

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded By U.S. Agency for International Development

Jordan Forum Business and Professional Women Workshop

Final Report

**Deliverable for Business Management Initiative (BMI) Component, Task No. 233.1
Contract No. 278-C-00-02-00201-00**

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Background

The AMIR Program continues to support good governance development for Jordanian Business Associations. The Business Management Initiative Component (BMI) began implementing a targeted approach, recommended by an earlier consultancy, for its technical and financial support to Association Boards. In June 2002 the BMI began investing only in winners and sidelining losers. The intent of the strategy is to concentrate all available resources on strengthening and supporting the governance capabilities of those Association Boards who show they are discerning in their board roles and responsibilities and are committed and dedicated to ensuring the success of the organizations they represent.

During repeated consultancies it was communicated that the BPW-Amman Board was a weak and ineffectual entity prone to making strategic and other errors that over time has seriously damaged the association and the constituency it is meant to serve. During the assistance and governance workshop hosted by BMI in June 2002 it was noted then that current priority BA partners all deserved continued investment in their development with two exceptions, the Business and Professional Women's Association (BPW-Amman) and National Federation of Business and Professional Women (NFPBW). It was suggested by the facilitators that... "if AMIR is at liberty to act freely it should consider reducing its investment to this Association and Federation to a symbolic or negligible level."¹

Since June the BPW-Amman has attempted to apply the lessons learned from the workshop; earnestly attempting to correct its past through improving its future governance values and correcting leadership deficiencies. BPW-Amman conducted Board elections installing new members in an effort to infuse new invention and innovation into its governance activities; attributes found lacking during the pre-workshop assessment conducted as part of the governance workshop.

In addition to changing its board composition the organization has been focusing on core activities, being more pragmatic in terms of its goals and responsibilities. Finally, the BPW-Amman engaged in some cosmetic changes opting to change its name to the Jordan Forum for Business and Professional Women (JFBPW); an effort to separate its marginally effective past with charitable focus from its expected productive future with business orientation.

The specific objective of this consultancy was to assist JFBPW in managing the change initiative set in motion with the election and installation of the new board.

The Approach: The consultancy took a two- phased approach similar to the one adopted during the Good Governance Workshop of June 2002. The first phase was the pre-

¹ Achievement of Market-Friendly Initiatives and Results Program (AMIR Program) Report, Task No. 233.1, Towards Excellence in Governance Association Management, Business Association (BA) Governance Training, June 2002.

workshop assessment performed through survey instruments and the second phase being the workshop itself. The objectives of the pre-workshop surveys were:

- Ascertain the current readiness of the Board to meet its mandates through a Board Readiness Survey.
- Discover the Board's level of confidence in the JFBPW and the chances for them, the Board and JFBPW, to establish and maintain a constructive, collaborative work relationship.
- Decide if the Board has in its early stages of development fleshed out an organizational philosophy that will support its progress toward governance maturity.
- Assist the Board in identifying a style best suited for accomplishing its governance and support responsibilities to the JFBPW.

The Workshop Methodology

The methodology was designed to be interactive and non-hierarchical. The development of the workshop theme was based on a need assessment conducted through the pre-workshop surveys, previous experience with the Board, and discussions with the BMI Component Project Manager. The theme for the workshop was "Settling on a Direction".

A presentation was developed to facilitate discussions in simulated Board and Committee settings (Annex I). The production defined good governance, highlighted the dual roles of the Board (support and governance), and fixed what personal qualities and traits were most desirable in a Board Chairperson and Board Member. The content of the presentation allowed for the Board to, after addressing matters of structure and roles, target its attention on its mission, goals, and objectives that they have the responsibility for developing and that in the end act to support the mission, goals, and objectives of the Forum.

The workshop structure permitted the large group representing a Board to break into committees and discuss particular governance issues, conversing in the context of how a particular issue applied to their role as a Board member, was relevant to the subject of governance, or how it impacted Board business. While in these committees the members were to produce a product (mission statement, goals, objectives, values, etc.) that they would present to the reconstituted Board. When the Board was reconvened and after each committee reported and the agenda issue thoroughly discussed, a draft product representing the Board's take on the issue was published.

The desired achievements and outputs that resulted from the workshop included:

- A draft definition for good governance that the Board understood and agreed to.
- Development and recognition by all Board Members for their purpose and the roles they assume by accepting assignment to a Board.
- Board determination of its current stage of development.
- Development of a draft Board Mission Statement.
- Development of clear and precise Board draft goals and objectives.

- Development of a draft action plan for Board Members to work from.

Key Findings:

- The JFBPW Board of Directors has the limitless cooperation and patience of its membership. This statement is supported by the results of the Board Readiness Survey. **(Appendix 2; results Appendix 3)**
- The Board has a high potential for developing into a productive team. This statement is supported by the responses of the Board members completing the Board Style Survey **(Appendix 4; results Appendix 5)**.
- Little past training has played a role in affecting policy dialogue or implementing performance improvement within the JFBPW organization. This judgment is based on discussions between members throughout the workshop.
- Board meetings still exist as a routine ritual through which the Chair equipped with all the information and inside knowledge controls the agenda absolutely. This fact was evident throughout the course of the workshop.
- Although not admitted to the combining of the Chair and CEO functions continues to reduce the effectiveness of the organization.
- The climate within the JFBPW Board structure is still divisive.
- The roles of the Chair and Executive Director remain imbalanced with the Chair still not appreciating the separation of roles that have to exist in order for the organization to prove successful.
- The Chair still insists on enmeshing herself in the day-to-day working of the organization.
The Executive Director must be allowed to manage the organization and the Chair manages the Board (Cadbury “Code of Best Practice”). The Chair’s jurisdiction for management is confined to the boardroom. The Executive Director bears the responsibility for managing the organization with the authority and powers delegated by the board to which he or she is accountable.
- The business of the Board continues to move the Forum in the direction of charitable work and away from aligning and optimizing resources to further the cause of women in professions and business ownership.
- The Board is not developing within itself a business culture that readily and eagerly embraces change.
- The Board has yet to set a formal strategy and a direction for the organization; no outline for how the organization will create value or improve itself exists.
- The Board has ignored one of its primary responsibilities, that of setting the framework for organization action.
- The Board is still working to finalize a JFBPW Strategic Plan originally conceived in 1998.

Recommendations

The following recommendations echo in part or in their totality the recommendations of the consultants facilitating the **Towards Excellence in Governance Association Management Training Workshops** conducted in Jordan, June 2002.

- **Invest in the winners**

The Deliverable for Business Management Initiative (BMI) Component should continue to give priority consideration to a policy shift insofar as its good governance investment is concerned. BMI has an opportunity to develop a series of varied investments in good governance that would offer BAs with commitment and talent an opportunity to optimize the investment and to become institutionally sustainable. As recommended in June JABA, YEA and INTAJ should continue to be prioritized for the highest level of investment. These organizations are still showing themselves to be the most dedicated and by far the most knowledgeable and proficient in association management. They also have the most experienced and active boards that seem to appreciate the role they play in working together with management toward the common goal of support to its membership.

- **Sideline the losers**

BMI's current priority BA partners are all worthy of varying levels of investment, with the unfortunate exception of BPW-Amman now the Jordan Forum for Business and Professional Women (JFBPW) and NFBPW. If AMIR is at liberty to act freely it should consider eliminating all technical assistance and other investment to this Association.

USAID and AMIR must accept the principle that a developing, market driven economies will not, cannot tolerate incompetent or irrelevant Business Associations. The BMI should not invest further resources in supporting marginal Associations that continually demonstrate their inability and unwillingness to address and take actions on even the most elementary governance and leadership issues.

If the AMIR program chooses to continue to invest in JFBPW, it should understand that the investment is unlikely to yield any benefits for the Forum membership or AMIR. It was recommended in a previous consultancy that any significant investment should be made conditional on the complete restructuring of the Association and the removal of its current Board. This consultant takes the recommendation one step further insisting that any additional support be predicated on the Forum electing and installing a new Board with a new Chairperson. Based on observations, interviews, and other consultancies it is agreed that unless the current Chairperson is retired, effectively neutralized, the pattern of minimum growth and ineffective governance for the JFBPW will continue.

- **The BMI should set out to support the development of an alternative organization to replace the JFBPW.**

A new organization must prove itself to be a gateway to National and local resources for promoting and mentoring women in business and professions. It must have included in its mission and goals...

- the elimination of gender barriers in education.
- providing academic and performance career counseling for women.
- encouraging the advancement of fair management practices.
- providing an information service and an employment law help-line.
- sponsoring and supporting women in business and professions through a forum and a mutual support network
- laboring at a national level to secure professional development opportunities for its membership.

These are goals the Jordan Forum for Business and Professional Women should be working to achieve for its members but is failing to achieve.

Next Steps

- AMIR should host a general meeting for business women and other professionals interested in participating in the establishment of, or supporting through their membership, a professionally managed association illuminating the need for promoting and mentoring women in business.
- Provide notification to the JFBPW of the removal of financial and other support to their activity commencing immediately.
- Technically assist and financially support any viable alternative to the JFBPW that might result from the general meeting advocated above.

Appendix 1

Governance Workshop Presentation

Appendix 2

Pre-Workshop Board Readiness Survey (BRS)

The following statements were used as part of a structured pre-workshop survey process conducted by the consultant. The results of the survey are presented in summary in Appendix 3. While the survey does not constitute a detailed evaluation of Board potential for success it does suggest current support levels from the Forum do provide it a high probability for success.

Instructions:

1. You have twenty minutes to complete the BRS.
2. Select from five responses.
3. Then, tally your responses according to the values listed below.

Legend:

Never = 1 Seldom = 2 Occasionally = 3 Often = 4 Always = 5

BRS Instrument	Never				Always
	1	2	3	4	5
1. My organization treats board members with respect.					
2. My organization considers board members valuable assets.					
3. My organization supports board member decision-making at all levels.					
4. My organization supports information sharing among all board members.					
5. My organization has a commitment to developing all its board members.					
Management Philosophy and Core Values Score:					
6. My organization's board structure has few levels.					
7. My organization's board members function more as coaches and consultants to Operation Staff.					
8. My organization has a decentralized structure					
9. My organization delegates responsibility.					
Organization Structure Score:					

BRS Instrument	Never				Always
	1	2	3	4	5
10. My organization uses task forces to deal with important issues.					
11. My organization has training programs that teach new members problem solving and team skills.					
12. My organization has a members suggestion program.					
13. My organization supports the idea that issues are best resolved by the person working closest to the problem.					
Problem-Solving Group Score:					
14. My organization has an information system, which provides feedback about board issues.					
15. My organization allows direct communication between members for the purpose of coordinating role activities.					
16. My organization has a decentralized information system.					
17. My organization ensures that all members understand how the organization is doing.					
Information System Score:					

BRS Instrument	Never				Always
	1	2	3	4	5
18. My organization supports a participative board environment.					
19. My organization does not use status symbols reserved parking spaces, executive washrooms, dining rooms.					
20. My organization has a dress code that emphasizes board identity rather than status.					
21. My organization has small committees that are easily identified.					
Physical and Technical Design Score:					
22. My organization's board membership policies reflect the need of the organization.					
23. My organization board member policies allow individuals a choice and recognize diversity in the board.					
24. My organization attempts to avoid resignations (voluntary or involuntary).					
25. My organization supports members in areas such as meeting scheduling, discipline, and conflicts of interest.					
Personnel Policies Score:					

BRS Instrument	Never				Always
	1	2	3	4	5
26. My organization provides members counseling on skills that are needed to perform their work.					
27. My organization recognizes that board members have different orientations and helps to find direction that fits their preference.					
28. My organization announces opportunities for board members within the organization.					
Member Development Systems Score:					
29. My organization recruits members who have an orientation towards supporting and developing.					
30. My organization recruits and retains members who are willing to be responsible for their own behavior.					
31. My organization considers good interpersonal skills and the willingness to work in groups an important criteria for board membership.					
32. My organization gives prospective members a realistic role and responsibilities preview.					
33. My organization encourages member's involvement in the board nomination selection process.					
Board Selection Score:					

BRS Instrument	Never				Always
	1	2	3	4	5
34. My organization has a high level of commitment and capability for supporting the organization.					
35. My organization encourages members to develop their role skills.					
36. My organization supports training.					
37. My organization supports training in problem solving, decision-making, and group skills development.					
Skills Development Orientation Score:					
38. My organization supports leaders who energize and motivate members.					
39. My organization's leadership provides a sense of direction /purpose.					
40. My organization takes responsibility for the organization's culture and long-term goals.					
41. My organization "walks the talk".					
Leadership Score:					

BRS SCORING GRID

After completing the survey, total each of the ten category scores and transfer the cumulative total to the scoring grid below.

The greater the numbers of variables that are in the Moderate to High range, the greater chances are that your organization will support a Board-Team environment.

Five key indicators that must be in the Moderate to High range are Philosophy and Values, Physical and Technical Design, Board Selection, Problem-Solving, and Leadership. If these indicators fall in the Low range, the organization will have a difficult time developing a Board-Team environment.

If a greater number of category scores fall in the Low range, the organization is not functioning the Board Members cannot function as a team. Work can be accomplished in each category to move toward an organizational philosophy that supports the Board-Team concept.

Category	5- 12 Low	13- 16 Moderate	18- Above High
Philosophy and Values			
Organizational Structure			
Problem-Solving			
Information System			
Physical and Technical Design			
Personnel Policies			
*Member Development			
Board Selection			
Skills Development			
Leadership			

*Member Development only has three variables. 1-6 = Low, 7-10 = Moderate, 11-12 = High.

Appendix 3

Board Readiness Survey (BRS) Results

*Philosophy and Values	24	24	19	20	18	22	23	24	24	H22
Org Structure	5	13	6	14	13	18	15	10	15	L12
*Problem Solving	19	20	12	18	13	19	20	13	19	M17
Information Sys	20	21	10	13	14	16	25	21	20	H18
*Physical and Tech Design	5	11	12	10	14	15	19	14	17	M13
Personnel Policies	11	17	4	16	16	17	17	18	17	M15
Member Dev	11	13	9	9	9	7	10	13	12	M10
*Bd Selection	14	23	22	13	17	16	24	20	22	H19
Skills Dev	19	16	15	17	15	19	18	16	18	M17
*Leadership	17	19	11	15	16	20	17	17	18	M17

Appendix 4

BOARD STYLE SURVEY (BSS)

Instructions:

1. You have 10 minutes to complete the BSS.
2. Select from the three responses: Seldom, Sometimes, and Always.
3. After completing the survey, place the corresponding point value of your answers into the appropriate response category on the Scoring Grid. The highest cumulative score in the grid reflects the Board design that is most appropriate for your organization.

Legend: Seldom = 1 point

Sometimes = 2 points

Always = 3 points

The BSS	Seldom	Sometimes	Always
1. Each Board Member works relatively independent of other Board Members.			
2. Execution of Board tasks is coordinated through a comprehensive pre-rehearsed plan of action.			
3. Board Members must be flexible and able to assume one another's work responsibilities at any time.			
4. Board Members are expected to exercise knowledge and influence in their areas of expertise.			
5. Board success can only be achieved if all team member actions are carefully coordinated.			
6. Board members must work together smoothly complementing each other's actions.			
7. Board Members must be able to carry out a variety of independent tasks, the order and priorities of which can change unpredictably.			
8. Board tasks must be carried out in a predetermined sequence of actions and in a controlled manner.			
9. All Board Members participate actively and take initiative when they feel it necessary.			
10. All tasks by Board Members contribute to the success of the organization.			
11. All Board Members contribute to the end product.			
12. Board Members interact constantly in a wide variety of ways and can rapidly adapt to changing circumstance.			
13. Board Members do not work in close collaboration with each other. Any interactions between team members are brief and infrequent.			
14. Board Members must interact frequently and must tailor their communication styles to suit the task at hand.			
15. Board Members frequently swap jobs and positions as circumstances change.			
16. Board Members are often widely dispersed geographically.			
17. Board Members are involved in every aspect of the work the team accomplishes.			
18. Board Member activity is often viewed as frenzied movement that culminates in task accomplishment.			
19. Board interaction occurs only between a few members who work closely during any activity.			
20. Board Member coordination is achieved through planning and hierarchical direction.			
21. Board Members must be able to function as a unit without precise direction			

BSS SCORING

Instructions:

1. To determine the Board style best suited for accomplishing the work in your organization, complete the scoring below as directed.
2. Place the corresponding number response from the survey questions in the appropriate category below. Each response number identifies a particular Board style. The highest cumulative score of all categories represents the Board design that your organization may wish to use to accomplish the work.

BSS Scoring Grid

1.	2.	3.
4.	5.	6.
7.	8.	9.
10.	11.	12.
13.	14.	15.
16.	17.	18.
19.	20.	21.
Total:	Total:	Total:
Individualistic Board Style	Organized Board Style	Spontaneous Board Style

Individualistic Board- a highly individualistic board is one that occasionally requires teamwork in certain circumstances. Board Members normally interact minimally, and coordination of members is achieved through the design of meetings and work.

Organized Board- demands organized, systematic teamwork. Work is designed in advance, and Board Members are assigned specialized roles throughout the meeting and the work to follow. Careful planning ensures Board Member cooperation and collaboration.

Spontaneous Board- Some Boards are required to achieve spontaneous teamwork. Coordination is achieved as the Board members mutually and sometime simultaneously adjusts to the changing circumstances of the work. This arrangement requires flexibility and harmony among the Board members.

Appendix 5

BOARD STYLE SURVEY (BSS) Results

13	19	13
11	18	11
14	18	13
13	12	15
12	20	14
11	12	14
11	13	10
9	12	16
6	11	7
Total: 100	Total: 135	Total: 113
Average: 11.11	Average: 15	Average: 12.55

Column 1 – Highly individualistic board that occasionally requires teamwork in certain circumstances. Members interact minimally, and coordination of members is achieved through the design of the board.

Column 2- Demands organized systematic teamwork. Work is designed in advance and members are assigned specialized roles throughout the life of the board. Careful planning ensures member cooperation and collaboration.

Column 3- members are required to achieve spontaneous teamwork. Coordination is achieved as the members mutually and sometimes simultaneously adjust to the changing circumstances. This board operates in a fast environment and requires flexibility and harmony among its members.

Slide 1

Determination of Policy



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AMIR 2



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Slide 2

Determination of Policy



A Governance Workshop for the Jordan Forum for Business and Professional Women's' Association of Amman Jordan,
January 2003

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Slide 3

Determination of Policy

The objectives of the Jordan Forum for Business and Professional Women:

- Exchange information and expertise?
- Influence public attitudes and affect National policy in the areas of employing and empowering professional women?
- Troubleshoot and resolve gender problems and issues?



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Slide 4

Determination of Policy

The objectives of the Jordan Forum for Business and Professional Women:

- ⊙ Facilitate “handshaking” between administration and decision-makers?
- ⊙ Increase managerial efficiency?
- ⊙ Improve technical proficiency?
- ⊙ Improve quality of productivity?



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Slide 5

Determination of Policy

The Board of Directors:

- ⊙ Guiding the organization in accomplishing its mission. The mission of the Jordan Forum for Business and Professional Women is to.. WHAT????



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Slide 6

Determination of Policy

- The dual role of Boards
 - Support- Raise money; bring contacts/established networks and clout; provide special skills (law, accounting, medical, etc.); act as ambassadors of and to the Business Community.



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Slide 7

Determination of Policy

- The dual role of Boards
 - Governance- Selecting the committee leadership and assessing their performance; reviewing and authorizing strategies and plans; ensuring compliance with legal and contract requirements.



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Determination of Policy

- The dual role of Boards
 - Governance-
 - Develop strategic plans
 - Draft mission statements
 - Draft Goal statements
 - Draft outcome requirements.



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Determination of Policy

⊙ Members and Membership



⊙ Decision making/Information sharing/Problem solving

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Determination of Policy

- ⊙ Leadership-
Chairperson or Chief Executive Officer, Board of Directors, and a General Committee



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Slide 11

Determination of Policy

The Chairperson of the Board of Directors:

- ⊙ Responsibility for the day-to-day management.
- ⊙ The board's ability to fulfill any legal duties or management responsibilities resides within the position.



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Determination of Policy

- ⊙ Personal Strengths



- ⊙ Understanding

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Slide 13

Determination of Policy

- The "IDEAL" Board member
 - Support- Raise money; bring contacts, established networks and clout; provide special skills (law, accounting, medical, etc.); act as an ambassador of and to the Business Community.



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Determination of Policy

- The "IDEAL" Board member
 - Contributes money, obtains contributions, gets media coverage, and political contacts, brings specialized expertise, and helps DIVERSIFY the board's composition.



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Slide 15

Determination of Policy

- The "IDEAL" Board member
 - Also identifies with the organization, is liked and admired by the staff and members and "fits in".



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Slide 16

Determination of Policy

- After the struggling with the organization's mission statements, goal statements, outcome statements, objectives, general functions, it needs to proceed to draft bylaws..
 - Structure of the Board.
 - Who appoints Board members.
 - Any skills or expertise required.
 - Terms and conditions for holding office.



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Slide 17

Determination of Policy

- **The ideal chair is on-board...**
- **The ideal Board Members are present...**
- **Now What?**

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