JCI

2023

GUIDED BY PURPOSE

Plan of Action

Introduction

Knowing our purpose gives clarity and fostering the right culture drives success.

Recent wars and a global pandemic have created major social-economic damage and have halted the world's progress toward the SDG agenda. This has created an immediate need to re-align our focus and unite in moving forward as a whole. We as young leaders are needed now more than ever to lead and take responsibility to ensure that our world's future is on the right track.

GUIDED BY PURPOSE reminds us to dig deep and align all our actions and efforts with the purpose. When we know the why, we make better decisions. Our strategies become more targeted. Our innovation becomes more successful. Purpose gives us hope, motivation and drive to be the changemakers we are meant to be. It's through purpose driven actions we create meaningful partnerships and achieve extraordinary results.

The guiding principles for this plan of action are that:

» The success of JCI really depends on the success of our local organizations.
» Focus of the international level should be on creating the right environment and support.
» Diversity is our strength, no one rule or method will fit all.
» Innovation is a must - today's challenges won't be solved by yesterday's solutions.

2023 will be the year guided by purpose. In 2023 we will Empower, Innovate, and Open.

Empower
We will create an engaging and empowering environment that enables young leaders to use their voices and actions to drive positive change.

Innovate
We will make a habit of challenging the status quo with creativity and a constant search for new and improved solutions.

Open
We will foster an inviting and welcoming culture, where diversity is embraced and impact is amplified through collaboration.

EMPOWER

We will create an engaging and empowering environment that enables young leaders to use their voices and actions to drive positive change

Build a motivated global team that rows in the same direction.

- Utilize the Objectives & Key Results (OKR) methodology to better align and advance ambitious goals at all levels.
- Set up processes and structures that enable and encourage collaboration and communication across different teams and areas.
- Invest in relevant capacity building for the Board of Directors, Committees, National Presidents, and HQ Staff.
- Review our current work processes to ensure a productive, safe and uplifting environment.

Practice a bottom-up approach to decision-making.

- Open up additional room for discussions, input, and ideas from officers, members, partners, and other stakeholders.
- Actively involve all stakeholders in further development and implementation of the plan of action.
- Use our time together, whether in person or online, more effectively for interactive discussions and sharing, versus reporting.

Develop resources that advance purposeful actions.

- Create a comprehensive toolkit for local organizations that consists of frameworks, best practices, trainings, and workshops, to focus our activities on impact and support growth.
- Establish forums for members to exchange ideas and consult with experts on different topics.
- Put in place a new trainer pathway to improve the quality of training and increase member capabilities.

Create stronger brand positioning by sharing the purpose and impact of JCI.

- Craft inspiring and powerful messaging about JCI.
- Implement modern communication strategies to reach younger audiences.
- Develop clear and comprehensive brand guidelines that allow for flexibility and creativity.
- Share inspirational stories of success and impact from the local and national levels to attract more young people to the organization.

Key results

- » Global team's motivation level score above 8
- » 80% find the toolkit useful
- » Growth by 10,000 members (6.5%)

Guiding questions:
- *Whom are we empowering while doing …?*
- *How can we give stronger support?*
- *Who is the hero of the story and why?*

INNOVATE

We will make a habit of challenging the status quo with creativity and a constant search for new and improved solutions.

Leverage the creativity of young people to maximize impact.

- Transform events to focus on engagement and interactive methods that mobilize young people to become global changemakers.
- Start a competition that promotes fresh ideas from members to advance sustainable development.
- Organize sessions and trainings that spark innovation and provide space for testing new ideas.

Reimagine JCI for future generations.

- Update our programs and trainings to be more relevant to our purpose and our audience.
- Make a sustainability plan for JCI with the aim of growing our carbon handprint to be larger than our carbon footprint.
- Evaluate the JCI Virtual Community (JVC) functions, features, and roles to improve the user experience.
- Identify opportunities for digital transformation to increase efficiency.
- Prioritize firmly and allocate adequate resources to the most effective and impactful activities.

Measure what matters and harness the power of data.

- Update the JCI Analytics Program and invest in the right tools to improve and utilize the data collection.
- Develop ways to measure our global impact and the leadership development of our members.

Key results

» Every team goes through at least five innovation cycles during the year

» Triple the number of data points collected and used for decision making

Guiding questions:
- *What is the purpose of what we are doing and the desired outcome?*
- *What ideas can we quickly test and put into action?*
- *How can we adapt to future trends?*

OPEN

We will foster an inviting and welcoming culture, where diversity is embraced and impact is amplified through collaboration.

Create an environment that takes advantage of diversity.

- Develop and host trainings on diversity, equity, and inclusion.
- Incorporate principles of diversity, equity, and inclusion into our organizational DNA.
- Explore alternatives to traditional membership to engage wider groups of young people.

Seek new perspectives and grow through external engagement.

- Further develop the Universal Declaration of Human Duties for Leaders in collaboration with other organizations and institutions.
- Introduce the Universal Declaration of Human Duties for Leaders to governments, businesses, communities, and individuals to influence and assist in solving worldwide problems.
- Pursue opportunities to rebrand and redesign the area conferences and congress to appeal to and increase the participation of a broader range of young leaders and partners around the world.
- Create opportunities for young people to participate in global issues sessions that deepen their understanding and empower them to create positive change.
- Focus on the Sustainable Development Goals to encourage and foster solutions for some of our most pressing worldwide needs.
- Form partnerships for, and to increase the potential of Ten Outstanding Young People (TOYP) and Creative Young Entreprenuer (CYE).

Nurture synergy and connections within the organization.

- Organize a joint social media campaign across local, national, and international levels - for example Young Leaders in Action Week.
- Actively facilitate connections between members to strengthen our network and amplify our impact.
- Work with stakeholders across the organization to improve the flow of information.
- Further expand the usage of JCI Virtual Community (JVC).

Key results

» At least 500 members gain more insights into DE&I
» Increase external engagement by 100%
» Our impact being formally recognised on global level, by at least one organization or media outlet

Guiding questions:
- *How can we be more welcoming?*
- *Whom can we collaborate with to increase our impact?*
- *How can we tap into the global network?*

Strategic Plan Alignment

According to the JCI Policy Manual, the annual plan of action shall be in line with the current JCI Strategic Plan. The current strategic plan is for the period 2019-2023. However, at the 2022 World Congress, a new strategic plan will be proposed, for the period 2023-2027.

The plan of action is therefore prepared to serve as a bridge between the two strategic plans. Many of the actions are aligned with more than one strategy, as they are interconnected.

Action	Current Strategic Plan	Proposed Strategic Plan
EMPOWER		
Build a motivated global team that rows in the same direction.		
Utilize the Objectives & Key Results (OKR) methodology to better align and advance ambitious goals at all levels.	Impact, Collaborate	Open, Efficient and Sustainable Structure, Leadership Development, Data Driven Innovation
Set up processes and structures that enable and encourage collaboration and communication across different teams and areas.	Impact, Collaborate	Open, Efficient and Sustainable Structure
Invest in relevant capacity building for the Board of Directors, Committees, National Presidents, and HQ Staff.	Invest	Leadership Development, Open, Efficient and Sustainable Structure
Review our current work processes to ensure a productive, safe and uplifting environment.	Impact, Invest	Open, Efficient and Sustainable Structure, Leadership Development
Practice a bottom-up approach to decision-making.		
Open up additional room for discussions, input, and ideas from officers, members, partners, and other stakeholders.	Impact, Collaborate	Open, Efficient and Sustainable Structure, Leadership Development, Data Driven Innovation
Actively involve all stakeholders in further development and implementation of the plan of action.	Impact, Collaborate	Open, Efficient and Sustainable Structure, Leadership Development
Use our time together, whether in person or online, more effectively for interactive discussions and sharing, versus reporting.	Impact, Collaborate	Leadership Development, Open, Efficient and Sustainable Structure
Develop resources that advance purposeful actions.		
Create a comprehensive toolkit for local organizations that consists of frameworks, best practices, trainings, and workshops, to focus our activities on impact and support growth.	Collaborate, Connect	Leadership Development, Open, Efficient and Sustainable Structure
Establish forums for members to exchange ideas and consult with experts on different topics.	Collaborate, Connect	Leadership Development
Put in place a new trainer pathway to improve the quality of training and increase member capabilities.	Motivate	Leadership Development
Create stronger brand positioning by sharing the purpose and impact of JCI.		
Craft inspiring and powerful messaging about JCI.	Invest, Motivate	Brand Awareness and Visibility
Implement modern communication strategies to reach younger audiences.	Invest, Motivate	Brand Awareness and Visibility
Develop clear and comprehensive brand guidelines that allow for flexibility and creativity.	Invest	Brand Awareness and Visibility
Share inspirational stories of success and impact from the local and national levels to attract more young people to the organization.	Impact, Invest	Brand Awareness and Visibility, Leadership Development
INNOVATE		
Leverage the creativity of young people to maximize impact.		
Transform events to focus on engagement and interactive methods that mobilize young people to become global changemakers.	Motivate	Leadership Development, Data Driven Innovation
Start a competition that promotes fresh ideas from members to advance sustainable development.	Motivate, Impact	Data Driven Innovation, Leadership Development
Organize sessions and trainings that spark innovation and provide space for testing new ideas.	Motivate, Invest	Data Driven Innovation, Leadership Development

Strategic Plan Alignment

Action	Current Strategic Plan	Proposed Strategic Plan
INNOVATE		
Reimagine JCI for future generations.		
Update our programs and trainings to be more relevant to our purpose and our audience.	Motivate	Leadership Development, Data Driven Innovation
Make a sustainability plan for JCI with the aim of growing our carbon handprint to be larger than our carbon footprint.	Impact, Invest	Data Driven Innovation, Open, Efficient and Sustainable Structure, Leadership Development
Evaluate the JCI Virtual Community (JVC) functions, features, and roles to improve the user experience.	Invest, Connect	Data Driven Innovation, Open, Efficient and Sustainable Structure
Identify opportunities for digital transformation to increase efficiency.	Invest	Data Driven Innovation, Open, Efficient and Sustainable Structure
Prioritize firmly and allocate adequate resources to the most effective and impactful activities.	Invest	Open, Efficient and Sustainable Structure
Measure what matters and harness the power of data.		
Update the JCI Analytic Program and invest in the right tools to improve and utilize the data collection.	Impact, Invest	Data Driven Innovation
Develop ways to measure our global impact and the leadership development of our members.	Impact, Invest	Data Driven Innovation
OPEN		
Create an environment that takes advantage of diversity.		
Develop and host trainings on diversity, equity, and inclusion.	Connect	Open, Efficient and Sustainable Structure, Leadership Development
Incorporate principles of diversity, equity, and inclusion into our organizational DNA.	Connect	Open, Efficient and Sustainable Structure
Explore alternatives to traditional membership to engage wider groups of young people.	Connect, Invest	Open, Efficient and Sustainable Structure, Data Driven Innovation
Seek new perspectives and grow through external engagement.		
Further develop the Universal Declaration of Human Duties for Leaders in collaboration with other organizations and institutions.	Impact, Collaborate	Leadership Development, Open, Efficient and Sustainable Structure
Introduce the Universal Declaration of Human Duties for Leaders to governments, businesses, communities, and individuals to influence and assist in solving worldwide problems.	Impact, Collaborate	Leadership Development, Brand Awareness and Visibility, Open, Efficient and Sustainable Structure
Pursue opportunities to rebrand and redesign the area conferences and congress to appeal to and increase the participation of a broader range of young leaders and partners around the world.	Motivate, Connect	Brand Awareness and Visibility, Leadership Development, Open, Efficient and Sustainable Structure
Create opportunities for young people to participate in global issues sessions that deepen their understanding and empower them to create positive change.	Impact, Motivate	Leadership Development
Focus on the Sustainable Development Goals to encourage and foster solutions for some of our most pressing worldwide needs.	Impact	Leadership Development, Open, Efficient and Sustainable Structure
Form partnerships for, and to increase the potential of Ten Outstanding Young People (TOYP) and Creative Young Entreprenuer (CYE).	Collaborate	Leadership Development
Nurture synergy and connections within the organization.		
Organize a joint social media campaign across local, national, and international levels - for example Young Leaders in Action Week.	Connect, Invest	Brand Awareness and Visibility
Actively facilitate connections between members to strengthen our network and amplify our impact.	Connect	Leadership Development
Work with stakeholders across the organization to improve the flow of information.	Connect, Collaborate	Brand Awareness and Visibility
Further expand the usage of JCI Virtual Community (JVC).	Connect	Leadership Development

Methodologies

"Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan." – Tom Landry

The following six methodologies will be used to successfully execute the plan of action. All of them have in common to be widely tested and proven effective. You can find connections between most of them, some of them share certain aspects, others are based on the same philosophy. Each of them are briefly explained on the following pages but a lot of additional content can easily be found online or in leadership and management books.

In some cases, JCI has either partially or indirectly been using them, but by implementing them more systematically, we can gain the full benefits of them. This can help teams at all levels to put the ideas and goals of this plan into action.

In addition to these six methodologies, we will of course use our very own framework, the JCI Action Framework, throughout the year.

Objectives and Key Results

"Leaders must get across the why as well as the what. Their people need more than milestones for motivation. They are thirsting for meaning, to understand how their goals relate to the mission." - John Doerr

Objectives and Key Results (OKRs) is a **collaborative goal-setting framework** and set of **leadership tools**. They define measurable goals which are normally challenging or ambitious, and track the outcome of our efforts.

OKRs are meant to inspire each participant by providing **transparency of the organization's strategies and efforts,** which were **created or contributed to** by each individual within the organization (Doerr, 2017).

OKRs are normally set **annually** and **quarterly**, or for time periods that fit the organization. Objectives define the goal to be achieved, set the direction and give motivation. Key Results measure the progress, they are metrics that have clear starting value and target value. Maximum 3-5 Objectives are set pr. period and 3-4 Key Results for each of those Objectives.

Important aspect of OKRs is to **measure the outcome**, not only the output. The output is the actions taken towards the goal but the outcome is the expected impact that the goal is meant to create (Weekdone Academy, 2014).

FOCUS **ALIGNMENT** **TRACKING** **STRETCH**
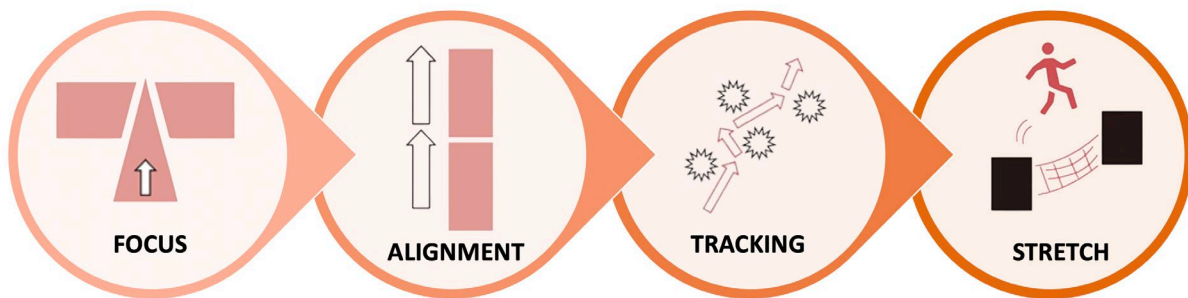
The importance of OKRs (Amano, 2019)

| "Why is it important?"	"Why do we do it?"	"How can we help you?"	"What if we challenge a greater objective?"
OKRs must be designed to **serve real needs**, be **purpose driven**.	Each department can design their own OKRs but they must align with the **same direction** of the organization's OKRs.	Create understanding of the current **achievements, outcomes,** and **obstacles** that are faced by the team through weekly or monthly review.	OKRs are not a performance evaluation tool - they create a **safe environment** for the team to **stretch** and **try every possibility** to achieve the objective.

Agile Leadership

"A leader is like a farmer, who doesn't grow crops by pulling them but instead creates the perfect environment for the crops to grow and thrive."
- Peter Koning

The agile leader practices four skills. First of all to Co-create the vision and the direction. Secondly to facilitate ownership, not by enforcing it but by facilitating the process of continuously improving ownership. Thirdly to create a safe environment in which teams run experiments and finally to create a healthy culture and lead people not by telling them what to do but by leading the culture (Koning, 2019).
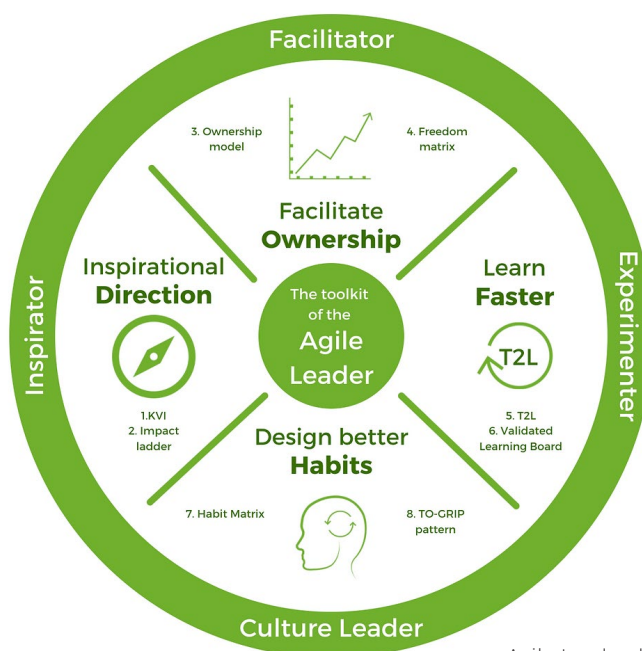
Agile Leadership Framework (The Leadership Coaches, 2021)

Inspirational DIRECTION
- Inspire a vision with a **resilient purpose** that focuses on a service-oriented outcome.

LEARN faster
- Learn through **trial and error**. Fail fast, learn fast, adapt fast.
- Get frequent feedback from actual users, and allow the team to **experiment in a safe space**.

Facilitate OWNERSHIP
- Allow the team to understand the purpose and insights.
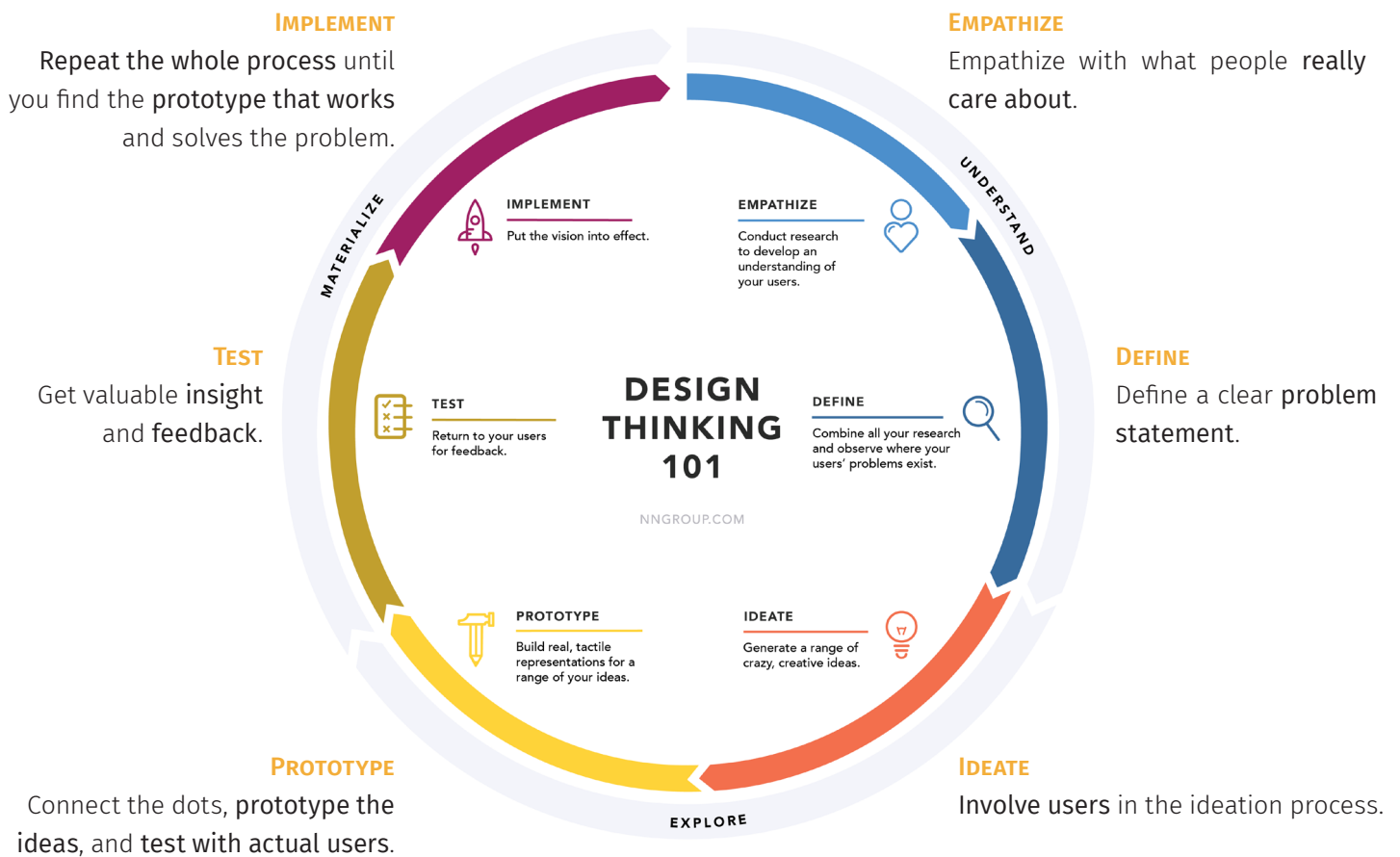- Make the team feel that **they can influence and share their ideas**.

Design better HABITS
- Discover new, healthy habits that **drive the desired change**.
- Lead by example, showcase the expected **norms and values**.

Design Thinking

"Design Thinking is a mindset, not a toolkit or a series of steps" - Arne van Oosterom

Design Thinking is a well-tested approach that enables organizations to **innovate and bring meaningful ideas** to solving real problems. The innovation cycle consist of three main phases, Understand, Explore and Materialize, each of them having two steps to go through.

IMPLEMENT

Repeat the whole process until you find the **prototype that works** and solves the problem.

EMPATHIZE

Empathize with what people **really care about**.

TEST

Get valuable **insight** and **feedback**.

DEFINE

Define a clear **problem statement**.

DESIGN THINKING 101

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IMPLEMENT — Put the vision into effect.

EMPATHIZE — Conduct research to develop an understanding of your users.

TEST — Return to your users for feedback.

DEFINE — Combine all your research and observe where your users' problems exist.

PROTOTYPE — Build real, tactile representations for a range of your ideas.

IDEATE — Generate a range of crazy, creative ideas.

MATERIALIZE · UNDERSTAND · EXPLORE

PROTOTYPE

Connect the dots, **prototype the ideas,** and **test with actual users**.

IDEATE

Involve users in the ideation process.

Design Thinking Circle (Moran, 2021)

Decentralized Organization

"Innovation is a bottoms-up, decentralized, and unpredictable thing, but that doesn't mean it cannot be managed." - Eric Ries
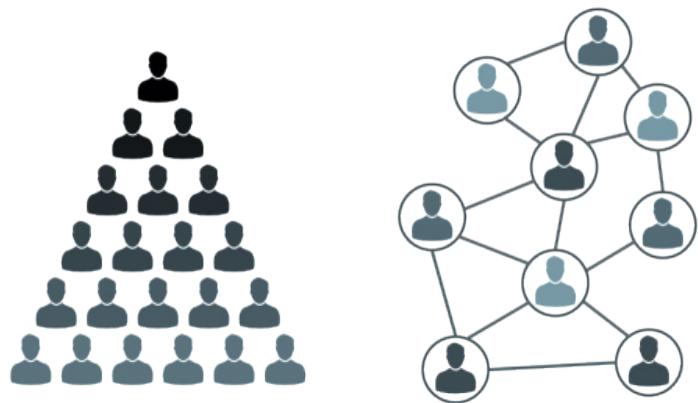
JCI is by nature a decentralized organisation, where national and local organisations are united by shared values and purpose, but have autonomy over how they operate and what projects they do.

Decentralized organization is an approach that gives members a **sense of importance, ownership, and trust** within the organization through **empowering them to make the decisions** that directly impact their work. With that level of autonomy,

Difference between traditional organizations and DAO (Nappi, 2021)

local leaders are able to **identify local needs** and **make fast decisions**.

Bottom-up decision-making is the key to making decentralized organizations successful, as the local leader is able **to gather feedback on the local organisation's specific's needs** and provide the **right support at the right time**.

With that, a decentralized organization has the ability to **grow constantly and meet the needs of the organization** (Indeed Editorial Team, 2021).

Share DATA
Transparent data-sharing with local leaders can lead to efficient decision-making and **create ownership**.

BOTTOM-UP feedback
Constant bottom-up feedback will enable a clear **understanding of local needs** and **provide the right support**.

Build CAPACITY
Ensure that the decision makers have the skills and work ethics to make the right decisions.

Enforce overall STRATEGY
Communicate centralized long-term strategies that are **focused on the same goals**.

Measure OUTCOME
Do not measure the decision made, but on the outcome of the decision.

Co-Creation

"The era of the Single Savior is over. What is needed now is joint action, combined effort, collective co-creation" - Neale Donald Walsch

Co-creation refers to **giving opportunities for the participants** (which include stakeholders outside the organization) to have the chance to **design their own experience**.

The users are the ones who know the challenges. Providing space for them to be a part of the process leads to solutions that actually address real needs. The best way that we can **solve issues** is through a process that allows everyone to **create together** (Pater, 2009).
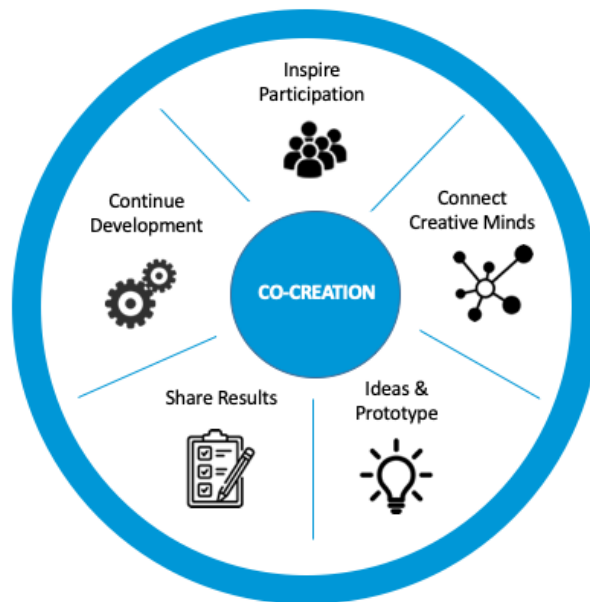
INSPIRE participation
- Share the **challenges faced** and invite other stakeholders to join.
- Create a **safe and welcoming environment** for all to engage until the end.

Connect CREATIVE minds
- Ensure **diversified teams** to advance the team chemistry.
- **Empower** them to share information, ideas, experiences, successes, and even failures.

Ideas & PROTOTYPE
- Survey the models designed by the team and start prototyping.

SHARE Results
- Keep all participating stakeholders informed of progress and development.
- Ensure the **sense of "co-ownership"** is built.
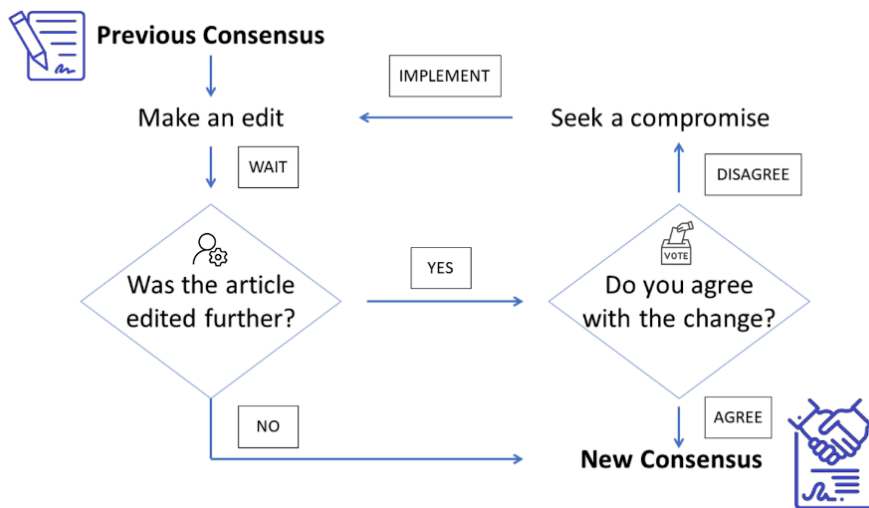
Continue DEVELOPMENT
- Get feedback and constantly improve until it is ready to be implemented sustainably.

Open Source

"In open source, we feel strongly that to really do something well, you have to get a lot of people involved." - Linus Torvalds

The **perfect idea or piece of content** does not always come from an individual, but it could be the **result of the collaborative effort** of an entire organization through an **open-source approach**.

The open-source approach enables experts from all fields to contribute their ideas and knowledge in building the content. Through the **process of achieving consensus** by the people, the accuracy and level of completion can be improved (Constantino, 2016). Anyone can even create a copy of the project, make their own versions and develop further to meet their needs (Chamberlain, 2019).

The Development Process of New Consensus (Constantino, 2016)

Make an EDIT
- Everyone can **contribute to the content.**

ADMIN work
- Ensure the **content reaches a certain level of consensus.**
- Hash out disagreement on particular edits.

DETERMINE consensus
- People with **opposing views continue to edit each other's contributions.**
- Major editorial decisions will be determined through discussion and voting.

Form NEW consensus
- New consensus is formed when finalized content is submitted.

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