



2011 GACCE Annual Conference  
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Jekyll Island Club Hotel  
Jekyll Island, GA

## I Wish Somebody Had **TOLD** Me That...

*Chamber Exec Lessons Learned  
a Day Late and a Dollar Short*



Susanne D. Sartelle, CCE, MLDR

# #1



## That...

Sunglasses do not make  
you incognito!

*Maybe* if you add a  
baseball cap – but  
probably not!

## #2

### That...

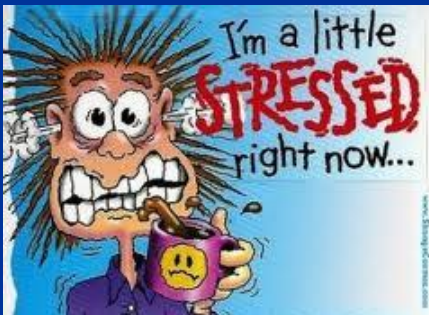
- Technology designed to save time would cost me so much time



## #3

### That....

- I needed to take care of myself in order to take care of the chamber and others



# Handle Stress & Prevent Burnout

- Steps for helping stress and preventing burnout
  - Start your day with a relaxing ritual
  - Eat healthy, sleep enough and exercise
  - Set boundaries (that “say no” thing)

# Handle Stress & Prevent Burnout

- Steps for helping stress and preventing burnout
  - Take a break from technology every day
  - Manage your stress
  - Nourish your creative side



“I wish someone had told me.....that I need to take care of myself so I can take care of others. I can’t tell you how many vacation days I have “left on the table.” And, I am pretty sure I will not be remembered as “the one who never took all her vacation time.” We are so often wrapped up into the “busyness” of Chamber life that we forget to take care of ourselves. If we do get away, my guess is the PDA is on, the laptop is with us and our cell phones ring with “I just have a quick question.” So my advice to new people (or veterans) is to take the time to refresh and regroup. Get away, turn off the connection and come back ready to jump right back into the craziness.”

## #4

### That...

- Case management would consume so much of my time
  - Productive
  - Non-productive

“No matter how good you are, how well liked you are by your members, there will ALWAYS be a detractor. I find myself wasting my valuable energy on the one person that just has it out for the organization. Keep in mind, they are a member and utilize this leverage to make you miserable. I have decided that I will take the chance that this person will not renew (and secretly hope this is the case) because I have not been as responsive as they would like. The truth is...I have been responsive, just not with what they want to hear. And in all honesty, if I am going to slip with my ‘customer service skill’, it will be with this person!”

## #5

### That...

- Meeting the people was more important than doing the things
  - People before Things
  - They will always expect to SEE you

# #6

## That...



- Firing the Colonel's wife is just not an option
  - Hire slow; fire fast
  - Hire for fit; train for skill

“I live in a small town and 7 years later am still challenged by an irate ex-employee who has done everything possible to thwart the Chamber and me personally. With the anonymity provided by the Internet, disgruntled former employees are more threatening than ever – they can participate in blogs, populate and/or create web sites and more. It is always best to be generous when termination occurs – provide a severance package and leave the door open for you to provide a decent reference. But remember, some people are just plain MEAN. You don't ever want to hire that type of person in the first place.”

# #7

## That....

- When you've seen one chamber, you've seen ONE Chamber
  - No two alike
  - Organization fit (for you)
  - Community fit (for Chamber)
  - Does your board want a leader or a manager?

What's the difference?

## Leadership & Management

MANAGEMENT	LEADERSHIP
Planning & Budgeting	Establishing Direction
Organizing & Staffing	Aligning People
Controlling & Problem Solving	Motivating & Inspiring

(Northouse, 2007)

“The twenty-first century employee will need to know more about both leadership and management than did his or her twentieth-century counterpart.”

John Kotter, *Leading Change*

#8

That...

- Egos and Spouses are all a part of the job

“Without you, we just wouldn’t be the Chamber we are today.”



## #9

### That....

- Sally and Rick made less money than me
  - Desires Clout -- Has None
  - Board Members must have leadership traits (and skills) and be respected
  - “No surprises” doesn’t always work both ways
  - DO NOT lose control of the nominating process

**“Never have a board member who makes less money than you.”**

## #9

### That....

- It’s lonely at the top
  - Especially when it’s a controversial issue
  - Money problems are YOUR problems whether you created them or not
  - What they say in the board room might not be what they’re saying at the Club.

# #10

## That....

- When they said they wanted Change, they really didn't mean it.
  - Learn about your predecessor
  - Learn to counter resistance
    - John Kotter, *Our Iceberg is Melting*

## 21<sup>st</sup> Century Changes

- Technology has and will change everything.
- Time is the new currency.
- Responsiveness means NOW.
- That which is unique is valuable.
- Organizations must move from being service providers to being problem solvers.
- Organizations must be more memorable to their various publics.
- The NEW Economy

Source: American Society of Association Executives

## 21<sup>st</sup> Century Leaders

- To lead 21<sup>st</sup> Century change, leaders must be
  - Creative & Innovative
  - Critical thinkers
  - Coaches & Mentors
  - Visionary
  - Flexible & Adaptable
  - Self-Actualized
  - Purposeful
  - Decisive
  - Insightful
  - Constantly challenging the status quo
  - Lifelong Learners



#11

That...

These people are really out there....

And they come to Chamber events

Or at least call the office:  
“what day is the 4<sup>th</sup> of July parade?”

#12

That...

- Board Members are Challenging
- Co-Workers are Different
- Volunteers are Annoying
- And some people are just WEIRD

Why Can't They All Be Like ME?

## Your Board Chair (or Committee Chair)

Two things you like  
Two things you don't

# Understanding Behavior

## Active

Fast-Paced  
Assertive  
Dynamic  
Bold

## Questioning

Logic-Focused  
Objective  
Skeptical  
Challenging

## Accepting

People-Focused  
Empathizing  
Receptive  
Agreeable

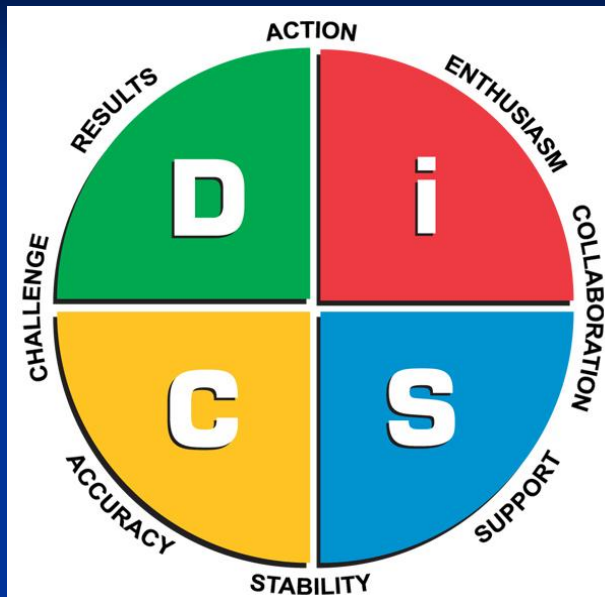
## Thoughtful

Moderate-Paced  
Calm  
Careful

# Understanding Behavior

Building Leaders

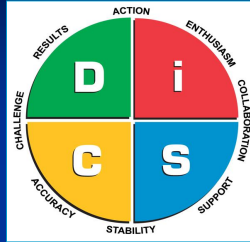
DiSC®



# A Day in the Life...

Dominance

Influence



Conscientiousness

Steadiness

## People-Reading

- Not for labeling, but for understanding
- No good or bad styles
- All have strengths and limitations
- Everyone is a mixture of styles



# People-Reading

Observe actual behavior

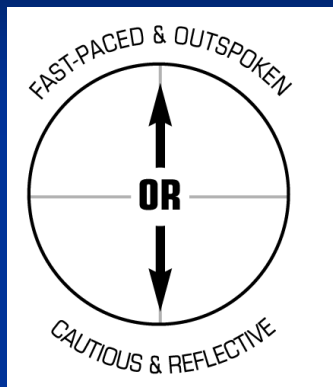
- Body language
- Tone of voice and expression
- Choice of words



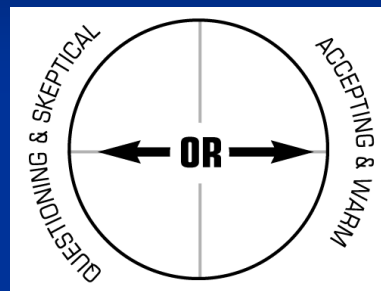
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# People-Reading Method

1.



2.



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# People-Reading Method



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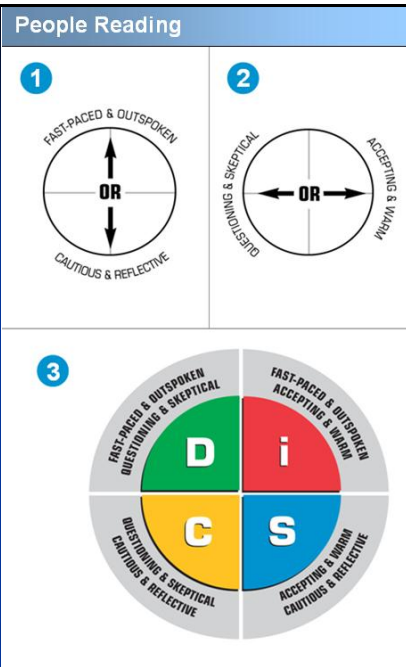
- People read your board chair (or committee chair)
- Combine his/her tendencies to determine his or her DiSC<sup>®</sup> behavioral style.

● My chair is a \_\_\_\_\_ because \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



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# Managing Up

- Working with and **influencing** your Chairman or your Manager
- Interacting successfully



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# Understanding Managing Up

- ● ● Consider how your Chair or manager might see you
- ● ● Discover different approaches for getting buy-in



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## Getting Buy-In

- Affected by
  - **what** you say
  - **how** you say it
- Different people are influenced by **different approaches**
- Meet Charles...



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## Action Plan Discussion



- Find a partner
- Discuss your action plans – what will you do differently?
- Provide feedback

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