

A long, straight asphalt road stretches from the foreground towards the horizon, where the sun is setting. The sky is a mix of blue and orange, with some light clouds. The road has a dashed white line down the center and solid white lines on the sides. The landscape on either side is flat and grassy.

From **Relevant** to **Impact**

Start with
Perspective

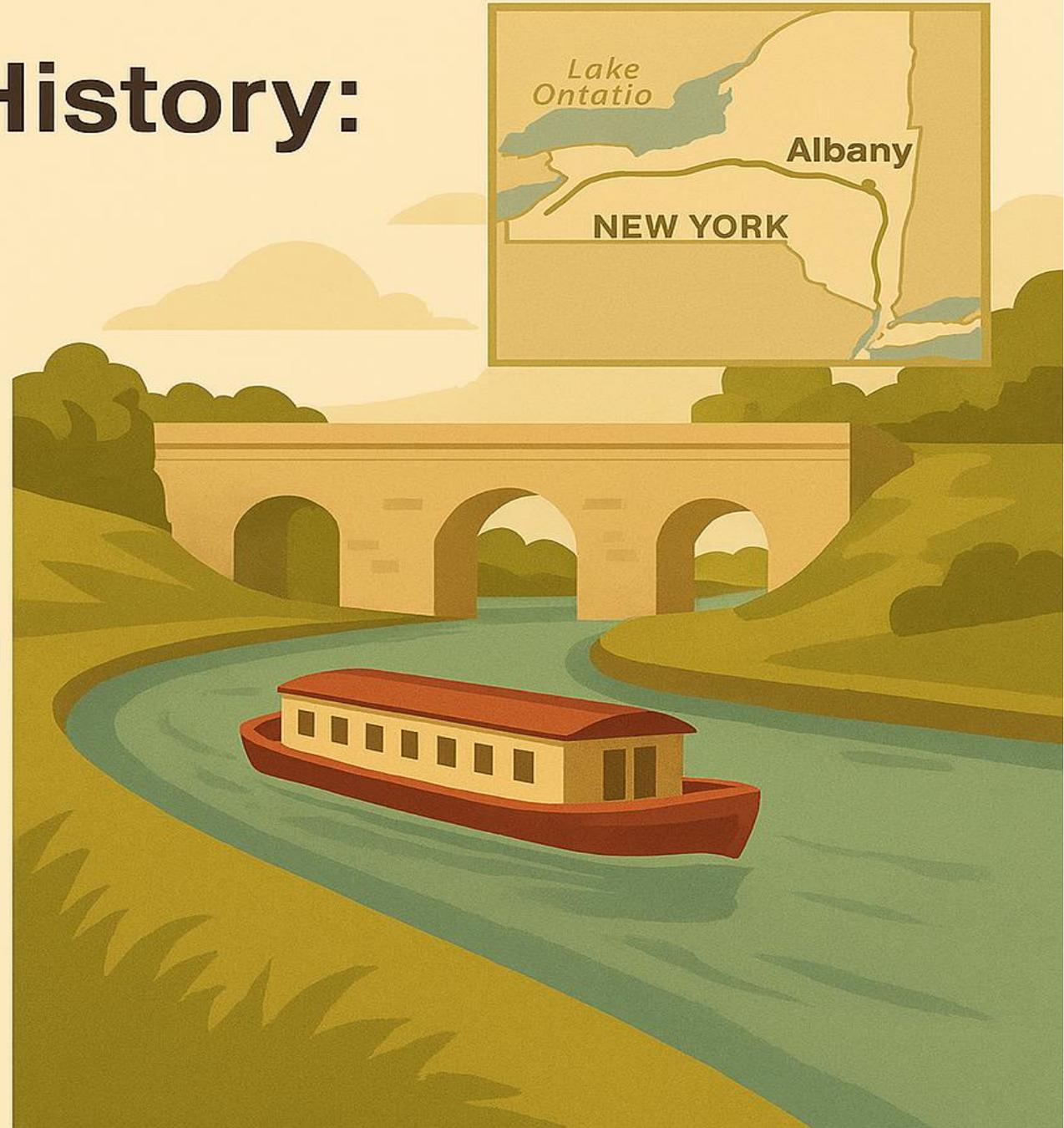


The Weight and Privilege of Chamber Leadership

- Demanding and misunderstood work
- Expectations exceed budgets and capacity

A Lesson from History: The Erie Canal

- Idea first discussed at a New York Chamber of Commerce meeting in 1786
- Nearly 40 years from idea to completion
- Chamber stewardship kept the vision alive across generations



Relevance Is a Trap

Relevance

-  A dangerously low bar
-  Static
-  Subjective opinion
-  Self-centered

Impact

-  Directional
-  Measurable
-  Rooted in delivering value to others
- Never needs justification

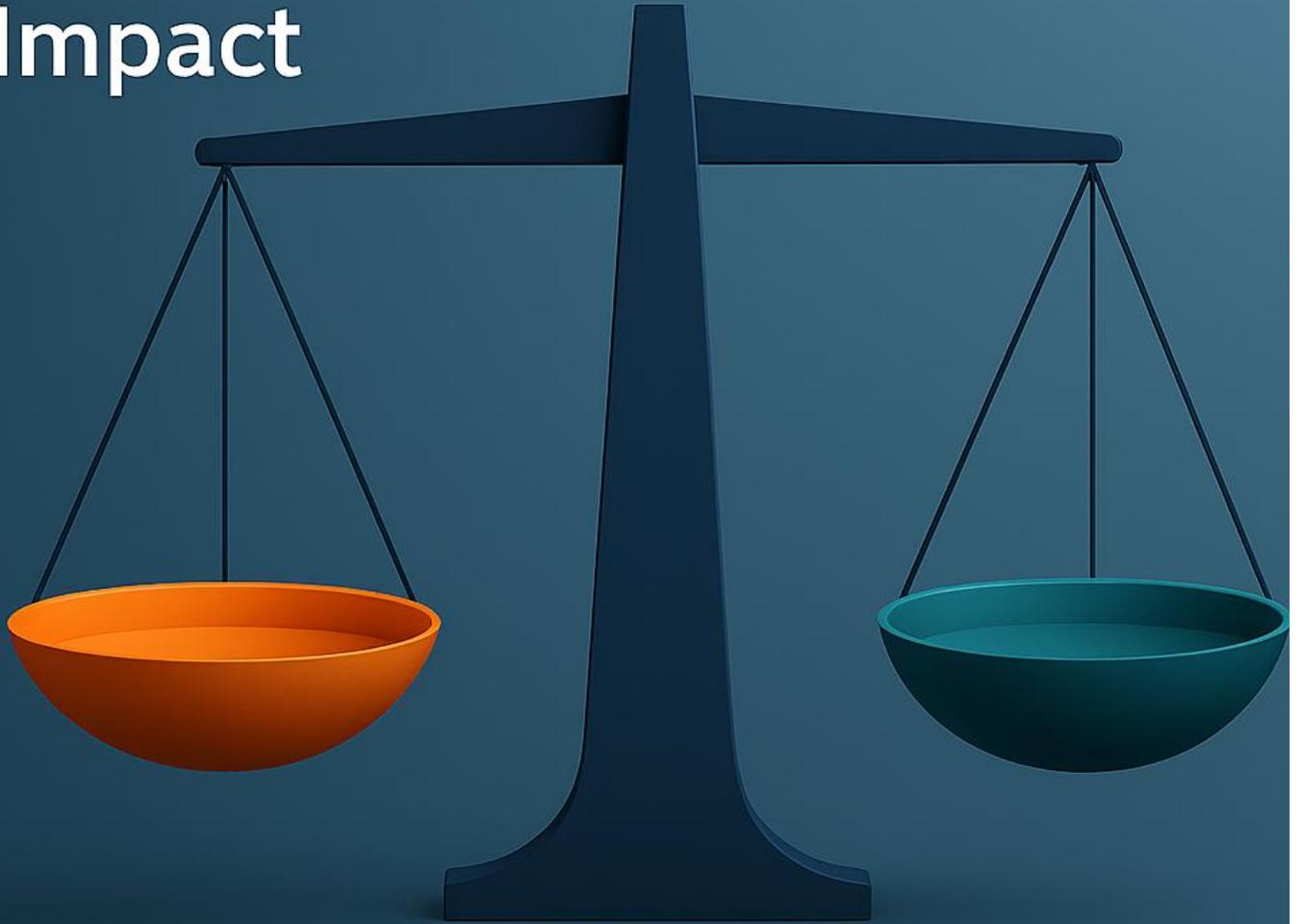
Relevance vs. Impact

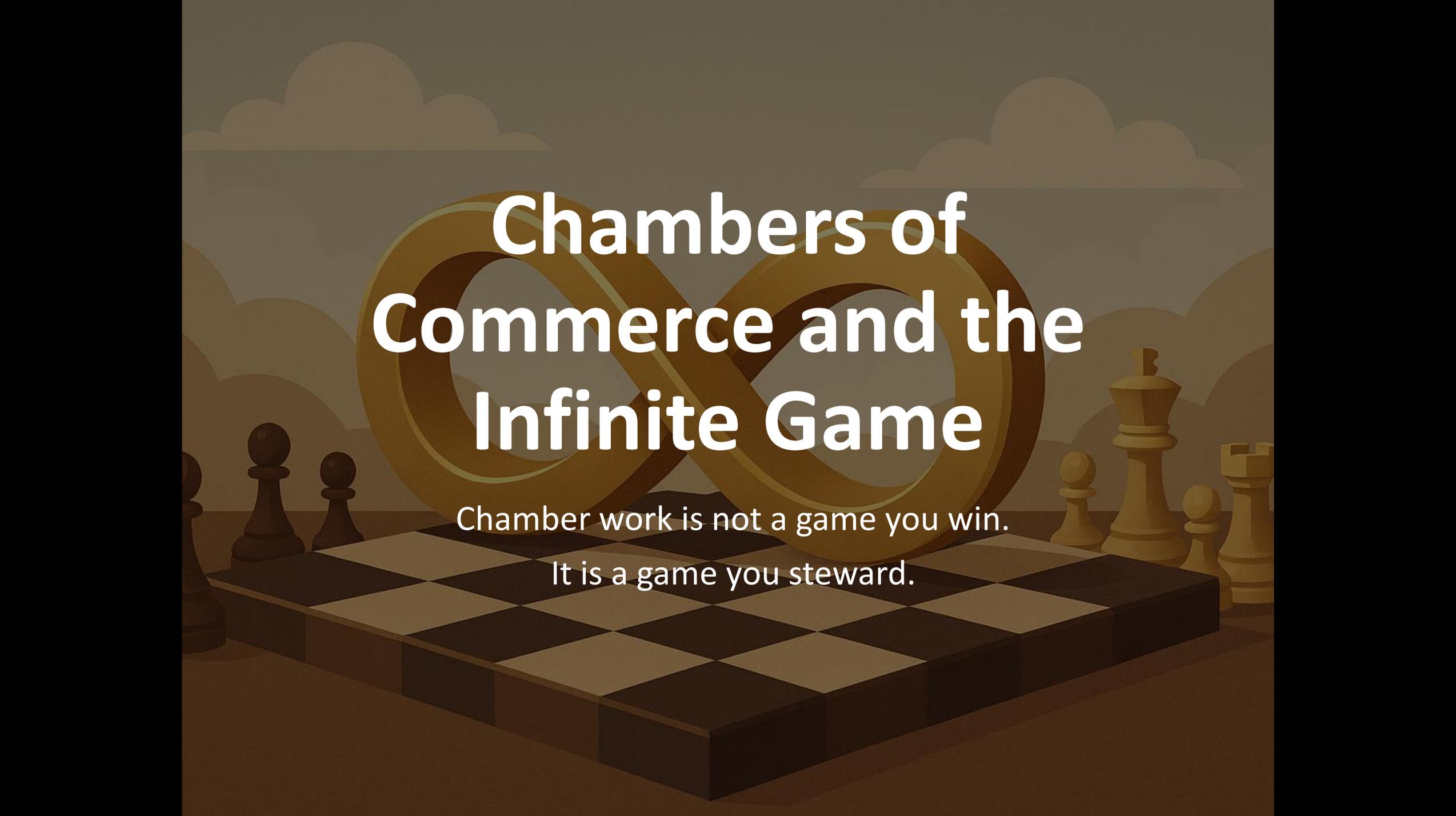
Relevance

Is a milestone that you achieve for you

Impact

Is a commitment that you make to others



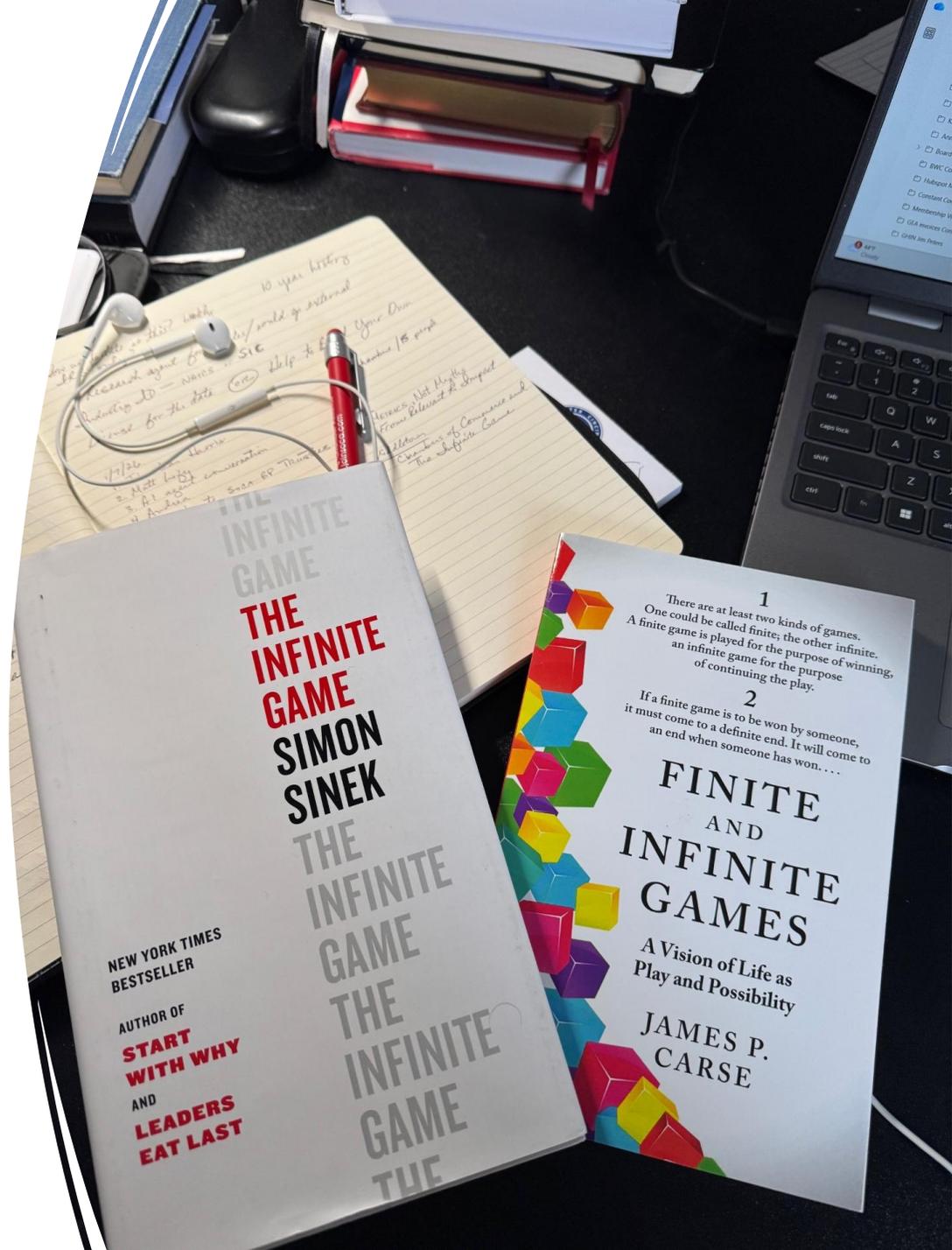
The background features a stylized chessboard with a large, golden infinity symbol (∞) centered behind the text. Chess pieces, including pawns, a king, and a rook, are scattered around the board. The overall color palette is muted, consisting of various shades of brown, tan, and grey, with a soft, hazy atmosphere.

Chambers of Commerce and the Infinite Game

Chamber work is not a game you win.
It is a game you steward.

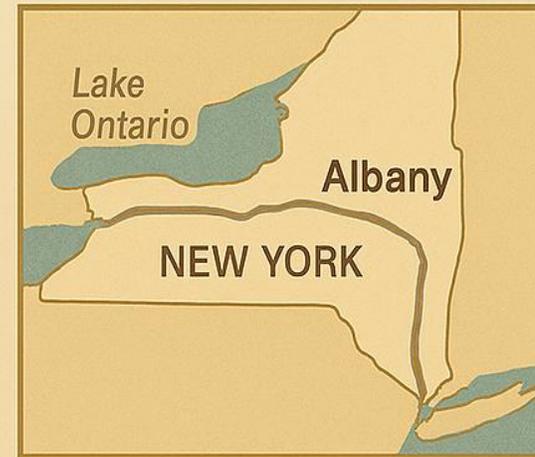
Finite Games vs. Infinite Games

- Finite games: known players, fixed rules, clear finish line
- Infinite games: changing players, evolving rules, no finish line
- Chambers of Commerce operate in an Infinite Game



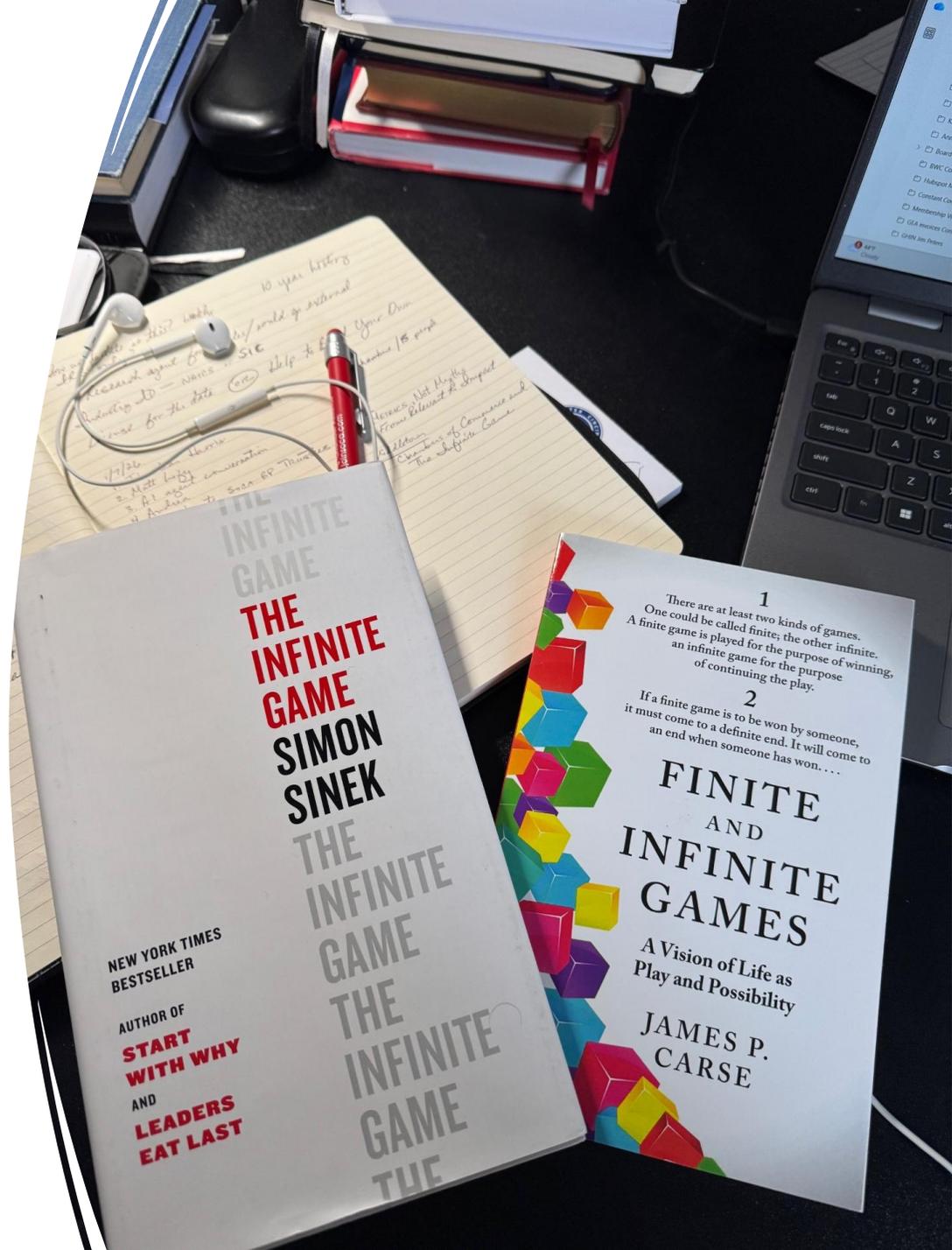
The Risk of Finite Thinking

- Chasing short-term wins
- Protecting familiar programs
- Measuring success only by annual numbers
- Activity without lasting impact



The Infinite Mindset (Simon Sinek)

- Just Cause: a direction, not a destination
- Trusting Teams over pressure
- Worthy Rivals who reveal what is possible



Leading for the Long Term

- Existential Flexibility:
let go before you are
forced to
- Courage to Lead
beyond your tenure
- *Non Nobis Nati
Solum* – Not born for
ourselves alone



Lamppost Model

(Relevance)

- Steady and Familiar
- Fixture of the community
- Present
- Limited vision that is Heritage-biased



Lighthouse Model

(Impact)

- Bold and Elevated
- Lights the way for others
- Directional
- Extended vision that is Horizon-based



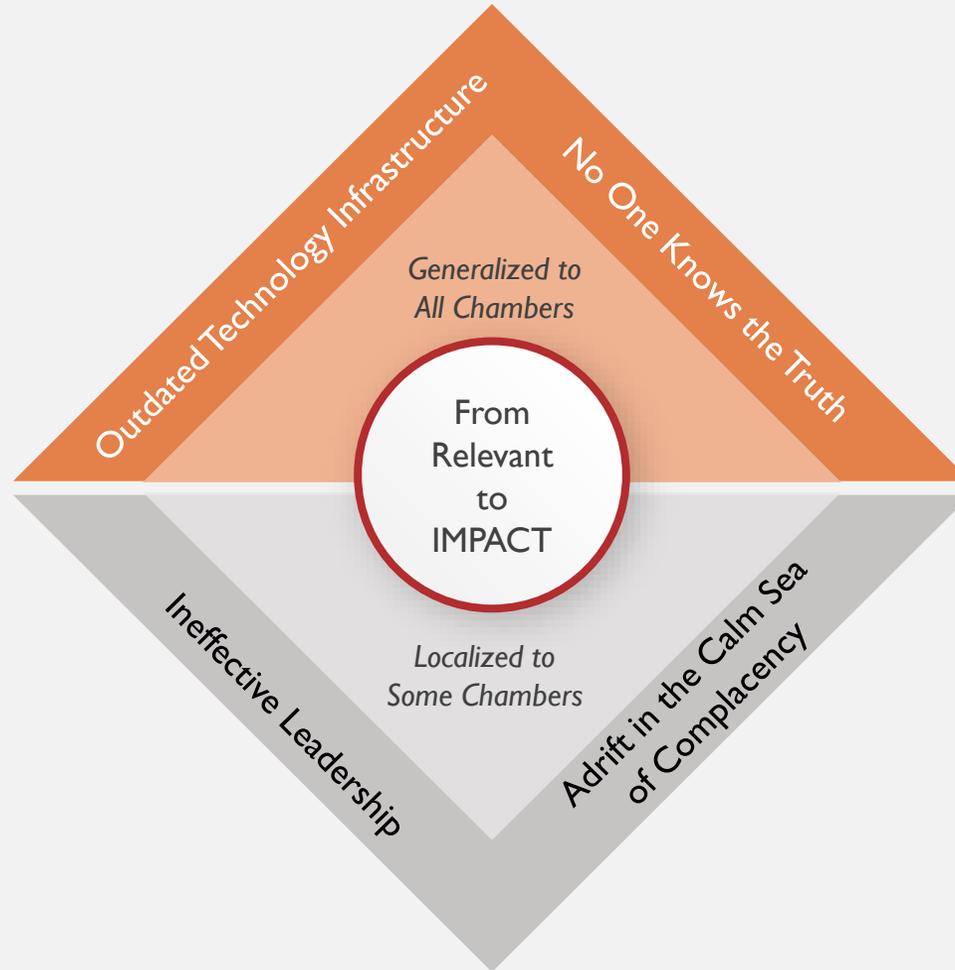
The *Shift*

from Relevant
to **Impact**



TECHNOLOGY

**INDUSTRY
METRICS**



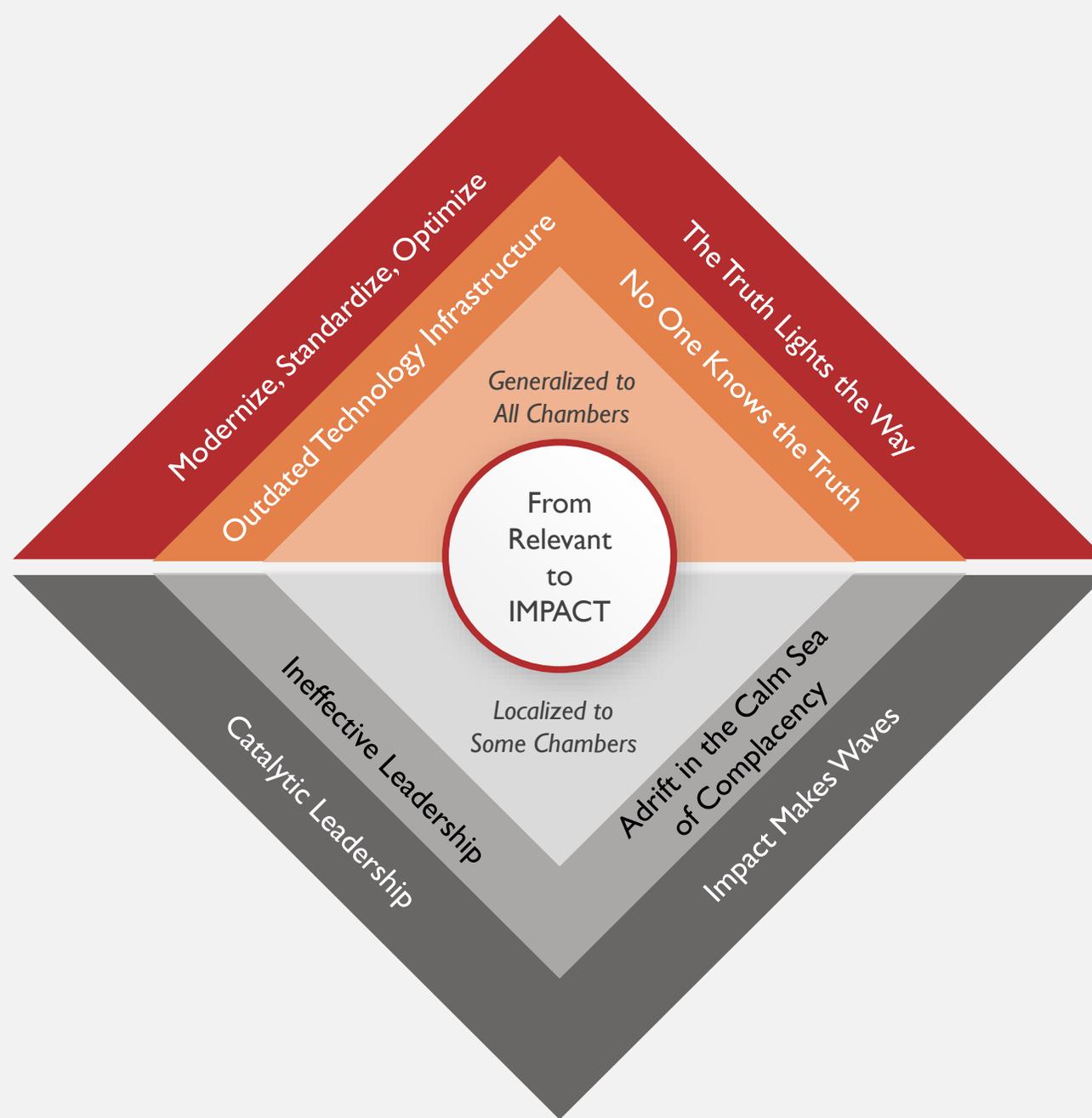
Leadership

Complacency

FROM RELEVANT TO IMPACT IN 4 STEPS

TECHNOLOGY

INDUSTRY METRICS



Leadership

Complacency

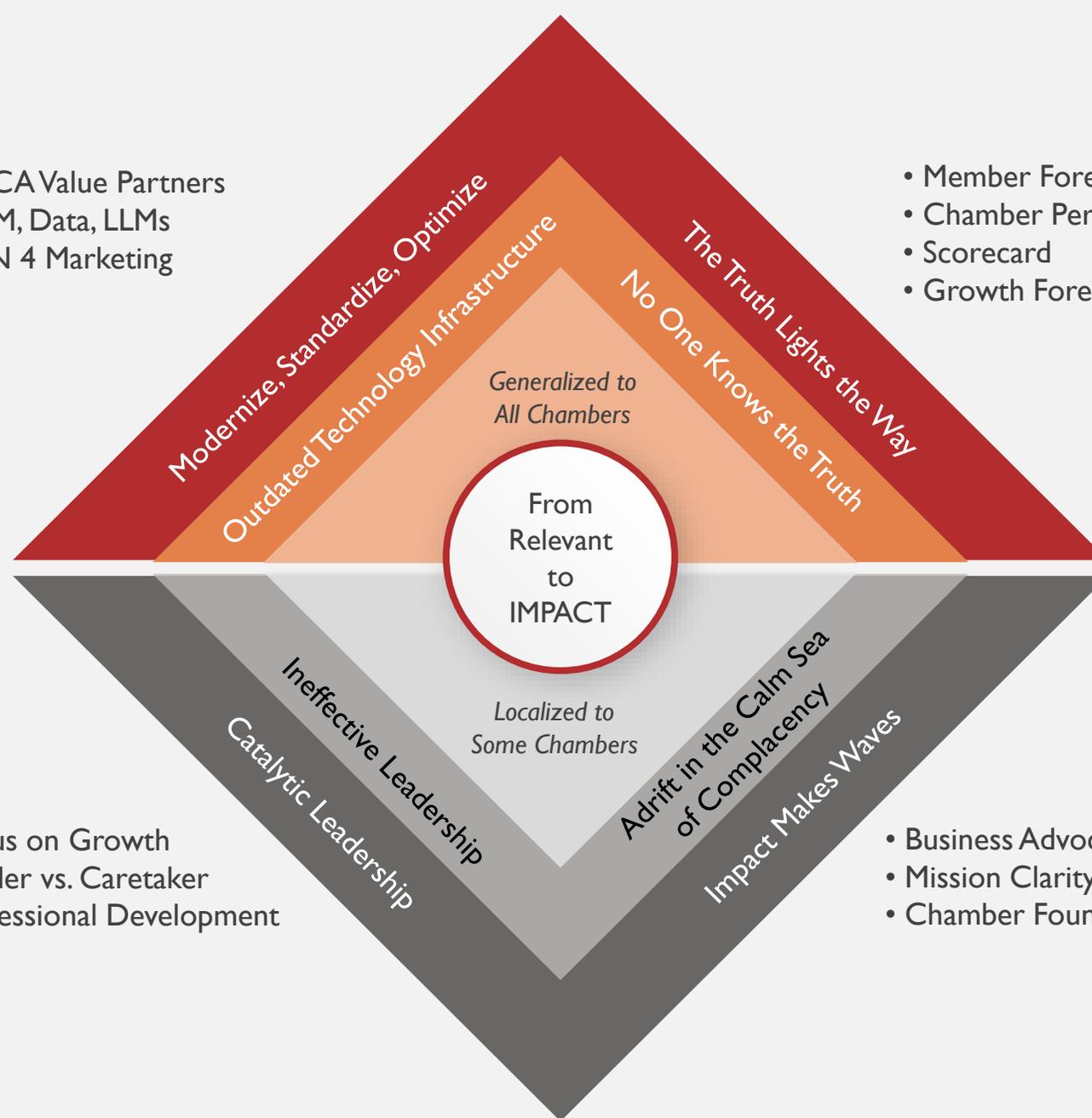
FROM RELEVANT TO IMPACT IN 4 STEPS

TECHNOLOGY

- SOCA Value Partners
- CRM, Data, LLMs
- WIN 4 Marketing

INDUSTRY METRICS

- Member Forecast
- Chamber Performance
- Scorecard
- Growth Forecast



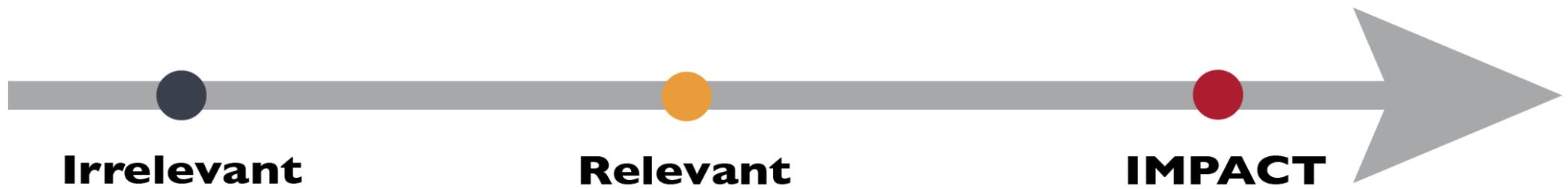
- Focus on Growth
- Leader vs. Caretaker
- Professional Development

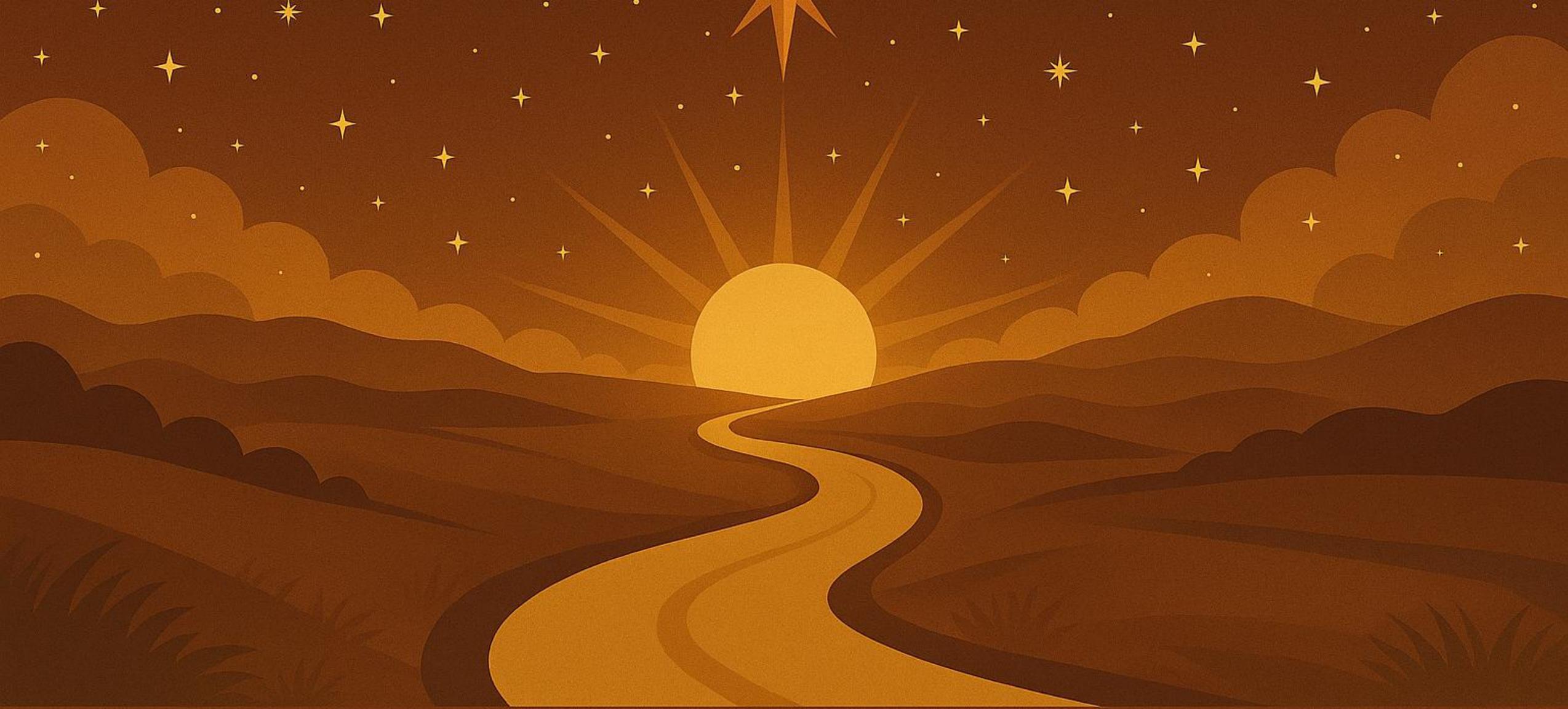
- Business Advocacy
- Mission Clarity
- Chamber Foundation

Leadership

Complacency

FROM RELEVANT TO IMPACT IN 4 STEPS





NON NOBIS NATI SOLUM