recent studies indicate that leadership qualities or skills cannot be based on traits alone. Depending on the situation or circumstances, a good leader should have the following characteristics:

- Maintain a positive work environment and become skilled in handling divergent interests and personalities (Team Building Skills).
- Motivate people to stay with the organization by understanding and planning around their strengths and weaknesses (Motivation Skills).
- Establish an effective two-way communication within the organization (Communication Skills).
- Deal quickly and effectively with conflict, yet remain adaptable and flexible to positive change (Decision Making Skills).

Each of these characteristics are further explored in the next chapter to broaden understanding.

HANDS-ON EXERCISE

Take a moment to reflect on the following thought-provoking and motivating exercises, which will be a constant feature throughout this publication. They are designed to be used as hands-on materials for you and with your group.

Whichever way you choose, you will find them very practical, interesting, most exciting and useful.

How does a person get to be a leader?

Whether elected, appointed, hired or in some other way made a leader, his selection is based on one or more of the following qualities:

- Has personal skills which qualify him to be the leader.
- Has shown potential that indicates he is capable of becoming a good leader.
- Has more knowledge on the subject than those he would be leading.
- Becomes the leader due to his position in the organization.
- Becomes the leader because he is the first to act as a leader.

So, to be an effective leader, you must develop more of your leadership potential and ability. The first step is to determine where you now stand.

Following are some exercises to stimulate your thinking and help you determine where you stand as a leader.

How do I stand as a leader? (Check those that apply to you):

- Usually the elected leader
- Usually the actual leader
- Lead when necessary
- Lead reluctantly
- Never have been the leader.



Check Yourself

	True	False
1. All leaders hold formal leadership positions.	<input type="checkbox"/>	<input type="checkbox"/>
2. A parent should always use autocratic leadership.	<input type="checkbox"/>	<input type="checkbox"/>
3. Leadership is achieving results through people.	<input type="checkbox"/>	<input type="checkbox"/>
4. A leader's power comes from the people he serves.	<input type="checkbox"/>	<input type="checkbox"/>
5. A leadership title implies that a service is being performed.	<input type="checkbox"/>	<input type="checkbox"/>
6. Forceful and demanding people should be leaders.	<input type="checkbox"/>	<input type="checkbox"/>
7. Great leaders are born leaders.	<input type="checkbox"/>	<input type="checkbox"/>
8. The democratic style is always the best leadership style.	<input type="checkbox"/>	<input type="checkbox"/>

(Answers: 1,2,6,7 and 8: False; 3,4 and 5: True).

Choose ten of the following phrases that best describe to you what it takes to be a leader.

There are no absolutely "wrong" or "right" answers. Discuss your thoughts with members and friends:

- | | | |
|--|---|--|
| <input type="checkbox"/> Makes decisions quickly | <input type="checkbox"/> Avoids cliques | <input type="checkbox"/> Accepts criticism |
| <input type="checkbox"/> Has good judgment | <input type="checkbox"/> Delegates well | <input type="checkbox"/> Is aggressive |
| <input type="checkbox"/> Foresees problems | <input type="checkbox"/> Cares about people | <input type="checkbox"/> Is people-oriented |
| <input type="checkbox"/> Has high personal goals | <input type="checkbox"/> Is creative | <input type="checkbox"/> Is a "Salesman" |
| <input type="checkbox"/> Is good with words | <input type="checkbox"/> Is task-oriented | <input type="checkbox"/> Is punctual |
| <input type="checkbox"/> Seeks ideas from others | <input type="checkbox"/> Is an idealist | <input type="checkbox"/> Has good self-control |
| <input type="checkbox"/> Is self-motivated | <input type="checkbox"/> Is a good listener | <input type="checkbox"/> Is a good planner |
| <input type="checkbox"/> Is a realist | <input type="checkbox"/> Is goal-oriented | <input type="checkbox"/> Is friendly |
| <input type="checkbox"/> Thanks people often | <input type="checkbox"/> Is considerate of others | <input type="checkbox"/> Socializes |
| <input type="checkbox"/> Lets others offer solutions | <input type="checkbox"/> Is firm | <input type="checkbox"/> Is self-confident |
| <input type="checkbox"/> Is modest | <input type="checkbox"/> Is willing to take chances | |

In which areas do you need to develop to improve your leadership abilities?

If you were the head of a major department in a corporation, how important would each of the following activities be to you? Answer "yes" or "no" to indicate whether you would strive to perform each activity.

	Yes	No
1. Help subordinates clarify goals and how to reach them.	<input type="checkbox"/>	<input type="checkbox"/>
2. Give people a sense of mission and overall purpose.	<input type="checkbox"/>	<input type="checkbox"/>
3. Help get jobs out on time.	<input type="checkbox"/>	<input type="checkbox"/>
4. Look for the new product or service opportunities.	<input type="checkbox"/>	<input type="checkbox"/>
5. Use policies and procedures as guides for problem solving.	<input type="checkbox"/>	<input type="checkbox"/>
6. Promote unconventional beliefs and values.	<input type="checkbox"/>	<input type="checkbox"/>
7. Give subordinates monetary rewards in exchange for high performance.	<input type="checkbox"/>	<input type="checkbox"/>



- | | | |
|---|--------------------------|--------------------------|
| 8. Command respect from everyone in the department. | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Work alone to accomplish important tasks. | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Suggest new and unique ways of doing things. | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Give credit to people who do their jobs well. | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Inspire loyalty to yourself and to the organization. | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. Establish procedures to help the department operate smoothly. | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Use ideas to motivate others. | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Set reasonable limits on new approaches. | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Demonstrate social nonconformity. | <input type="checkbox"/> | <input type="checkbox"/> |

The even-numbered statements above represent behaviors and activities of *inspirational* leaders. Inspirational leaders are personally involved in shaping ideas, goals, and directions of change. They use an intuitive approach to develop fresh ideas for old problems and seek new directions for the department or organization.

The odd-numbered statements above are considered more traditional management activities, or what would be called *transactional* leadership.

Managers respond to organizational problems in an impersonal way, make rational decisions, and coordinate and facilitate the work of others.

If you answered yes to more even-numbered than odd-numbered items, you may be a potential inspirational leader.

Are you a Boss or a Leader?

A boss creates fear	<i>A leader creates confidence.</i>
A boss creates resentment	<i>A leader promotes enthusiasm.</i>
A boss says "I"	<i>A leader says "We."</i>
A boss fixes blame	<i>A leader fixes mistakes.</i>
A boss knows how	<i>A leader shows how.</i>
A boss makes work drudgery	<i>A leader makes work interesting.</i>
A boss relies on authority	<i>A leader relies on cooperation.</i>
A boss drives	<i>A leader leads.</i>

ATTITUDE ADJUSTMENT SCALE

Please use this exercise to rate your current attitude. Read the statements and circle the number that best describes your attitude, ranging from a high of ten (10) to a low of one (1).

	HIGH (positive)					LOW (negative)				
1. I'm not going to ask, but my honest guess is that my friends would rate my general attitude as a	10	9	8	7	6	5	4	3	2	1
2. Given the chance, friends and Local Organization members would rate my attitude as a	10	9	8	7	6	5	4	3	2	1
3. I would rate my attitude as	10	9	8	7	6	5	4	3	2	1

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4. In dealing with others, I believe my current effectiveness rates a	10	9	8	7	6	5	4	3	2	1
5. My current creativity level rates a	10	9	8	7	6	5	4	3	2	1
6. If there were a meter to gauge my sense of humor at this stage, I believe it would read close to a	10	9	8	7	6	5	4	3	2	1
7. My recent disposition – the patience and sensitivity I show to others deserves a rating of	10	9	8	7	6	5	4	3	2	1
8. For not letting little things bother me, I deserve a	10	9	8	7	6	5	4	3	2	1
9. Based on the number of compliments I've received lately, I deserve a	10	9	8	7	6	5	4	3	2	1
10. I would rate my enthusiasm toward my job as a local officer and life in general during the past few weeks as a	10	9	8	7	6	5	4	3	2	1

Total Score: _ _ _ _ _

A score of 90 and over is a signal that your attitude is in tune” and no adjustments are necessary; a score of between 70 and 90 is a signal that minor adjustments may be needed; if you rated yourself under 50, a complete overhaul may be required.

Regardless of how you rated yourself on the scale, the attitude-adjustment technique is a positive and effective tool that helps you to regulate your perception and attitude in general.

Now that you have gone through the material on leadership, it may become obvious to you that there are no easy answers or you may be simply overwhelmed. Whatever the situation or circumstances in your Local Organization, we hope you can chose the leadership style that suits you best... remember, just be YOU.

GOAL SETTING

It is easy to drift into your year of office without a clear understanding of what you want to achieve. If your Local Organization is well organized and administered, you may even have quite a successful year. However, knowing exactly what you want to achieve will help you avoid aimless activity on one hand and maximize results on the other. Here are some goal setting thoughts.

Benefits of Goal Setting:

1. Setting goals makes you feel better. It develops your own self–image by showing that you know where you are now and where you want to go. Goals give you confidence.
2. It helps you become aware of your own weaknesses and strengths – strengths that can be used to overcome problems and weaknesses on which you can concentrate to turn into strengths.
3. The achievement of a goal acts as a stimulus for further action.
4. Written goals encourage you to visualize success and work for it.
5. Writing down goals forces you to be specific and to set priorities. It gives direction to your efforts.
6. Goal setting helps you separate what is realistic and attainable from wishful thinking.



7. Clearly defined goals for your organization will help you make the many decisions you will be faced with during the year. Knowing your eventual targets will help remove the temptation to make decisions based on the immediate day-to-day pressures.

Principles of Goal Setting

If your goals are going to effectively lead us toward success, you must ensure that you follow the basic principles of effective goal setting:

1. The goals set must be your own. You must be committed to them and not draw them up to impress any other officer or person.
2. They must be stated positively. Do not say, "The Local Organization is going to stop having disorganized meetings," – say, "I am going to follow proper meeting procedure at all meetings."
3. To crystallize your thinking and to enable you to measure success, all goals must be written and specific.
4. You need a positive mental attitude toward your goals. Expect to reach them and constantly visualize success. If you wish to be successful, you must always "think success."

After you learned all you can about the benefits and the process of goal setting, do it. Consider and set your goals, not only for your JCI activities, but also for the other important aspects of your life – your family and your business.

Discuss the reasons of your JCI involvement with your spouse and your business partners or boss so that they are constantly reminded of why Junior Chamber is important to them as well as to you.

We make a special point of mentioning your business and your spouse with sincere hope that you will never let your Junior Chamber involvement interfere with these other vital aspects of your life. You must set your own goals and priorities and the emphasis you place on JCI, business and family may vary throughout the year, but let these shifts of emphasis be only temporary.

In order to concentrate on your priorities, time management and planning are important factors to consider and understand. Here are some tips on Time Management and Planning:

TIME MANAGEMENT

You must know someone who is always busy – a successful businessman who somehow finds time for involvement in a number of community activities and a busy family and social life. His secret is that he has learned how to manage his time. We all have the same twenty-four hours per day to use. Time is the great equalizer and learning how to manage it will help you to be successful.

Here are some helpful hints to help you to create the extra hours needed to be a successful local president.

1. **Respect time.** Don't waste it. Wasted time decreases the time available.
2. **Analyze and budget your time.** Look at how you now spend your time. Note the time you need to accomplish what you want to do. Then budget the time necessary.
3. **Be an early bird.** Get to the office or job ahead of the gang. Then do first the things you don't like to do.
4. **Establish a "to-do" list.** List and prioritize everything you have to do. Finish the first item before you go on to the second.
5. **Make appointments.** Prescheduled meetings, luncheons, etc. Make times specific, not "I'll drop by tomorrow."



- 6. Use telephone properly.** Prepare for each call. List all points you want to cover. Keep brief and to the point.
- 7. Keep a calendar.** Update daily. Review weekly. Include all appointments, deadlines and commitments.
- 8. Make a personal filing system.** File all your projects, ideas, commitments, etc., and revise them constantly.
- 9. Have a follow up file.** A system, which handles all assignments, promises, and commitments that must be fulfilled at a future date. Then, forget them and only spend time thinking about them when their time comes.
- 10. Use an idea trap.** When ideas pop into your mind, write them down. Review your ideas at least once a month.

YOUR PLAN OF ACTION

Remember that the most impressive goals in the world mean nothing unless they are achieved, and you will not achieve them unless you have a plan of action for it.

The following are some helpful hints to help you to put your goals into action:

- 1. Determine your mission.** The mission is the definition of the purpose. It's an expression of the direction of what you do and the way in which it will be done. Your mission is the answer to this question: *Why* am I the local president?
- 2. Establish the Key Function-Areas.** This key areas help to determine where you should invest the most of the time, energy and talent. These are the areas where primary attention needs to be focused. Answer the question: *Where* should I spend most of my time and efforts?
- 3. Develop specific objectives.** Objectives form the basis for determining what activities should be performed and also help establish criteria for evaluating how well they are being performed. An objective is a statement of a result to be achieved. Answer the question: *What* do I want to achieve in each of the Key Function-Areas?
- 4. Create strategies for each objective.** Strategies are the ways you are going to accomplish the objectives. Answer the question: *How* am I going to achieve this objective?
- 5. Write clear action steps.** Action steps are the small actions in each strategy. They help to clarify and specify the way the strategy is going to be carried out.
- 6. Determine costs.** Find out how much each action step will cost and compare it with your budget. Ask: *How much* will it cost?
- 7. Develop a schedule.** Spread your action steps in a time frame. The best way to do it is to divide your actions into twelve months. Then, divide each month into four weeks. Now you can divide each week into five days and you have your daily to-do list. Ask: *When* should I do it.
- 8. Implement the plan.** No plan is good without action. Commit yourself to implement your plan and do it.
- 9. Monitor and evaluate the plan.** Constantly review your goals and plans to check the progress compared to the time schedule and the budget.
- 10. Revise and modify.** No plan can preview everything. Many factors may force you to change your plans. Use your time schedule and budget evaluation as a guide for the revision of your plan. After it is modified, stick to the changes and act.

DECISION MAKING

Decision-making involves a commitment or resolution to do or to stop doing an act, or to adopt or reject an attitude. Sound decision making requires creativity and confidence. It is surrounded by risk, uncertainty, criticism, and second guessing. It



is important to understand that to do nothing about an issue or a problem is, in and of itself, a decision.

As a local president, you will constantly be required to make decisions, most of which are of a routine nature, but some of which may affect the future of your Local Organization for many years to come.

The most stressful and difficult part of decision making is the fear of making a wrong decision which may bring undesirable consequences. This stress can be reduced if you understand the decision making process and thus are able to reduce the possibility of wrong decisions. Let us review two aspects of decision making.

1. The routine decision: In this situation the problem is an everyday one. You have the information you need and know the problem your decision must solve. You have a number of alternatives and must select the best.
2. The strategic decision: In this more extensive situation, you may have to establish the current situation before deciding to change if necessary, or find out what resources are available before deciding how to use them.

Whatever your decision, be decisive. Develop the habit of:

1. Deciding small matters promptly.
2. Selecting your choice firmly.
3. Nor dwelling on the alternatives after deciding.
4. Acting on your decision.

The Decision-Making Process

Follow these steps when confronted with a decision:

1. *Determine the real problem.* In any situation where you are called upon to make a decision, it is worth establishing if you are dealing with the real problem or just a symptom of a deeper problem. Continue asking, "Why is this true?" until you reach the bottom of it and have established the real problem.
2. *Get facts and opinions about the problem.* Write these down in two columns, one of facts and one of opinions. You may find that people's opinions are not borne out by the facts or, alternatively, that another officer's opinion provides you eventually with the "perfect" solution.
3. *Write down the alternative solutions.* A systematic effort must be made to identify the choices available. If there is only one alternative, your decision is made.
4. *Specify the sources of uncertainty.* A careful analysis is made of the possible events that can occur. To the extent possible, probabilities or likelihoods may be associated with these events.
5. *Select a criterion.* The criterion is selected upon which the alternatives will be evaluated.
6. *Consider risk preference.* Consideration is given to the extent to which management is willing to select a risky alternative. Consider the trade-offs between risks and return.
7. *Evaluate alternatives.* In light of the choice set identified in Step 2, the sources of uncertainty identified in Step 3, the criterion established in Step 4, and the risk preferences determined in Step 5, determine the expected payoff associated with each alternative.
8. *Select the best alternative.* The evaluation of the alternatives in Step 6, coupled with a careful consideration of the enterprise objectives and goals, results in the selection of an alternative.



9. *Implement the selected course of action!* Appropriate actions are taken to initiate the chosen alternative. No decision will be effective unless actions are taken to make it a reality.
10. *Provide for feedback.* It is always possible to make a wrong decision no matter how careful you are. You need to be sure you receive information on the effects of your decision to be able to make adjustments when necessary.

Listing the points for and against each alternative will help you become aware of the strengths and weaknesses of each.

THE USE OF POWER

Power can be simply defined as the potential ability to induce or influence the behavior of others. In other words, it is the ability to influence another person to carry out your directive or any other norm you support.

As we have already pointed out, the real *source* of power is not the superior but the subordinate. People can only exercise that power which they are allowed by other people. You must therefore realize that the ultimate power in your Local Organization belongs to your members; and your members, in turn, are human beings with consciousness and will, with emotions and irrationality, with intense personal interests and tenaciously held values just like you!

If you as a leader want to have real, far-reaching influence, you must make the members feel powerful and able to accomplish things on their own. The positive face of power is characterized by a concern for group goals—for finding what goals will move the group, for helping the group to formulate them, for taking some initiative in providing Local Organization members with the means of achieving such goals, and for giving members the feeling of strength and competence they need to work hard for such goals.

Types of Power

Legitimate power: Power that stems from a formal management position in an organization and the authority granted it. Once you have been elected or appointed as a local officer, people will understand that they are obligated to follow your direction with respect.

Reward power: Power that results from the leader's ability to reward others, i.e., power at your disposal to provide rewards such as praise, attention, and recognition.

Coercive power: Is the opposite of reward power. It refers to the leader's authority to punish or recommend punishment; for example, the power to hire or demote, criticize or withdraw an employee's pay increase implies coercive power.

Expert power: Power that stems from the leader's special knowledge of skill in the tasks performed by followers. When a leader is a true expert, members go along with recommendations because of his superior know-how.

Referent power: This type of power comes from the leader's personal characteristics that command members' identification, respect, and admiration, and from a desire to emulate the leader. This form of power depends on the leader's personal characteristics rather than formal title of position.

Results of the Types of Power as Leader Influence

Types of Power	Results		
	Commitment	Compliance	Resistance
Legitimate power	Possible	Likely	Possible
Reward power	Possible	Likely	Possible
Coercive power	Unlikely	Possible	Likely
Expert power	Likely	Possible	Possible
Referent power	Likely	Possible	Possible



Chapter II Team Skills: Working with People

You may have taken many seminars or courses, read a few “how-to” books, listened to CDs or viewed DVDs dealing with team skills. And, since you have a job, you already know how to work with people.

Well, just read on . . . you might surprise yourself!

The mark of real leadership is not position but power – the ability to accomplish the extraordinary through others. A titular leader, with all the trappings of position but none of the abilities to move people, accomplishes little and soon has neither position nor power.

Extraordinary accomplishment results from a *team leadership style* that is at the heart of all organizational success.

HANDS-ON EXERCISE

Take the following “true or false” quiz to see how your leadership instincts stack up:

	True	False
1. When a team member has questions, a leader’s job is to provide answers.	<input type="checkbox"/>	<input type="checkbox"/>
2. The best way to get people to do things right is to give clear direction and insight.	<input type="checkbox"/>	<input type="checkbox"/>
3. Team members are most inclined to do something you ask when they know.	<input type="checkbox"/>	<input type="checkbox"/>
4. People will give you what you want when you insist on it.	<input type="checkbox"/>	<input type="checkbox"/>
5. A team leader gets best results when the task is clear and the objectives sound.	<input type="checkbox"/>	<input type="checkbox"/>

(Answers: 1, 2, 3, 4 & 5: False)

The field of behavioral science has produced theories and hypotheses over the years on team building and work-group relationships. Depending on the school of thought, building and motivating a team to be highly productive needs some special skills and understanding. A different approach to and perspective of this subject is explored in this chapter based on research, empirical observation and experience. Remember that there are no idle claims.

A central theme of the JCI experience is “learning by doing,” and we might paraphrase “learning by doing, sharing and reflecting.” In order to learn how to behave effectively, rather than just understand behavior, it is necessary to be active and engaged as well as reflective and thoughtful.

Regardless of the ideas, theories and concepts of team skill and team building, leading a Local Organization with your board may be much more complex and unique than you expect.

Part of what will make your year exciting (and occasionally frustrating) is that, as a board member, you are a highly involved actor, an integral component of the Local Organization which you are trying to understand and manage or change. As a local president, you have nowhere to hide, and indeed quite often you will become part of any problem. Your behavior is an inherent part of the problem, no matter how blameless you may feel.

Your actions—or inaction—will always be judged. One dilemma you will certainly face is the struggle to remain appropriately detached of objectives while you are personally involved in certain situations in your Local Organization. As a human being, this fine line is difficult to maintain: too much detachment can minimize one’s appreciation and understanding of another person or set of interactions, but too much involvement can bias (or even distort) one’s perspective.



In sociology, this role is called “participant-observer.” You will have to maintain openness to learning and a scientific attitude toward situations, some of which you are part of, perhaps. What we mean by a scientific attitude in this respect is the process of:

- Sorting out what is going on in one’s relationships.
- Increasing the ability to predict likely outcomes of one’s own and others’ behaviors.
- Making more informed choices.
- Checking for results against expectations.

It is the act of comparing the intent of any one of your actions with the effect of that action, and then learning from it. Such an attitude requires that you constantly question, examine, and evaluate the consequences of your actions so that you learn from both your failures and your successes.

Whatever may be the context of your role in your Local Organization, you will need the skills of searching for patterns and connections, making predictions, testing out the consequences of an action or decision that you make, collecting information as to success, and modifying your actions accordingly. You will need to adopt and maintain an attitude of tentativeness, that is, a readiness to change your mind, to modify your views, to change your practices to acknowledge your mistakes, and to take corrective action. In other words, flexibility. Experiencing and analyzing behavior is likely to produce more learning of organizational skills than merely reading or hearing about it.

This chapter attempts to provide you with the skills of working with people – your members – because JCI is a people” business.

TEAM BUILDING

“A house that is divided cannot stand on its own.”

Teamwork or members’ cohesiveness relates to how individuals in your Local Organization can harmoniously work to benefit the Local Organization’s goals. In other words, people are the motivating force for the success or failure of the Local Organizations, work and projects. As a local officer, do not disregard or underestimate the potential of your board and members.

Local Organization cohesion will be increased by acceptance of superlative goals subscribed to by most members. The synergy produced by the activity of a group is far greater than the sum of the parts. Ideas beget ideas. By mixing the perspectives of the members, you will ensure the ultimate success of your Local Organization.

The membership of a Local Organization is affected by one’s sense of individuality and how a balance is struck among personal needs, those of other individual members, and the needs of the Local Organization as an entity.

To build a successful team, you must recognize that people do things for their reasons, not yours. Make your members have a sense of belonging, and be part of the decision-making process. The success of the Local Organization is theirs and not yours per se. Show appreciation and concern for their problems and always use “we” instead of “I.”

Six Team questions:

1. Why are we a Team?
2. What do you expect from your Team leader?
3. What do you expect from your Team members?



4. What are the characteristics of a successful Team?
5. Why do Teams fail?
6. List all the worst and best characteristics of any team or group you ever belonged to.

The Ten Commandments of Team Building:

1. TREAT others as if YOU were the others.
2. PRAISE others as if YOU were the others.
3. Be SINCERE; sincerity builds trust.
4. SPEAK to others by name; this is sweet music to everyone's ears.
5. Be a FRIEND; it takes one to be one.
6. SMILE at others, so they will know you are friendly and want to help.
7. LISTEN to others, so you will know how to help them.
8. GIVE to others; no person was ever known for what he or she received.
9. Think "WE" instead of "I" and, above all, keep your sense of humor.
10. CARE for others; actions speak louder than words.



Chapter III Managing Group Behavior

(Please note that the word *group* used in this context refers to the Local Organization members.)

People do bring something of their history with them when they join an organization. The values and feelings they have about what kind of behavior is proper, desirable, or possible are carried with them and influence how they react to what happens in the group, as well as whether or not they will choose to accept what happens.

Group behavior is more than simply the sum of the behavior of the individuals who comprise the Local Organization. The nature of groups is such that they exhibit behaviors, which are a function of certain characteristics common to all groups, just like your Local Organization.

For a local president to disregard or underestimate the influence potential of groups in organizational settings is to seriously limit his effectiveness as a manager or president.

Your members are not only the basic building block for performance improvement, they also may deliberately attempt to strengthen Local Organization cohesion and identity precisely because of the recognition that groups are potent determinants of managerial and organizational success.

Members of your Local Organization can contribute significantly to the Local Organization's creativity by providing the stimulation of diverse points of view within a supportive atmosphere, which encourages each individual member to pursue new and unorthodox concepts.

It therefore behooves you as local president to only harness and utilize the various talents and skills of your members for the success of your Local Organization. It is also imperative at this time to introduce some background factors about group characteristics and the reasons why certain behavioral patterns may become evident in your Local Organization. Understanding the different components will suffice.

THE NEED FOR SOME USEFUL CONCEPTS

The importance of using a conceptual scheme to analyze the members is to help you understand the whole picture.

Social science has given us some valuable organizing principles that fortunately help to sort out what otherwise might be an undifferentiated mass. We all need ways of figuring out just what factors have led to the particular behaviors we find in groups we are a part of or have to manage.

Though no social system sits while you hold different parts constant, for analytical purposes we will proceed as if various components of your Local Organization could be examined separately. Only then can you begin to improve your ability to understand and affect the behavior of your group.

Perhaps the essential factors discussed below will enable you to understand why your membership has developed in its particular way and what might be done to alter its development. Our goal is to make you understand and come to grips with everything that people (members) and the organization bring to a group; what the job itself requires; what behavior and feelings result from the group's behavior; and the consequences of what is actually happening.

1. **Behavior** is the most observable aspect of your member. It relates to members' *interactions* and *activities*.
 - *Interactions* – exchanges of words and objects among two or more members – determine systems boundaries, friendships and other feelings
 - *Activities* – what members do while they are in the group in addition to interactions with others.



As a leader and local president, you must endeavor to understand the many functions of any behavior you observe before judging it as right or wrong, good or bad. And when you do act, watch for the connected reactions you did not expect, so that you can adjust your plans.

2. **Attitude** is defined by most psychologists as a mental set that causes a person to respond in a characteristic manner to a given stimulus. Strictly speaking, then, attitude is the way we view and interpret our environment.

Be careful so as not to permit a fellow member who has a negative attitude to trap you into his way of thinking. You may not be able to change his attitude, but at least you can protect your own positive attitude from becoming negative.

3. **Norms** are the unwritten rules or shared beliefs of most group members about what behavior is appropriate and attainable to be a member in good standing. Norms are formed and enforced only with respect to behaviors that have significance for the group. Enforcing group norms gives members a chance to express what their central values are and to clarify what is distinctive about the group and central to its identity.

Understanding how norms develop in your Local Organization and why they are enforced is important to you as a local president. First, because norms do play a large role in determining productivity of the Local Organization; and second, you can play a major role in setting and changing the norms. You can use your imagination to set task-facilitative norms, you can monitor whether the group's norms are functional, and you can explicitly address counterproductive norms.

By understanding how norms develop and why norms are enforced, you can better diagnose the underlying tensions and problems your Local Organization faces, hence you can help the membership develop more effective behavior patterns.

4. **Values** influence the nature of the group, which in turn determines the character of its impact upon the development of its members. The values of members in the Local Organization, the stability of these values, the atmosphere that prevails in the Local Organization, and the nature of the conformity demanded by the Local Organization determine whether your Local Organization is likely to have a positive or negative impact upon growth and behavior of its members.

If the values of the Local Organization are seen by the society as having merit, if the Local Organization is stable in its adherence to these values, and if the atmosphere of the Local Organization is warm, supportive, and full of understanding, the Local Organization's influence on the development of its members will be positive. Hostile and socially undesirable or unstable values produce a negative impact upon the members' growth and behavior.

MOTIVATION

Motivating your members to accomplish goals is always a challenge in any Local Organization. Because we receive mainly intrinsic rewards for participating in Local Organization events and activities, it behooves you to motivate your members and reward them appropriately.

Motivation is generally defined as the arousal, direction, and persistence of behavior. The study of motivation concerns what prompts people to initiate action, what influences their choice of action, and why they persist in doing it over time.

Productivity in Local Organizations is a result of the collective behavior of members; influencing this behavior is the key to increasing your Local Organization's productivity.

There are groups of theories that emphasize the needs that motivate people. At any point in time, people have basic needs such as for food, achievement or monetary reward. These needs translate into an internal drive that motivates specific behaviors in an attempt to fulfill the needs. An individual's needs are like a hidden catalog of the things he wants and will work to get.

To the extent to which you understand your members' needs, the Local Organization's reward systems can be designed



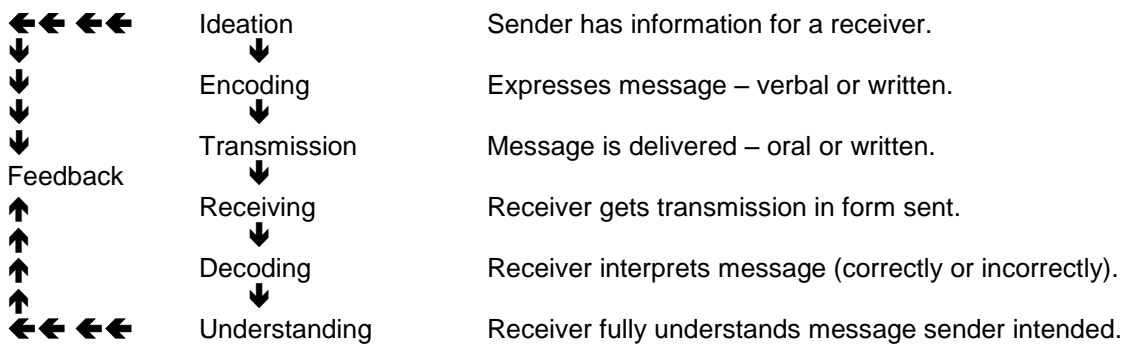
to meet them and reinforce members for directing energies and priorities toward attainment of organizational goals.

COMMUNICATIONS

Communications is a crucial activity in all facets of Local Organization management. Communication can be broadly defined as an interchange of thoughts or information to bring about a mutual understanding between two or more parties. It may be accomplished by a combination of words, symbols, messages, and subtleties of understanding that come from working together, day in and day out, by two or more individuals.

All communications involve a sender, a message, and a receiver. Too often communication is taken for granted; consequently, information flows are inadequate. There must be three primary flows of information in your Local Organization: downward, upward and laterally. In many organizations, ineffective communication is the root of many negative attitudes.

Elements of the Communications Process



Your success as local president will depend heavily on your ability to communicate. You must be able to clearly verbalize your thoughts and also to place them in writing. You will also be called to listen a great deal and this is also important.

The following Ten Commandments of good speaking, writing and listening will help you with communications if you read, understand and use them.

The Ten Commandments of Speaking

The way you present yourself during a speech has a direct effect on how well the audience will listen. These commandments do not only apply to speeches you make but also to any occasion when you are communicating verbally.

1. Make the right speech in the right place: Know your audience. It is somewhat ineffective to sell the merits of farming to a group of fishermen.
2. Prepare your comments: Do whatever research is necessary for you to confidently present your comments. The audience is expecting a good speech – so give one.
3. Practice your speech: Rehearse it while driving to and from work, in front of a mirror, to your spouse – anytime and anywhere you get a chance.
4. Look decent: Be neat and clean. Whether you like it or not, how you present yourself to your audience has a direct effect on how well they listen.
5. Make your opening effective: The comments you make in the first 30 seconds will determine how long you hold your audience. Get their interest immediately.



6. **Speak as to an individual:** Most of your conversation is done on a one-to-one basis. Utilize the same principle when you talk to an audience; you will be more effective and more comfortable.
7. **Use voice pitches, gestures, pauses:** Speak high, speak low. Use your hands and body to help you emphasize points. Pauses can emphasize or regain the attention of your audience. Be careful not to appear artificial – be yourself.
8. **Be good – you don't have to be perfect:** The search for perfection can be its own worst enemy. Be the best you can be – always – and accept that.
9. **Zero in on your topic:** Don't try to cover too vast an area with your speech. Make your point and make it decisively. Use key phrases and one-liners to emphasize main points; they are easier to remember.
10. **Summarize your message:** No matter how good you were, somebody's mind was wandering. Quickly summarize your message before you leave the podium.

Ten Commandments of Good Writing

Here are ten rules to help you in such a way that people will read and understand your ideas:

1. **Keep sentences short:** Use one thought per sentence. Keep relationships simple. Others can understand better.
2. **Prefer the simple to the complex:** Simple expressions will make more sense.
3. **Avoid unnecessary words:** Don't be wordy. Avoid using redundant phrases. Use precise words.
4. **Use the familiar word:** Use words that will communicate your meaning but don't be a show-off with vocabulary. You may understand, but how about the other person?
5. **Write as you talk:** This is good advice to get your message across. It may need polishing just a little, but stick to this idea; it makes sense to others.
6. **Use terms your readers can picture:** Abstract ideas can be expressed in terms your readers can understand and picture in their mind.
7. **Tie in with your readers' experience:** Consider the readers. Write to and for them. Write to match their background and experience so that they will understand.
8. **Write to express, not impress:** What good is it if no one understands what you are saying.
9. **Keep your language active:** JCI is action oriented; make your writing the same way. Passive writing does not get results.
10. **Make full use of variety:** Make your writing sparkle with interest by using variety in all that you write.

Ten Commandments of Good Listening

Nature gives a person two ears, but only one tongue, which is a gentle hint that we should listen more than talk, so:

1. Stop talking.
2. Put the talker at ease.
3. Show him that you want to listen.



4. Remove distractions.
5. Empathize with him.
6. Be patient.
7. Hold your temper.
8. Go easy on argument and criticism.
9. Ask questions.
10. Stop talking!



Chapter IV Managing Your Local Organization

Before discussing the components of managing your Local Organization, we must first examine the functions of management.

Management can be defined as the attainment of organizational goals in an effective and efficient manner through planning, organizing, leading and controlling organizational resources.

From this definition, two main components emerge:

1. The four (4) functions of management of organizational resources.
 - a. **Planning:** Defining goals for future organizational performance; deciding on the tasks and resources needed to attain them
 - b. **Organizing:** Assigning tasks, grouping tasks by committees, allocating resources to committees
 - c. **Leading:** Using influence to motivate members to achieve organizations goals
 - d. **Controlling:** Monitoring the activities of the Local Organization, keeping track of goals, making corrections as needed.
2. The attainment of organizational goals in an *efficient* and *effective* manner. Organizations bring together knowledge, people and ideas to perform tasks no individual could do alone. It is the responsibility of the Local Organization's Board of Directors to coordinate the resources in an efficient and effective manner to accomplish the Local Organization's goals.
 - a. Effectiveness refers to the degree to which the organization achieves a stated objective. It means that the Local Organization succeeds in accomplishing what it tries to do.
 - b. Efficiency refers to the amount of resources used to achieve a Local Organization's goal.

THE PLAN OF ACTION

A plan is a blueprint for goal achievement and specifies the necessary resource allocations, schedules, and other actions. A lack of planning – or poor planning – can hurt a Local Organization's performance. Through proper planning, your Local Organization can solve more community problems and meet the individual needs of your members with less effort, less confusion and more fun.

After all the local officers have been elected, the president should appoint members to fill the vacant offices to ensure a full Board. Within two weeks of elections and appointments, a plenary session of the Board must meet to determine programs for the year. Subsequently, the general membership should be involved in the planning process to commit available manpower, finances, etc.

A good Local Organization Plan of Action is the basic means through which a Local Organization fulfills its objectives. Your year's Plan of Action should serve your Local Organization in much the same way that a road map serves a traveler. The difference is that you build your own road map as you go through the planning process. The Plan of Action is a guide that will identify the projects to be completed according to the schedule developed by your Local Organization.



FINANCIAL MANAGEMENT

It is the president's responsibility to know the Local Organization's financial condition at all times. It is the treasurer's responsibility to provide and maintain the financial information.

Getting Your Finances Organized

Establish the following financial management guidelines:

1. **Have** the treasurer reconcile bank statements each month.
2. **Designate** three people to sign checks – the president, the treasurer and one other. Require two signatures on every check, one being that of the president. The Local Organization should set a designated amount over which a check must have the signatures of both the president and the treasurer.
3. **Do not sign** checks in advance.
4. **Review** each bill and note "O.K. to pay." (This function could be performed by a Finance Committee.)
5. **Have** all bills over a predetermined amount approved by the Board of Directors.
6. **Have** a written treasurer's report at all Board and membership meetings.
7. **Pay** all bills within a reasonable and acceptable time.
8. **Deposit** all income in the bank promptly.
9. **Have** separate checking accounts for Local Organization projects and programs. Do not use the Local Organization's administrative checking account.
10. **Collect** dues from your members only once or twice a year in advance. Do not allow members to pay a portion of their dues each month (except if it is Local Organization policy).
11. **Set** your dues at a reasonable level. Make sure you allow enough for your local, region, national and JCI dues.
12. **Practice** "zero budgeting," i.e., collect all Local Organization administration costs from dues income, and see that each project is self-supporting.
13. **Observe** basic accounting procedures in your Local Organization, i.e., keep ledgers of all income and expenses, and issue receipts for all money received.

Budgeting

Every Local Organization needs a budget. The budget is directly related to the Local Organization's Plan of Action. If an action or project is in the Plan of Action, and the Local Organization will incur any expense or generate income, this must be reflected in the Local Organization's budget. Your Local Organization budget should be developed by the Board at the same time the Plan of Action is developed. Here are a few suggestions to help in developing and monitoring your budget:

1. **Ascertain** how much revenue the Local Organization will receive from dues, interest, fund raisers (Ways and Means projects for expenses), donations from sponsors.
2. **Determine** the expenses involved in dues to your region or state, national and JCI administration, newsletter production, rentals, postage, awards, etc. Be specific.
3. **Remember** that if revenue is greater than expenses, the budget is proper. If expense is greater than revenue, either



cut expense or increase revenue.

4. **Review** the budget during the year. Provide monthly reports and review quarterly.
5. **Allow** for some contingencies in your budget, such as an extraordinary expense or a new project. Each time a project is added or an extraordinary expense is paid, the Board of Directors should approve it.
6. **Prepare** a cash flow analysis for the year after developing a budget to project the year's cash flow. Will the income be earned at the right time to enable the Local Organization to pay its expenses on time? To develop a cash flow analysis, spread or allocate the budget items into a month-by-month projection. State the amount of revenue and expense expected each month. This will enable you to identify the periods of high cash need and excess cash.
7. **Print** and distribute to all Board members a copy of the budget you have drafted after you have obtained the approval of the Board and general membership.

Financial Reporting

The treasurer will be responsible for preparing and submitting a financial report to the Board of Directors and general membership at their respective meetings. These reports should:

1. **Explain** the previous period's checkbook activity. The treasurer should reconcile the checking account each month with the bank statement.
2. **Declare** the Local Organization's current financial situation. Make sure that you consider all accounts receivable, accounts payable, any inventory and cash.
3. **Describe** how the current financial condition relates to the budgeted position. Explain any major differences.
4. **Confirm** that the Local Organization will complete a yearly audit.

Additional Tips

Every transaction has four parts: initiation, authorization, custody of assets, and recording. Ideally no one person should be responsible for more than one of these. The reasons are not farfetched:

- To safeguard Local Organization's assets
- To reduce risk of fraud and mismanagement
- To promote operational efficiency; and
- To allow greater reliance on financial reports.

Dues Collection

Dues collection is a common problem in many Local Organizations. Here are some suggestions to help in their collection:

- Members are sworn in only after payment of dues.
- Only financial members should be allowed to vote at meetings and present and discuss motions.
- Officers must set the example and pay promptly.
- Some members need constant follow up. Never give a member the opportunity to say "Nobody asked me."



- Some Local Organizations have an advance payment system, i.e., members must be financial for the coming year at the Annual General Meeting of the current year.
- Arrange automatic deductions from bank accounts.

Sponsorship

Many Local Organizations depend on the business community for sponsorship. If approached in a professional manner, sponsorship is relatively easy to achieve; most companies have a budget for this. Some recommendations for success are:

- Timing is very important. Approach the sponsor early in the year while there is money in the budget. Remember you are competing with other organizations and individuals.
- The sponsor must be able to identify with the project.
- You must show the sponsor what the company will get in return for the sponsorship.
- Keep the sponsor informed on progress.
- Invite the sponsor to the project and publicly recognize him or her.
- Build a relationship with your sponsors:
 - Thank the sponsor with a certificate or plaque of appreciation.
 - Invite the sponsor to your Award Banquet or other suitable occasion at the end of the year.
 - Show the sponsor how his or her sponsorship affects the entire community.

PUBLIC RELATIONS

Public relations mean the activities undertaken by an organization to promote a favorable relationship with the public.

The importance of public relations to your Local Organization cannot be overemphasized. The purpose is to let your community know what you stand for, what you have achieved, and what you are trying to achieve. Consequently, when you approach your business leaders or community for support, your reputation has preceded you, and they know what sort of an organization JCI really is.

Naturally, it helps your recruitment program if the people in your community know that the Junior Chamber organization is worth joining. Here are a few guidelines to help your Local Organization accomplish this:

1. Appoint one member as contact with the media. Depending on the size of your Local Organization, this may be part of an officer's responsibilities, or you may appoint a public relations chairman. Having one contact may prevent the confusion, which can occur when several members are trying to promote an upcoming event.
2. Assemble an area media list of addresses, phone numbers and key personnel including TV and radio stations, newspapers, etc. The PR chairman should update this list regularly and try to meet as many media people as possible. A reporter, editor or news director is more likely to be of help if he has met someone from the Local Organization.
3. You also may be able to get some valuable free publicity through radio and television. Check with your local stations to see if this is available, and what you need to do to use this medium.
4. Find out through conversations with reporters what their copy deadlines and hours of newsroom operations are. This



will be a helpful addition to your media list.

5. Let the media know in advance what's going to happen. Determine copy deadlines and hours of newsroom operations. If you issue a news release on something that already happened, be sure to get the information to the media as quickly as possible.
6. Your news releases should be professional in appearance and easy to read. Be sure to include all important facts, especially WHO, WHAT, WHEN, WHERE and WHY. Most news releases are submitted in narrative form, and read like a news story, with the most pertinent facts in the first paragraph. If you're inexperienced in such writing, a simple fact sheet may be acceptable. Whichever format you use, the sheet should have the name and phone number(s) of the Local Organization PR contact at the top.
7. Check with area newspapers about their "community calendar" sections. These are ideal for publicizing your Local Organization's activities.
8. Should you provide photos to newspapers, be sure they are clearly-focused, with good contrast.
9. Write thank-you letters to publishers or broadcasters whenever they have provided your Local Organization with good publicity.
10. When your Local Organization is conducting an event which requires purchased tickets, provide free tickets to representatives of the press, radio and television.

OPPORTUNITIES FOR PUBLIC RELATIONS

Public relations is more than working with the media. Here are some other ways for your Local Organization to obtain positive PR:

- Send copies of your national and local magazines and newsletters to key people (such as city officials), and place copies in the public library and waiting rooms.
- Post a welcome sign with the JCI logo (shield) at your meeting place and another with the JCI logo by completed community projects whenever possible.
- Don't overlook the opportunity of personal contacts. People may miss an article in a newspaper or on TV, but, with a personal encounter, they are likely to absorb the information.
- Get to know community leaders. Make sure they know what JCI is all about. Make sure they have your Local Organization and president's name, e-mail and telephone number, and the assurance that your Local Organization will cooperate and give assistance whenever possible to community ventures.
- Build a rapport with other organizations in your community. Invite them to your functions and go to theirs. An exchange of ideas and an understanding of each other will benefit both organizations.

An effective public relations program can benefit your Local Organization in many ways. The better your community understands what JCI is and what your Local Organization is accomplishing, the more likely the community will support your Local Organization. You have to strive to maintain and improve your Local Organization's image by seizing and capitalizing on every opportunity for good public relations.



Chapter IV Local Organization Meetings

One of the most important keys to your success as local president will be the meeting you conduct this year. Through them, the business of the Local Organization will be conducted and members will be activated and recruited.

Some of the basic Local Organization meetings are:

1. Board of Directors Meetings
2. General Membership Meetings
3. Committee Meetings
4. Annual General Meeting (General Assembly Meeting).

No matter what type of meeting you are conducting, make sure the meeting has an objective. Some general objectives of meetings are:

1. Board Meeting

The Board is comprised of the President, Immediate Past President, Treasurer, General Legal Counsel, Secretary and the Vice Presidents. The Board of Directors should meet regularly to:

- a. Manage the affairs of the Local Organization within the powers vested in it by the Local Organization Constitution and General Assembly.
- b. Recommend actions to members for consideration.
- c. Propose or receive and consider constitutional amendments.
- d. Prepare, review and revise the annual budget as necessary for submission to the Local Organization.

2. General Membership Meeting

- a. Report to membership on:
 - i. Activities, progress, achievement, etc.
 - ii. Local Organization finances
 - iii. Board decisions
- b. Announce events and plans for new projects; generate enthusiasm.
- c. Exchange ideas among members to be introduced.
- d. Allow new members to be introduced.
- e. Improve team spirit.
- f. Train members in the following skills:
 - i. Effective presentations
 - ii. Debate



- iii. Proper motions
- iv. Introduction of a speaker
- v. Effective chairmanship, etc.

g. Educate members on current issues.

Note: General Membership Meetings usually are conducted once or twice a month.

3. Committee Meeting

- a. Check on progress of project activity.
- b. Give new directions, build team spirit.
- c. Compare notes and experiences, share information

Note: Committee Meetings will be conducted by each committee as needed.

4. Annual General Meeting (General Assembly Meeting):

- a. Elect or induct new officers (some Local Organization have a separate meeting for election).
- b. Report on the year's activities.
- c. Recognize members' performance (some Local Organization have a separate Awards Ceremony).
- d. Swear in newly elected officers.
- e. Approve next year's Plan of Action and budget.
- f. Vote on constitutional amendments.

ORGANIZING SUCCESSFUL MEETINGS

There are some specific guidelines for organizing any successful meeting. These guidelines can be divided into three checklists: what must be done before, during and after the meeting.

Before the Meeting:

1. Prepare and circulate the agenda (along with the minutes of the last meeting) to all members and prospective members at least two weeks before the meeting date.
2. Confirm the arrangements for the venue.
3. Issue personal reminders during the week of the meeting.
4. Promote meetings in your Local Organization newsletter and the local newspaper.
5. Prepare all reports by the day before the meeting.
6. Prepare the venue at least one hour before the meeting.
7. Arrange the room so that the chairman can see all in attendance.
8. Stack reports, minutes, newsletter, etc., for easy distribution.



9. See that copies of the Local Organization Constitution, National Constitution and *Robert's Rules of Order* are in the hands of the parliamentarian at the meeting.
10. Display relevant Local Organization accessories in the room, and make available copies of the JCI Creed.
11. Confirm that the gavel is in place.
12. Assign an officer to greet members at the door.
13. Arrange for the signing of the attendance register.
14. Check that lighting, air supply, and seating are adequate.
15. Have officers arrive at least 15 minutes before the meeting.
16. Brief officers on what is expected of them during the meeting.
17. Time each agenda item so that the meeting will be conducted efficiently.

During the Meeting:

1. Call the meeting to order at the time set on the agenda.
2. Minutes should be taken (this is usually the secretary's job).
3. Brief the members on the objectives of the meeting.
4. Recognize the visitors.
5. Follow the adopted agenda.
6. Ensure that your officers support you, and speak as little as possible.
7. Adhere to parliamentary procedure.
8. Ensure that no one is allowed to monopolize the meeting.
9. Recognize members for achievement.
10. Conduct the issues of the meeting in a brisk, professionally.
11. As the chairman, be impartial at all times.
12. See that all sides of the issues are heard.
13. Maintain a firm but cordial atmosphere.
14. Adjourn the meeting on a very high note.

After the Meeting:

1. Ensure that the officers greet all the members, engage in casual chat, and are the last to leave.
2. Leave the venue in a clean condition.



3. Thank the officers for their support.
4. Thank the owner or manager of the venue.
5. Send a thank you letter from the president if there was a guest speaker at the meeting.
6. Contact all new members after the meeting, and invite them to attend project committee meetings.
7. Compile and circulate to all concerned a list of decisions and action items taken during the meeting.
8. See that all action items are followed up by the officer concerned.
9. Submit a press release on the meeting to the media.

These checklists are presented as guidelines. Add your own innovations to make the meetings more lively and interesting.

CHAIRMANSHIP

Even if all the physical arrangements are ideal and the room is filled with members, the meeting will not be successful if the chairmanship is poor. It will also affect attendance at future meetings. The Local Organization president must be an effective chairman. Here are some suggestions to develop chairmanship skills:

1. Observe other chairmen. Note their handling and also their mistakes.
2. Start with small committee meetings.
3. Read books on chairmanship and parliamentary procedure.
4. Be well informed about the issues of the meeting. Read all reports beforehand.
5. Start on time; finish on time. Follow the agenda closely.
6. Be impartial and alert, firm yet cordial.
7. Always refer to yourself as "the chair." Refrain from using "I."
8. Do not tolerate meetings within your meeting. All discussion must pass through the chair.
9. Encourage the quiet, shy members to express their views.
10. Limit use of the gavel.
11. Entertain humor but not too much.
12. Ensure that decisions are taken on every issue.
13. Dress appropriately but do not overdress.

The above suggestions are intended to introduce you to the topic and stress its importance. It is strongly advised that you sharpen your skills and be acquainted with the Constitution and policy guide of your Local Organization and *Robert's Rules of Order*.



AGENDAS

Every meeting should have an agenda. For very small meetings, it may not be necessary to have a formal agenda circulated, but the chairman must have one. To attract members to meetings, develop your agendas with several things in mind: length, necessary business and reports, enjoyment, and involvement. On the next page is a sample agenda for the average General Membership Meeting.

A parting thought . . .

By the time you have worked your way through this guide you will either feel fired up with enthusiasm and ready to lead your Local Organization or—and we sincerely hope not—overwhelmed by everything you have to think about before leading your Local Organization. But, take heart; it may well take some time and practice, but, combined with your knowledge, experience, a good team and understanding members, you will succeed.

We hope that this guide has met its objective – to help you develop and continually improve your skills for leading your Local Organization. If you are completely satisfied with this publication, please recommend it to the next local president and, perhaps, to the president of a neighboring Local Organization.

We at the JCI Headquarters are always eager to hear from you; let us have your comments and suggestions. *Good luck!*



AGENDA

JCI DOWNTOWN GENERAL MEMBERSHIP MEETING

DATE:

Purpose of the meeting:

1. 20:00 Opening Exercises
 - a. Call to order
 - b. JCI Creed, Mission and Vision
 - c. Roll Call
 - d. Apologies
 - e. Chairman's Opening Remarks
 - f. Purpose of the meeting
2. 20:05 Certification of a quorum
3. 20:07 Adoption of the Agenda
4. 20:10 Reports from the Board members on major issues
5. 20:15 Committee Reports (discussion and approval of major projects' reports)
6. 20:30 Old business (Tabled from previous meetings)
 - a.
 - b.
7. 20:35 New business (Motions)
 - a.
 - b.
8. 20:35 Guest Speaker or Program (If no project reports and discussions are expected)
9. 21:15 Approval of the minutes
10. 21:25 Announcements and vote of thanks
11. 21:30 Adjournment.



JCI Vision

“To be the leading global network of young active citizens.”

JCI Mission

“To provide development opportunities that empower young people to create positive change.”

About JCI

JCI is a membership-based nonprofit organization of young active citizens ages 18 to 40 in more than 100 countries who are dedicated to creating positive change in their communities. Each JCI member shares the belief that in order to create lasting positive change, we must improve ourselves and the world around us. JCI members take ownership of their communities by identifying problems and creating targeted solutions to create impact.

