

**Access to Microfinance & Improved Implementation of Policy Reform
(AMIR Program)**

Funded By U.S. Agency for International Development

**Business Associations Leadership Development
Technical Assistance**

Final Report

**Deliverable for Business Association Initiative Component,
Task No. 2.3.4
Contract No. 278-C-00-98-00029-00**

October 1999

This report was prepared by Larry Milner, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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Executive Summary

My assignment for the S.O.W. 2.3.4 was to develop and implement a Leadership Development Program aimed at the officers, board members, and staffs of the business associations in Jordan.

To complete this assignment, I carried out the following tasks:

1. Conducted a training seminar at which I reviewed four leadership development books.
2. Offered technical assistance to the business association executives involved with the AMIR-Jordan Program.
3. Wrote and produced ten *LEADERSHIP NEWSLETTERS*;
4. Wrote and produced eight *LEADERSHIP FAXES*;
5. Developed a series of *LEADERSHIP E-CARDS*;
6. Installed a testing mechanism on the AMIR Web Site called the Myers-Briggs Type Indicators (known as MBTI) used for improving the communication skills of the BA executives and volunteers.

The seminar, the publications, and the MBTI were designed to transfer the latest theories and techniques in leadership skills to the personnel involved in the Jordanian Bas. From the feedback we received from the people involved, I believe we accomplished our stated objective.

In addition, I designed a suggested leadership development program for future consideration.

Contract Assignment

Leadership Newsletters

The skills involved in leadership training are relatively well documented in the voluminous literature now available. Carefully selecting key concepts from this literature, I developed a body of information that I believe is useful to those in leadership positions in business associations. Working with Dr. Zaki Ayoubi's clerical staff, I was able to send five *LEADERSHIP NEWSLETTERS* that I had prepared prior to my arrival, to the AMIR mailing list of BA personnel. These documents were mailed approximately three or four days apart in order for the recipients to receive them over a period of three weeks.

Leadership Seminar

I conducted a seminar at the Monthly AMIR Roundtable Meeting of the executives of the Bas on Wednesday October 6, where I presented overviews of four books: *The Leadership Challenge*, *Boards That Work*, *Facing the Future*, and *The Lexus and the Olive Tree*. In attendance at the meeting were the key USAID officials I Jordan, including Mr. Lewis Lucke, mission director, Mr. Jon Lindborg, private enterprise officer, and Mr. Jamal al Jabiri, cognizant technical officer. The audience was made up of some twenty-association executives plus the AMIR and USAID personnel. They seemed very receptive and pleased with the presentation. This talk served as my required workshop on leadership development.

Technical Assistance

I had technical assistance meetings with the executives of the Amman World Trade Center, the Jordan Trade Association, and the Young Entrepreneurs Association. Because of my experience as a Certified Association Executive (CAE) who has operated several different types of associations, the executives were very interested in questioning me on their various operation challenges and opportunities. We discussed membership development, public policy advocacy, financial operations, and communications. I also made contact at various meetings with the executives of the Amman chamber of commerce, the Amman chamber of Industry, and the Amman business and Professional Women's club. I also discussed the pending trip to the USA and to Austin, Texas with each executive.

Myers-Briggs Type Indicators

As part of my consulting challenge, I administered the Myers-Briggs Type Indicators via the Internet to the BA personnel who had time to complete the

analysis. I met with Ra'ed Bilbessi and Rodica Ma'ayta of the Jordan World Trade Center and Halim Abu Rahmeh of the Jordan Trade Association and administered the MBTI's to them. I received their analyses by fax from the USA-based MBTI provider and delivered the results to each person. (Please see the appendix for a full explanation of the MBTI). I designed a Web link for the AMIR site for the MBTI.

Book Reviews

In order to continue to convey leadership skill information to the BA's personnel, I wrote and faxed to the AMIR BA participants reviews on the four books, which I had summarized for the attendees of the Monthly Roundtable. (See list above).

Bibliography

I researched and produced a bibliography of the latest books available that describe the skills of leaders. (See appendix for bibliography).

Continuing Program for Leadership Development

In addition, I designed a continuing leadership development program including these six key elements:

1. A series of HELP and TIPS communications via mail and the AMIR Web Site, conveying information on leadership and management to executives and the directors of the business associations.
2. An expanded series of the LEADERSHIP FAX publication that will review additional best selling books on leadership and management principles and techniques.
3. An expanded LEADERSHIP NEWSLETTER publication to continue sending pertinent leadership information to the executives and directors of the BA's twice each month.
4. A link between the AMIR Web Site and the Myers-Briggs provider and evaluator, Delta Associates of Austin, Texas, to encourage the use of the BA's of this proven self-analysis program for leaders and managers. The use of the MBTI will be promoted in the above mentioned publications.
5. A series of speakers at the AMIR Monthly Roundtable Meetings who will give their views on leadership skills. These speakers can either be consultants who are already employed by AMIR or Jordanian leaders who can be invited to address such topics as "What Is Leadership?" or "How to Lead," or "Keys to Leadership," or Leaders for Jordan in the 21st Century."
6. A leadership development symposium tied to Vision 20/20 to be planned and executed during the year 2000. It should be a major national event bringing to Amman internationally renowned speakers.

Special Activities

Anti-Dumping Seminar

On October 5, Dr. Ayoubi, Senator Fred Whitting, and I attended a seminar sponsored by the Amman Chamber of Industry, featuring consultant Duane Layton entitled “Anti-Dumping, Countervailing Duty, and Safeguard Measures, and the WTO.” Attendance was very good and the session lasted two hours longer than scheduled because of the attendees’ interest.

Vision 20/20 Meeting

On October 9, the Jordanian business community invited me to an AMIR sponsored event that was the final meeting of the Vision 20/20 program, a strategic planning effort. Mr. John O’Brien of Forfas, the Irish Development Corporation, gave a presentation entitled “Human Resource Development in the 21st Century.”

Signing Ceremony

On October 12, I attended the AMIR/USAID signing ceremony at the Hyatt Regency Hotel where the six business association chairmen signed documentation for receiving the AMIR BA grants. It was a very impressive meeting with addresses by Mr. Lewis Luck of USAID and Mr. Steven Wade, chief of party of the AMIR-Jordan Program.

AMIR Briefing

On October 13, I also attended an updating briefing on the AMIR Program for Ms. Kim Finan, director of the Middle Eastern Region for USAID. Steve Wade and the AMIR staff presented an excellent presentation on the components of the AMIR Program.

Issue Development Seminar

Dr. John Volpe, CIPE consultant and a university professor, gave a seminar on the process associations should use in developing policy on critical issues. Conducted on October 17, the attendance at the seminar was about 20 people. The information was well received; however, the normal Jordanian debate over whether or not the associations can really influence government decisions broke out again. It is a constant battle to keep them thinking positively and to get them to “play offense” instead of “defense” in legislative affairs.

Advocacy Seminar

Ambassador Michael Samuelson conducted a quickly called ad hoc seminar on advocacy for the BA's on the evening of October 19. I attended along with the other CIPE consultants.

USAID Briefing

On October 15, I met with Jamal Al Jabiri, USAID program officer along with Dr. John Volpe and Dr. Zaki Ayoubi to brief him on our assignments in Jordan. He was very interested in our assessment of the progress that the business associations were making in becoming effective organizations. I reported to Mr. Jabiri that, in my opinion, progress could be documented in some groups, while in others very little if any progress had been made. On an "effectiveness" scale of one to then, I rated the BA's in Jordan as moving from a two or three at the beginning of the AMIR-Jordan Program up to a five or six over the past eighteen months.

Summary and Recommendations

Summary

The consulting assignment was successful from the point-of-view that I have installed the elements for a potentially effective leadership development program for BA's in Jordan. With my continued creation of content and the distribution of that content by the AMIR staff through both printed and electronic media, I am convinced we can have a major impact on the leadership skills of the targeted personnel of the Jordan BA's.

Recommendations

From an administrative point-of-view, a lesson should be learned from this experience of having too many AMIR consultants at one time in the country. Every effort should be made by the AMIR staff and the CIPE staff to spread the work over the entire year, instead of having several outstanding individuals attempting to deliver training programs in a very condensed time frame.

Appendix One – Leadership Newsletters (Sample)

HOW LEADERS SHOULD MAKE CRISIS DECISIONS

The most dangerous course a leader* can follow in a time of crisis is to defer making decisions until they are forced on him and thereupon become inevitable decisions. Events then get out of hand and take control of the leader, and he is compelled to overcome situations that he should have prevented. When a man finds himself in that position, he is no longer a leader but an improviser who is driven to action out of expediency or weakness.

Not only must a leader be fully informed but also he must be constantly alert to what lies ahead. And he can see ahead only if he has a sense of history and understands the time in which he lives.

If a leader is so equipped and so endowed, he can make decisions almost instinctively. Sometimes these decisions are instantaneous, and may be interpreted by some persons as snap judgements. But actually they are rooted in a man's capacity to see clearly what lies ahead and the ability to act quickly. Otherwise the affairs a leader

has to tackle will crowd in on him and swamp him.

All the time I was President of the USA, one event followed another with such rapidity that I was never able to afford the time for prolonged contemplation. I had to make sure of the facts. I had to consult people. But to have hesitated when it was necessary to act might well have meant disaster in many instances.

Everybody makes mistakes and the important thing is to correct them, once they are discovered. Sometimes you have a choice of evils, in which case you try to take the course that is likely to bring the least harm.

I am not one who believes it does any good to cry over past mistakes. You have got to keep looking

ahead and going straight ahead all the time; making decisions and correcting the situation as you go along. This calls for a fundamental policy, a basic outlook, for the making of foreign and domestic decisions. A leader who hesitates or temporizes usually is not certain of what he wants, and he is greatly handicapped when he has to act without a clear-cut policy.

A leader ought not to worry whether a decision he knows he has to make will prove to be popular. The question is not whether his actions are going to be popular at the time but whether what he does is right. And if it is right in the long run, it will come out all right. The man who keeps his ear to the ground to find out what is popular will be in trouble. I usually say that a man whose heart is in the right place and who is informed is not likely to go very far wrong when he has to act.

—Harry S Truman



*The word "leader" was substituted for the word "president" in this text.

Challenging the process, inspiring a shared vision, enabling others to act, modeling the way, and encouraging the heart; these are the practices of leaders.

By James M. Kouzes and Barry Z. Posner

Appendix Two – Leadership Faxes (Samples)

Business Associations in Jordan

Leadership FAX

THE LEADERSHIP CHALLENGE by James Kouzes & Barry Posner

A Book Review by Larry Milner, CIPE Consultant, AMIR Jordan

How to keep getting extraordinary things done in organizations is James Kouzes and Barry Posner's subtitle for their book. This book isn't about leaders *per se*. It's about leadership and how ordinary people exercise it --and in the process become leaders who actually get extraordinary things accomplished.

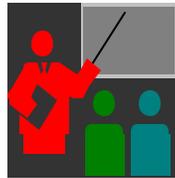
Based on a popular training program offered by The Tom Peters Group, *The Leadership Challenge* should capture the continuing interest in Jordan's business association community. The authors make a case that leadership is not about having a position but about having the courage and spirit to move from whatever place you're in to make a significant difference.



Leaders must ask: what's required to recognize opportunities and put risk in perspective? How can I inspire and motivate others toward a common purpose? What skills are needed to build a cohesive

and spirited team? This book is designed to provide the answers to these questions.

Researching sixty thousand leaders, these two experts have identified FIVE PRACTICES used by leaders and 10



COMMITMENTS these leaders make to their organization.

ONE: Challenging the Process

1. Search out challenging opportunities to change, grow, innovate, and improve.

2. Experiment, take risks, and learn from the accompanying mistakes.

TWO: Inspiring a Shared Vision

3. Enlist others in a common vision by appealing to their values, interests, hopes, and dreams.

4. Envision an uplifting and ennobling future.

THREE: Enabling Others to Act

5. Foster collaboration by promoting cooperative goals and building trust.

6. Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support.

FOUR: Modeling the Way

7. Set the example by behaving in ways that are consistent with shared values.

8. Achieve small wins that promote consistent progress and build commitment.

FIVE: Encouraging the Heart

9. Recognize individual contributions to the success of every project.

10. Celebrate team accomplishments regularly. Emphasizing the critical role of leadership in human organizations, this leadership handbook offers guidelines for business, association volunteers and staff professionals.

**THE FIRST STEP IN
SUMMONING THE COURAGE
OF YOUR CONVICTIONS IS
CLARIFYING FOR YOURSELF
THE BELIEFS THAT
WILL GUIDE YOUR
ACTIONS**



Purchase this book on the Internet from amazon.com or bn.com or from your local bookstore.

Business Associations in Jordan

Leadership FAX

FACING THE FUTURE by American Society of Association Executives

A Book Review by Larry Milner, CIPE Consultant, AMIR Jordan

A foundation established by the staff executives working for American non-profit organizations published a new study on major trends and issues affecting associations.

Using environmental scanning, the report concludes that professional managers are going to have to be more nimble and avoid costly mistakes associated with reacting too slowly to foreseeable events.

Apparently there are no crystal balls that leaders can use to see what the future holds, but instead associations should search for clues about how changes may affect their group. The report suggests that boards and staff look not only at industry or professional trends but also at trends affecting all associations.

Changes

- *The Internet*
- *Shifts in Strategic Focus*
- *Outsourcing*
- *Co-sourcing*
- *Volunteer Management*
- *Organizational Structure & Culture*
- *Governance*
- *Competition*
- *Partnerships*

A Checklist for the Future

Identifying fourteen trends that associations should consider in the future, the ASAE foundation report gives each chamber of commerce, chamber of industry, or business association executive in Jordan a checklist of what is likely to happen to their



organizations in the future.

Don't Underestimate

The report encourages executives not to underestimate the magnitude of the coming changes. There will be new specialty associations taking market niches away; telecom-muting by employees from home could result in 80% office vacancy. Mandatory annual dues will become obsolete and groups will use more and more pay-as-you-go schemes.

Fourteen Trends

1. *Leadership Role*-adopting new characteristics.
2. *Value/Return on Investment*-meeting member demand for value.
3. *Responsiveness*-rapid response to member needs.
4. *Governance*-change to fast flexible decision making.
5. *Revenue Sources*-nontraditional income.
6. *Technology Usage*-computers & Internet.
7. *Change Loops*-mastering unplanned changes.
8. *Generational Issues*-different preferences.
9. *Workforce*-greater skills and efforts
10. *Outsourcing and Cosourcing*-non-core functions purchased
11. *Competition and Alliances*-increasing vulnerability.
12. *Consolidation and Mergers*-new partners
13. *Globalization*-redefining boundaries.
14. *Image Building*-increasing public scrutiny.



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Business Associations in Jordan

Leadership FAX

21ST CENTURY LEADERSHIP By Lynne Joy McFarland,
Larry E. Senn, and John R. Childress

A Book Review by Larry Milner, CIPE Consultant, **AMIR Jordan**

If you are a leader or want to be a leader, here's the book for you. Packed with the wisdom of over 100 top business people, educators, government officials, journalists, association executives, and entrepreneurs, author Lynne Joy McFarland and her partners, Larry Senn and John Childress hand to the reader a compendium of some the best thinking on the attributes that will be needed for successful leaders in the coming century. Made up of brief interviews with noted leaders, this easy-to-read and interesting study outlines a new model for 21st Century leadership.

An example of the wisdom found in the book comes from Sanford McDonnell of McDonnell Douglas Corporation who says, "A leader is a person who really leads and does not push. By that I mean a person who can inspire people, who cares tremendously about others, who does his or her best to lead others to realize their full potential in life. The leader is a person who can bring out the best in people and help them work as a team. That means understanding and being able to evaluate the strengths of different people and match them with a job that requires those strengths and capabilities."

motivating vision that effectively aligns everyone?

6. Does my organization have a healthy culture, with positive habits that foster leadership and enhance performance?

7. Does my organization have a culture that emphasizes coaching, mentoring, and leadership training?

8. Does my organization have an empowering environment that brings out the leader in everyone?

21st Century Leadership is a unique collection of dialogues from today's leaders. It offers practical guidelines for individuals that are serious about making their vision of the future a reality.



Purchase this book on the Internet from amazon.com or bn.com or from your local bookstore.

PEOPLE RUNNING BUSINESS ASSOCIATIONS MUST CHANGE

- from being a manager to being a leader;
- from being a boss to being a coach and facilitator;
- from controlling people to empowering people;
- from being a centralizing authority to distributing leadership; and
- from demanding compliance from employees to gaining commitment.

One of the most important premises of this book is that everyone is a leader. In light of this new model for 21st Century leadership, ask yourself:

1. What is my highest vision for my personal - and professional life?
2. How can I specifically empower the team I influence?
3. How can I bring out the best in others and myself?
4. Am I focusing enough beyond myself on my family, my organization and society?
5. Does my organization have a compelling and

Appendix Three – Leadership E-Cards

Leaders and Leadership

Wherever the people have found a leader who was loyal to them, brave, and not too far ahead, there they have followed him, and then has begun the solution of our common problem; the problem of the cities, states, and nations—the problem of civilized living in human communities.

Lincoln Steffens
1904

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Jordan Leadership Development Program

Leadership is influence.

This is my favorite definition of leadership. It's a simple, straight-forward, one-word description that places leadership within everyone's reach. All of us can exercise a certain degree of influence on someone, at some point, in some place. Leadership isn't about titles, positions, or flow-charts. It's about one life influencing another.

John Maxwell

Leadership 101

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Key Assumption on Boards

Boards of directors are one of the most important businesses or programs of any association and the effectiveness of boards depends on their being consciously designed and meticulously managed.

Douglas C. Eadie

Boards That Work

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Leaders translate vision into reality.

Warren G. Bennis

Most of us learn the hard way that leadership is not merely having a vision. Anyone can dream. Effective leadership is knowing how to lay down the action steps for yourself and the organization so that the vision can be realized. This requires us to be practical and to understand the process along the way.

John Maxwell - *Leadership 101*

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Jordan Leadership Development Program

You manage things;
you lead people

Grace Murray Hopper

People don't want to be managed, organized, stereotyped, tagged, or filed. That's what you do with things in an office. People are dynamic and must be led through love and relationship.

John Maxwell

Leadership 101

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Jordan Leadership Development Program

A man must be big enough to admit his mistakes, smart enough to profit from them, and strong enough to correct them.

One of the least talked about prerequisites for leadership is a strong sense of personal security. Without it, I sabotage myself and my organization. With it, I can handle mistakes with perspective, and have the ability to admit them, profit from them, and correct them.

John Maxwell

Leadership 101

Purchase book on the Internet at amazon.com or bn.com

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**A ship in a harbor is safe,
but that is not what
ships were built for.**

Safety, security, and survival are not meaningful goals for our lives. If we're going to get anywhere, we're going to have to risk venturing into the unknown. Life is about adventure, not maintenance.
John Maxwell - *Leadership 101*

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Jordan Leadership Development Program

Leaders and Leadership

The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.
Theodore Roosevelt

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Jordan Leadership Development Program

Definition of Leadership

Leadership is the art of mobilizing others to *want to* struggle for shared aspirations. Without *want to* in the definition, the meaning of leadership is significantly altered. Choice, internal motivation, and inner desire disappears. When those elements disappear, leadership then implies something less than voluntary involvement on the part of constituents.

James Koozes and Barry Posner

The Leadership Challenge

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The Essence of Leadership

Most of us can agree on what we want from our leaders. We want them to be credible and we want them to have a sense of direction. Leaders must be able to stand before us and confidently express an attractive image of the future—and we must be able to believe that they have the ability to take us there.

James Koozes and Barry Posner

The Leadership Challenge

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Appendix Four – Explanation of the Myers-Briggs Type Indicators

AMIR TO SPONSOR MYERS-BRIGGS TYPE INDICATORS FOR BUSINESS ASSOCIATION DIRECTORS AND EXECUTIVES

EXPLANATION

The Myers-Briggs Type Indicators (MBTI) will be administered to all participants. These Myers-Briggs leadership and management indicators will be administered by Larry Milner and scored via the Internet, utilizing the expertise of Delta Associates, certified Myers-Briggs specialists. These MBTI's will identify the Jordanian leaders personality-centered approach to association management. These tests and their analyses cost \$75 each and are very valuable management tools for association leaders. (For more information on the Myers-Briggs Type Indicators, see below)

The Myers-Briggs Type Indicator can help achieve "friction-free communication." A December, 1997 article in Fortune Magazine analyzed one of the keys to the success of the automobile company, Toyota, the second largest automobile maker in the world, as "friction-free communication." There is a huge uncalculated cost embedded in organizational communication. That's the cost of hours spent in informing, convincing, and inspiring, as well as the wasted time in destructive miscommunication and needless conflict resolution between individuals, departments, and teams. Everyone has a personal style of communicating, and that style is different from others. These differences are not obvious, even to very savvy professionals, but the MBTI will identify these differences.

The Myers-Briggs Type Indicator classifies sixteen different ways that human beings relate to each other and provides powerful insights into communication styles. The Myers-Briggs Type Indicators are the most widely used personality inventory in history. Leaders depend on them when there is a need to make important personnel decisions. Two-and-a-half million people have gained valuable insight about themselves and the people with whom they interact daily by taking the MBTI instrument. The MBTI instrument helps improve work and personal relationships, increase productivity, and identify leadership and interpersonal communication preferences for associations.

The standard Form G contains 126 items that determine preferences on four scales: 1.Extraversion-Introversion; 2.Sensing-Intuition; 3.Thinking-

Feeling; and 4.Judging-Perceiving. The various combinations of these preferences result in 16 personality types.

The MBTI inventory is at the 8th grade reading level, can be administered to ages 14 to adult, and will take participants 20-30 minutes to complete.

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