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Publication Dates

Jan. 1, Apr. 1,
 July 1 and Oct. 1

Deadlines for article submission

Dec. 15, Mar. 15,
 June 15 and Sept. 15

This newsletter is distributed to members of the New Hampshire Association of Chamber of Commerce Executives

Published/Edited

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for information or to be added to the mailing list.

NHACCE Spring Conference Set for May 5th!

The New Hampshire Association of Chamber of Commerce Executives will hold its annual spring conference in historic Portsmouth on Wednesday, May 5th, from 9:00 a.m.-3:00 p.m. (registration begins at 8:00 a.m.), at the Sheraton Portsmouth Harborside Hotel. Registration is just \$75.00.*

Not only will the conference impart great information to help us better manage our respective operations, as well as afford great relationship-building opportunities with our peers from around the state and with businesses serving our industry, but it's deliberately scheduled as a lead-in to the annual Governor's Conference on Tourism. The first scheduled activity of the Governor's Conference on Tourism will begin shortly after our single-day conference ends. (The tourism conference runs from late afternoon on Wednesday, May 5th through Friday, May 7th, Noon, in the same hotel.)

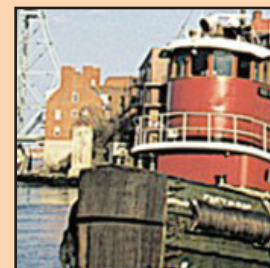
Registration information for our conference and more information about each session listed on the agenda below will follow shortly. (Registration for the Governor's Conference on Tourism can be found by visiting the NH Travel Council's web site at www.nhtravelcouncil.com.)

Please contact Christine Ducharme at the BIA, cducharme@nhbia.org, with any questions about the NHACCE spring conference. (Contact Delaney Meeting & Event Management with any questions about the Governor's Conference on Tourism at 802-865-5202 or info@delaneymeetingevent.com.)

Overnight accommodations are available at the Portsmouth Sheraton Harborside Hotel for the same rate as that provided to attendees of the Governor's Conference on Tourism, \$139/night (single occupancy), plus tax. The hotel's number is 603-431-2300. The cutoff date for the hotel room rate is April 13. Also, as you'll see from the preliminary agenda, our conference ends with a Harbor Cruise. The cruise is optional and is provided at no-cost to NHACCE members by the NH Travel Council, producer of the Governor's Conference on Tourism. (The harbor cruise is the first scheduled event for the Governor's Conference on Tourism.)

NHACCE Spring Conference Preliminary Agenda May 5, 2010 Sheraton Portsmouth Harborside Hotel

8:00 – 9:00 a.m.	Registration Continental Breakfast Vendor Networking
9:00 – 9:20 a.m.	Welcome and Sponsor Introductions
9:20 – 9:45 a.m.	NHACCE Bylaws Changes (proposed)
9:45 – 10:35 a.m.	Chamber Finances 101
10:35 – 11:15 a.m.	SCORE as a Resource NH Film Office: Community Photo Database
11:15 – 11:45 a.m.	Vendor Networking and Break
11:45 – 12:30 p.m.	Tiered vs. Traditional Sponsorship Packaging for Members
12:30 – 1:15 p.m.	Lunch & Vendor Networking
1:15 – 2:00 p.m.	State & Federal Legislative Update–BIA & US Chamber of Commerce
2:00 – 2:30 p.m.	Health Purchasing Alliance Legislation (NH)–What does it mean for your chamber?
2:30 – 3:15 p.m.	Social Networking—Does it really work for chambers?
3:15 – 3:30 p.m.	Closing Remarks
4:30 – 6:30 p.m.	Governor's Conference on Tourism Harbor Cruise



NHACCE spring conference agenda and registration information to follow via U.S. mail. Look for it!

*Scholarships are available if \$75.00 registration fee creates a hardship for your chamber, Contact Jim Roche at jroche@nhbia.org for more information.

Are You a Manager, a Leader, or Both?

By Jill Geisler

The following excerpt is from an article found in the Resource Section of NH Center for Non-Profits. If you haven't participated in one of their offerings or visited their site, consider doing so. www.nhnonprofits.org.

May Balsama
Souhegan Valley Chamber of Commerce

The Poynter Institute offers programs under the heading of "Leadership and Management." Why not just leadership, or just management? What's the difference between the two? Is one more important than the other?

My view is that there is clearly a difference between the two. Not every manager is a leader. Not every leader is a manager. You can be both, if you choose.

Social scientists have devoted large chunks of their brainpower to defining and differentiating the concepts of leadership and management. Here's a quick tour of some of their thinking, starting with observations from leadership scholars John Kotter and Warren Bennis:

	A Manager	A Leader
John Kotter	<ul style="list-style-type: none"> • Copes with complexity • Plans & budgets • Organizes & staffs • Controls & problem solves 	<ul style="list-style-type: none"> • Copes with change • Sets a direction • Aligns people • Motivates people
Warren Bennis	<ul style="list-style-type: none"> • Promotes efficiency • Is a good soldier • Imitates • Accepts the status quo • Does things right 	<ul style="list-style-type: none"> • Promotes effectiveness • Is his or her own person • Originates • Challenges • Does the right things

After reading those lists, it is tempting to see managers as lesser beings than leaders, drudges who feed the machine while leaders create visions of a better world. But consider how difficult life is when our managers don't deliver for us. Managers oversee, among other things:

- Work schedules
- Internal/external communication
- Procuring and protecting our tools and technology
- Hiring
- Training

- Evaluating
- Holding people accountable
- Developing systems
- Collaboration across groups

That small sample demonstrates the importance of managers to organizations. An argument was made that management is about authority, and leadership is about influence.

Influence comes from trust—from a person's expertise, integrity, and empathy as perceived by others. Maximum influence accrues to those who are strong in all three areas. People are required to follow managers. They choose to follow leaders. Then consider that there are different levels of leadership. Back in 1978, Pulitzer Prize-winning historian and leadership scholar James MacGregor Burns advanced his theory about two types of leadership: transactional and transformational.

Transactional leadership is largely a good deal between individuals; the leader wants to achieve something and offers inducements to the follower. But transformational leaders achieve more. Burns believes they raise both the leader and the follower to higher levels of motivation and morality.

Each of us, managers and non-managers, has the ability to turn the routine transactions of our lives into something better. What it takes is dedication to the people, not just the product. If you want to lead at this level, consider these commitments, and whether they reflect your leadership philosophy:

- The people I lead are more than a means to an end.
- I help people achieve a genuine sense of purpose in our work; values matter.
- I find opportunities for people to grow and ideas to be heard.
- I learn what motivates people, both intrinsically and extrinsically; I don't assume.
- I value people as individuals, and give them individualized attention.

If you take a second look at those commitments, you'll note that they easily apply to a person with the title of manager, if that manager wants to be known as a high-level leader. But they can be embraced just as easily by a person with no title at all other than "colleague."

Jill Geisler heads Poynter's Leadership and Management Group. She works with managers at every level of print, broadcast and online news organizations to help them become more effective leaders.

Communicating Value To Your Members

Posted February 13, 2009 by Curt Moss, Director of Communications at WebLink International

At the Western Association of Chamber Executives (WACE) Conference last week in Las Vegas, I sat in on a session titled, "Communicating Value...Messaging That Works." There were three speakers who each presented different ideas on how their chamber creates, measures or delivers value. However, I felt that all of them missed the mark a bit on how to communicate that value.

I thought that Brad Hicks, President/CEO of the Medford/Jackson County OR Chamber, came the closest to explaining how to communicate the value. Brad mentioned that value is about both the "macro" and the "micro." He also discussed that his chamber is promoting connection rather than participation and that his staff is working to develop stronger relationships with members. I love this approach! In the age of constant online connections and virtual everything, a phone call or face-to-face meeting with a chamber staff person is usually a welcome interaction for chamber members. Many members don't have time to participate on committees or attend events, so ask them if they are comfortable with their level of connection, instead of telling them to "get involved."

These personal conversations are a great way to reach out to members, ask them about their business and LISTEN to their concerns and successes. And you can use this opportunity to explain the macro reasons for being a member of your chamber such as how your chamber

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works to create a strong local economy and advocates for business in the halls of government. These conversations can help explain the high-level benefits your chamber offers. But, how are you handling the micro portion? Can you use technology to track, monitor and communicate value that's specific to each member? For your members to make their own decisions about the value your chamber provides, you'll need to provide them details on the referrals they've received, discounts used for office supplies or health insurance, events attended, sponsorships completed or any other benefit that can be tracked. Can you demonstrate to each member what your chamber did specifically for their business? Find a way to track this information in your member management software. Then, use this data to communicate the value to each member. Use email, letters, phone calls – anything – as long as you speak to specifics.

You can speak to specifics somewhat in your newsletter and blog posts, as well. Wherever possible, use real life examples of how a certain issue affects your members. Rather than state that "the Chamber stopped a tax bill that would have cost area businesses \$1.3 million," find members to give you specific examples. Something like "Joe Smith, owner of Speedy Dry Cleaning, has 6 full time employees. He estimates the defeat of the tax bill will save his business \$1,500/year" carries more weight than large, generic numbers. Weave in examples from several different sizes and types of businesses so your members can find one they can identify with.

When it comes time to renew their membership, your members want a way to equate the dollars they spend to the value they've received. And the decision about value is THEIRS. Make sure you give them all the tools to make that decision in your favor.

Curt Moss, Director of Communications. A communications professional with strengths in data management, business/member intelligence, brand strategy, corporate communications, advertising, electronic marketing and graphic design, Curt formerly worked at the Las Vegas Chamber of Commerce, where he managed the chamber's website, print communications, advertising and branding efforts. Curt frequently presents sessions at state, regional and national chamber of commerce conferences on the topics of technology, marketing and communications. He is also a faculty member of the Western Association of Chamber Executive's Academy.

Board of Directors' Role & Responsibilities

Can you think quickly of a time recently when you found yourself talking with a colleague about how you have the best board of directors in the whole state? If they truly are a fantastic group of volunteers, you should be singing accolades around town, they deserve it. If instead you find yourself painfully searching for a positive comment when asked about your board, you might consider moving the goal to change that up to the top of that to do list in your head.

Chances are you sit on a couple of non-profit boards yourself. As a volunteer, I am always thankful when a specific task is assigned for me to complete (thanks Jim). Is it possible a member of your board would appreciate a one-on-one conversation with you about how he or she might contribute in a bigger way? Is their

attendance at your chamber meetings and events waning? Do you witness active participation or rather good attendance with a body simply filling what would have been an empty seat?

Preventative medicine –

Prospective board members deserve the opportunity to carefully consider various responsibilities before saying yes to a term. Board members should feel passionate about the chamber mission! In addition to the incoming board president/chair talking with each candidate, roles and responsibilities should be provided in writing. Do so after the nominating committee agrees on nominees and prior to bringing that line up to the board for acceptance. This is well before the slate goes to the general membership for vote.

After the vote –

Prior to his or her first board meeting, the Executive Director/President (you!) should meet individually with each new member of your board. Another opportunity for questions and answers and tends to build momentum. Chances are you will leave the new member feeling even more invested in your chamber.

Whether this is a long ago established procedure or you will implement this strategy for the first time, an annual review of the roles and responsibilities document is important. Requirements such as meeting attendance, committee participation and a profile of board member attributes should be checked for accuracy. Be specific with expectations. Good luck!

*Mary DeVries
Wolfeboro Area Chamber of Commerce*

Business of the Decade Awards Gala!

Each year, *Business NH Magazine* partners with members of NHACCE for help in determining a "Business of the Year" in several categories of business types. The same partnership was employed this year to determine "Business of the Decade." In exchange for our help each year, *Business NH Magazine* awards NHACCE funds, which we in turn use for member scholarships to help offset the cost of attending professional development opportunities like our own spring and fall conferences, American Chamber of Commerce Executives conferences, New England ACCE conferences, and others. In honor of our partnership, *Business NH Magazine* is offering a reduced ticket price of \$55 for chamber presidents and directors (the regular ticket price is \$100). The awards ceremony for the Business of the Decade Gala is May 12 from 5–10 p.m. at the Radisson Hotel in Manchester. This is a black-tie (optional) gala with Hollywood glitz, complete with a red carpet, swag bags, cocktail reception, dinner, music and dancing with The Nines. The gala is expected to draw 800 attendees. To register, call Events Director, Naomi Halter at 626-6354, ext. 213. The discount is not available through online registration.

Gazette in Print!

The Board of Directors of the New Hampshire Association of Chamber of Commerce Executives recently decided to experiment by adding a print version of the quarterly NHACCE Gazette to supplement the email version.

The board feels that printed newsletters are often more useful than email only newsletters, if for no other reason than printed newsletters are usually more portable and therefore more accessible. As the only regularly scheduled communication of the association, the board hopes the print version of the Gazette will enhance readership. We're going to try it for a year (four editions) and gauge the impact. Your feedback is most welcome!

CALENDAR of EVENTS

- May 5** **NHACCE Spring Conference***
Where: Portsmouth Harborside Hotel, Portsmouth. Time: 9 a.m.–3:30 p.m.
Registration begins at 8am. Cost: \$ 75 per registrant.
- May 5:** **Governor's Conference on Tourism Harbor Cruise**
Time: 4:30 p.m.-6:30 p.m. Free to NHACCE members courtesy of the NH Travel Council, producer of the Governor's Conference on Tourism.
- May 5-7:** **2010 Governor's Conference on Tourism**
Where: Sheraton Portsmouth Harborside Hotel. Visit www.nhtravelcouncil.com or call 603-665-9559 to register early. Contact Delaney Meeting & Event Management with questions about the Conference at 802-865-5202 or email your questions to: info@delaneymeetingevent.com.
- May 12:** **Business of the Decade Awards Gala**
Where: Radisson Hotel/Center of NH, 700 Elm Street, Manchester. Time: 5 p.m. to 10 p.m. Cost: \$55 for NHACCE members. Contact: Naomi Halter at 603-626-6354, ext. 213 or email: eventsNH@businessNHmagazine.com.
- May 17-19:** **America's Small Business Summit 2010**
Where: Omni Shoreham Hotel, 2500 Calvert Street NW, Washington, DC 20008.
Contact email: summit@uschamber.com. Website: www.uschambersummit.com
- August 4-7:** **ACCE Annual Convention**
Where: Milwaukee, WI.

*Scholarships are available if \$75.00 registration fee creates a hardship for your chamber. Contact Jim Roche at jroche@nhbia.org for more information.

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We welcome contributions from chamber executives! Editorials, articles or writing requests may be submitted by contacting Beth Maltzie via e-mail: bmaltzie@gmail.com.