



The Professionalism of Chamber of Commerce Staff

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Executive Summary

Nationally, there are about 3,000 chambers of commerce with at least one full-time staff and thousands established as volunteer-run organizations. Chambers of commerce were first formed in the United States in 1768 in New York. The definition of a chamber is to improve the economic and overall business climate of the area it serves as a private, not-for-profit business association governed by a volunteer board of directors. Beyond that, the famous saying in the chamber world is ‘if you’ve seen one chamber you’ve seen one chamber’.

Chamber operation within a community or service area can vary greatly depending on resources available within the community and the needs and wants of the membership. The professionals working at chambers of commerce serve in capacities not unlike any other business – customer service, finance, marketing, event management and communications. Many chambers have become specialized or do double duty, serving the community in economic development, tourism, research, and advocacy.

The intent of this research project was to examine the perception of staff of chambers being viewed as non-professionals by their board members. In addition, the study looked at characteristics/behavioral traits and skills that boards believe their executive should exhibit and what executives feel are most important to effectively accomplish the role they are in. An end result of the study would be to build a dialogue between boards and their executives on perceptions and reality and start closing some of the gaps. The overall results show that perception is not reality and the gaps do not have as much distance as some may have believed. This is promising information to move the professionalism of the industry forward.

Purpose of Study

There is a perception that anyone can lead and work at a chamber of commerce and no true skills are needed to do the job. Therefore in the hiring process, local boards do not always look for professionals who know and understand the industry. I was interested in this topic in order to show that chambers are and should be led by professionals with leadership skills and that boards should hire for this and support their executive once in place. I hoped to learn that local boards are beginning to change their perceptions of the position of staff at a chamber of commerce. And I hoped to learn of the skills and characteristics boards seek versus what skills are in play and develop a marketing campaign to help bridge the gap and promote the industry as a profession.

The main study question and sub questions used for the research included:

- Is there a difference in what local boards want/look for/expect in an executive based on the size of the chamber of commerce / community?
- What do chamber executives see as needed skills for their positions and does this change based on chamber size?
- How does this compare with the expectations of their board of directors?
- Do board members look at this position differently than positions for other boards they sit on?

As a former chamber executive who currently works to provide training and resources for the staff of local chambers in the state of Kentucky, I have insight in to the skills that are needed at all sizes of chambers.

Literature Review

Throughout the graduate school process we have had access to several helpful readings including *High Performance Nonprofit Organizations* by Christine W. Letts, William P. Ryan and Allen Grossman and articles from the Management Skills book such as “Management vs Leadership”. In *High Performing Nonprofits Organizations*, the concept of benchmarking not only best practices but also training and professional development in order to improve critical individual skill set was discussed. In addition, it was noted that boards must address and take in to account the adaptive capacities that an organization will need to deliver on its mission (meaning: what resources, training, financial impact will need to be considered to do what it is supposed to do).

The article “Management vs. Leadership”, dealt with the differences between these two styles and expectations (Bennis, et al., 2003). It states that failing organizations tend to be over-managed and under-led. Leadership is about empowerment and building the organization for long-term viability while management simply operates in the day to day. The question becomes whether boards want a leader or a manager for their organization.

In addition, I have access to multiple industry articles and utilized “The Right Way to Let Outsiders In” (Associations Now, July 2015), which dealt with the argument on hiring a leader with industry experience versus hiring someone outside the industry. This is an often discussed topic in the chamber industry on whether it is better to hire someone who knows chamber work or someone who knows the community. Which is less complex to learn: the industry or the community? The article “Will Your Best People Stick Around” (Associations Now, March

2015), is a report on retention of staff and the lack of effort to support and train future leaders. The high turnover rate in the nonprofit field costs organizations more than just money; they are losing out on exceptional talent and institutional knowledge.

There have also been previous studies done that I reviewed. One was done by TalentQuest in 2010, in which an assessment of chamber of commerce CEOs across the U.S. was done and reported in the Winter edition of Chamber Executive. The overall finding of this study was that as a population, “chamber CEOs share many similar personality attributes and leadership styles”. In addition, “several key differences were found between the CEOs of the larger chambers as compared to the CEOs of smaller chambers.” Two of the studies reviewed were not used as they provided no definitive information for this research project. The study done by Gary W. Wojtas on the leadership effectiveness of executive directors in Long Island, NY for a dissertation submission and Executive Turnover in the Chamber of Commerce Industry by Lori Higgins for a thesis requirement in Minneapolis, MN.

Initially, the literature review assisted in forming the survey questions for board members and executives. The review of literature also provided background information on the overall perception of the nonprofit industry, skills and characteristics people see in leaders and how boards and staff do and should work together for the good of the organization. Two sources used were “Credibility is the Foundation of Leadership” from the Management Skills book and Strengths Based Leadership by Tom Rath.

Data Collection and Sample

The data was collected via surveys to local boards and chamber executives within the state of Kentucky initially and then through my network of chamber executives across the nation. The majority of the data is quantitative as it is based on a multiple choice listing of skills and characteristics expectations. I had direct access to over 400 board members and 75 chamber executives across the state of Kentucky and over 50 executives across the nation. The data collection was designed to be limited to chambers of commerce with paid staff.

Requests were made to all paid chamber executives within the state and through my network to forward the survey to their board members and also complete the executive's survey themselves. Responses were received from 138 board members and 96 executives from 17 states including Kentucky, Kansas, Illinois, Georgia, Pennsylvania, North Carolina, Michigan, Indiana, Texas, Tennessee, Ohio, Iowa, Florida, Massachusetts, Missouri, Wyoming, and Connecticut.

Because of the style of survey I chose, it is not feasible to compare data on size of chambers as I had initially intended.

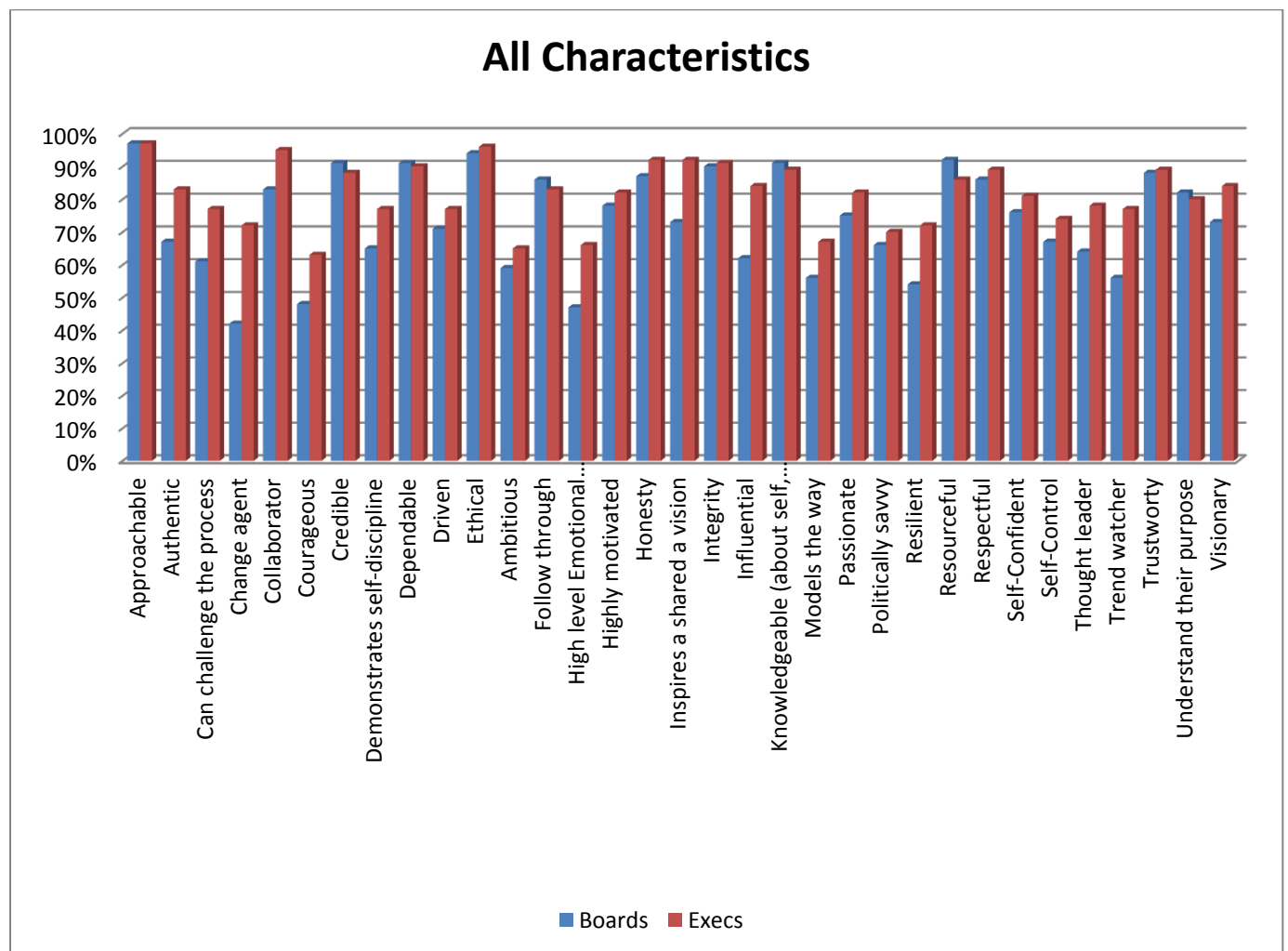
Results

Local board of director members were asked to mark the characteristic/behavioral traits and skills they expect their local chamber executive to possess from a list of 33 characteristics and 32 skills with no limit on the number they could choose. Likewise, chamber executives were asked to mark from the same lists the characteristics/behavioral traits and skills they felt were necessary to possess in order to do their jobs. Results from the survey indicate some similarities, some major differences and a few interesting points of note on the part of the researcher. When looking at the similarities, I looked for at least a 10% or less distance in percentage. For differences, I was looking for percentage distances that really stood out, especially anything at 20% or more.

Characteristics/Behavioral Traits

Overall, there were more similar characteristics than skills but the percentage distance between what boards marked and what executives marked was much greater.

Here is side by side look at the characteristics/behavioral traits:



The top characteristics/behavioral traits from the list are shown in the chart below. It should be noted that only four of the ten scored at least 90% and above for both boards and executives.

Top Characteristic/Behavior	Boards	Execs
Approachable	97%	97%
Credible	91%	88%
Dependable	91%	90%
Ethical	94%	96%
Resourceful	92%	86%
Knowledgeable	91%	89%
Integrity	90%	91%
Honesty	87%	92%
Collaborator	83%	95%
Inspires a shared vision	73%	92%

Other similarities that showed up (listed alphabetically) are:

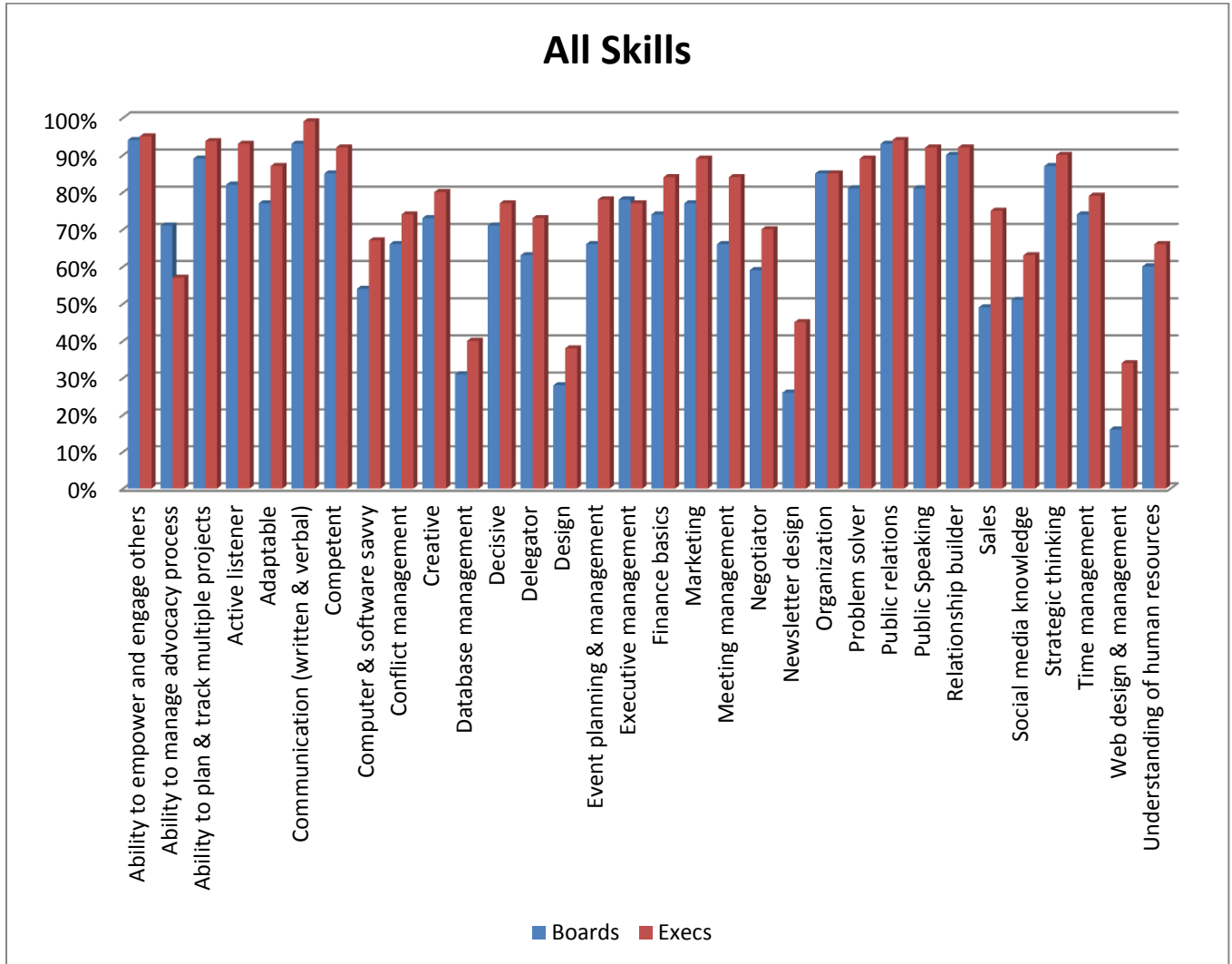
Ambitious	59% (Boards)	65% (Executives)
Driven	71%	77%
Follow through	86%	83%
Highly motivated	78%	82%
Passionate	75%	82%
Politically savvy	66%	70%
Respectful	86%	89%
Self-confident	76%	81%
Trustworthy	88%	89%
Understand purpose	82%	80%

The greatest differences are seen in the following characteristics and it should be noted that the executives see these as needed characteristics more than boards do.

Characteristics (Differences)	Boards	Executives
Inspires shared vision	73%	92%
Authentic	67%	83%
Influential	62%	84%
Can challenge process	61%	77%
Trend watcher	56%	77%
Resilient	54%	72%
Courageous	48%	63%
High level Emotional Intelligence	47%	66%
Change Agent	42%	77%

Skills

Overall, there was good connection between boards and executives on the skills needed to do the day to day duties. Here is the side by side chart showing the comparison.



The top skills from the list are shown in the chart below. It should be noted once again that only four of the ten scored at least 90% and above for both boards and executives.

Skills	Boards	Executives
Ability Empower/Engage	94%	95%
Communication	93%	99%
Public Relations	93%	94%
Relationship Builder	90%	93%
Ability Plan/Track Multiple Projects	89%	94%
Strategic Thinking	87%	90%
Competent	85%	92%
Active listener	82%	93%
Public Speaker	81%	92%
Problem Solver	81%	89%

Other similarities that showed up (listed alphabetically) are:

Executive Management	78% (Boards)	77% (Execs)
Finance Basics	74%	84%
Organization	85%	85%
Time Management	74%	79%
Understanding of human resources	60%	66%

There were only five major differences in skills as shown in the chart below:

Skills (Differences)	Boards	Executives
Ability to manage advocacy process	71%	57%
Meeting Management	66%	84%
Newsletter Design	25%	45%
Sales	49%	75%
Web Management / Design	16%	34%

It should be noted that skill level varies depending on the size of the chamber. It is probable that more executives from small to mid-sized chambers completed the survey than local board members. It is also probable that board members are unaware of the internal workings of the chamber office and therefore do not realize that skills such as newsletter design and web management/design are necessary (at least an understanding of good design). A chamber executive who is a single employee is much more likely to do this type of work than an executive who leads a staff of 5, 10 or more.

Notes of interest with a brief explanation include:

Database management: it was surprising to see this so lowly ranked by both boards and executives as I have had many conversations on the importance of keeping a properly updated list of members.

Finance basics: while 74% of boards and 84% of execs felt this was a needed skill, I was highly surprised this was not a top 10 skill. Understanding the basics of financials (how to develop and read a budget for example) can ultimately be the 'life and death' of an executive.

Social media knowledge: this was lowly ranked on both sides, yet in an ever changing world it would appear to me that executives (no matter the size of the chamber they are with) would find this a worthwhile skill to engage members and attract the younger generation.

Delegation: It is quite interesting that only 63% of board members see delegation as a needed skill for executives. Notably, this is an easier task for executives with staff but the ability to delegate responsibilities to volunteers for the betterment of the organization does more than provide empowerment for volunteers. Being able to effectively delegate allows an executive to meet the demands placed on them without overwhelming stress on themselves.

Comments from boards and executives

Below are the verbatim comments from the survey regarding skills needed and/or exhibited by executives.

Board Comments

~All of the skills and abilities are important but may be very difficult to find in one individual so it is critical that the person be able to surround themselves with people with these skills and abilities and manage them appropriately.

~Must be aware of what's going on in the market and how that activity affects the Chamber. An alertness to opportunity and attentiveness to detail are important to the long-term well-being of the Chamber.

~The board executive is just that, an executive. They should carry-out the vision of the chamber as created during strategic planning.

~I think questions 6-9 are not really specific enough. And although I am not sure what you are going for as an end result of these questions but it is obvious that all of these characteristics or traits are ones that you will hopefully have from a variety of the board members. Not all members can possibly have all these traits but it obviously desirable to have as many of them represented on the board as possible. Whatever skills the executive doesn't have - they should know who does and they should know how to utilize those people.

~No one can disagree with the traits and skills you have listed.

Executives Comments

- ~A good chamber executive really does need all these skills. The best have them, or try to learn them.
- ~NOTE: Newsletter design is a fluke, a skill I brought to the role from my prior life as a graphic artist. I would not expect most executives to possess, nor should they be tasked with such a role in a perfect scenario. Similar scenario with PR/social media/Web design - as former communications director, those skills followed me to my new office. HR has been a learned skill. I do not see myself as sales-oriented (at least not in a high-pressure style). I sell through authenticity or nothing.
- ~We all are excellent in some areas, great in others and weak in some, being a director in a small chamber you learn to take care of all things. I continue to learn every day, I'm much better at computers and software than I use to be. I'm even learning about web design and management. I love coming to work every day.
- ~Must be good multi-tasker
- ~Others: Community Ambassador, government liaison, multi-tasker, tour guide, gracious host
- ~All of these skills are needed at some point in a Chamber professional's career. It's just a matter of what is most applicable to your current role and responsibilities at the current time. Not to mention each individual's natural strengths and weaknesses.
- ~Love my job...however being a one person office sometimes certain things don't happen....trying though. :)
- ~It's hard to say that any are not important.

Question on professionalism

On the survey for the local boards, the following question was asked: ***How do you view the staff of the chamber in comparison to other community boards you serve (or have served) on?*** The response is that boards view executives as professional (53%) or more professional (40%) than other community boards they serve on. Executives were asked: ***Do you feel you are viewed as a professional by your board? Why or why not?*** The response shows 95% of executives feel they are viewed as a professional by their board. These are positive outcomes and in contrast to what is perception.

Here are the verbatim comments by board members from the survey:

- ~Are you asking about the staff of the chamber executive?
- ~not organized; lacks leadership; too social in events versus business building.
- ~I do not believe this in other communities.
- ~We have had too many changes of Directors. No leadership at the moment.
- ~We are all a volunteer board. As we do not employ anyone, we do all of what is expected in a professional manner.

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- Current staff members are young and relatively inexperienced; prone to making "freshman" mistakes.
- ranges by employee with one employee in each of the above.

Executives were asked if they felt they were viewed as a professional by their board and why or why not. Here are the verbatim comments.

*Yes. They value my thoughts and advice regarding regional and local initiatives.

*My position is only part time. I feel if the position was seen as a professional one, it would be full time. The work is there for a full time position.

*As long as I keep things going well and we don't go broke, they are happy.

*Several of my introvert board members talk to me about my vision for the organization and we discuss how to collaborate to achieve that end. My extroverted board members tend to be openly vocal. At no time have I been made to feel as though I was less a professional than they are.

*it almost depends on the day and which Board member I am talking to. Overall, I believe I am viewed as a professional, but I do not believe all of my board members understand the value of a chamber

*I feel that the board may view me as a professional. I have not heard anything otherwise.

*Many are uneducated as to the skills needed to be successful as a Chamber Executive. There is still a mentality of a non-profit executive not being as intelligent, as resourceful or as professional.

*They don't micro manage the organization. They tell me they are pleased with the chambers progress.

*Many have commented to me they appreciate the professionalism I provide to the Chamber and its members.

*I wish there was a 'sometimes' option. My board likes to live in the weeds; we make progress out of the weeds, but sometimes they make their way back. It is a constant struggle indicative of recent (positive) transitions with our strategic plan. But I am straddling the old way of doing things with the new way until some board members cycle off. Some 'just don't get it,' which makes other frustrated. Often BOD meetings devolve into the operational, which is when I feel my expertise isn't valued.

*Yes, they show me respect and trust me to do my job.

*After 18 years in the industry, there is a track record to point to.

*Recruit professional people to your Board of Directors, they will then treat you as a professional, provided you earn their respect.

*Because of my past experience, but I have worked with the Board to build trust and create a positive reputation for our chamber within our Members and community. Our Chamber is now something people want to be a part of.

*I feel I have the respect and confidence of our Board to make most the decisions relating to daily operations and staffing our Chamber. I also feel as though the Board values my opinion on decisions made at the Board level.

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*I am active with our State organization (Michigan Association of Chamber Professionals), participate in the annual conference, bringing back and implementing best practices learned, and we are a three-time MACP Outstanding Chamber recipient. Most importantly, I ACT like one. (prepared for meetings, at public events, etc)

*PACP board member, IOM participant, & track record of success.

*They hired me. I know how to get results.

*Mutual respect shown by all

*Because of the knowledge of the community and the Chamber that I have gained over the years of being here and by the way I try to conduct myself and present our organization in a professional manner.

*My board sees me as a liaison between the Community and the Business Community and a leader for both.

*Yes - constant words of affirmation from board volunteers. They trust me to lead projects for the organization.

*My ability for strategic thinking, understanding of business and industry, financial competence, relationship building, and professional communication skills which have all helped me successfully lead and grow the organization through the worst economy since the Great Depression. I also understand that a good leader needs to surround him/herself with other good leaders and be able to discern what "good" looks like.

*worked hard to always be professional; pro-active in bringing ideas & solutions to them; earned respect by doing what I said I would; earned respect by pushing back on things that were unfair to staff & organization in a professional manner

*Absolutely. They value my knowledge, experience in the industry and my natural talents that align with the needs of the chamber, community and my job.

*I am able to work with a wide variety of individuals on a daily basis. They have gotten feedback from members specifically stating that I am very professional.

*Am a Certified Chamber Executive

*Yes, they have full trust in me.

*They look to me for leadership, recommendations, to take control of projects and be the face of the organization. Rarely do they question my viewpoint or opinions, instead opting to follow my lead. Although I often wish they would feel more comfortable speaking up when they have differing opinions or new or creative ideas.

*IOM Certification & Position on ICEA Board of Directors

*Active participant in leading the broad to a trust level that allows open debate at the board table.

*Strong support from the Board, Board trusts my leadership.

*I believe they respect me and value my thoughts and leadership. They do not micromanage me, so I believe that shows trust.

*I am viewed as the voice for our local business community.

*I keep my board abreast of all our professional development and let them know of situations in which I've used my leadership. More importantly, they see it in action by my leadership in strategic planning, board development, bringing them samples of good programming and visioning for our future, legislative updates, my involvement in local affairs and other boards, our leadership in ensuring we are a relevant organization to this community.

*Experience, knowledge and relationships

*They tell me often how much they value me and are very supportive of all my efforts.

*Have several board members who previously had applied for my current job and do not view me as professional as they are/were

*I feel I have the confidence to lead the board and the organization in the right direction. We have updated our website, (thank goodness we have tech people on board) increased our membership, gained new and engaged board members and set out with different goals and objectives to grow our membership and strengthen our business base.

*They hired me from another area and know that I have a lot of experience in the field. They listen (mostly) to my recommendations.

*But I will admit it can change from day to day. Sometimes I don't feel my board views my position as a "profession." That may be a personal opinion but I don't think they categorize like they do other "professions."

*Currently I do but I have not always felt that way in the past. I am very young for my position (23) and started the Director position at 21. As a young female you are often questioned on your abilities and opinions.

*They see that I am knowledgeable about my profession and that I care about where the industry is going

*Because they're much older than me and they fill as though I can't teach them new things

*This has changed over the past few years. When I started with my chamber, I was the full time support personnel. It has taken years, and board transition, to change the way I've been viewed by the board.

*Additionally, I've benefited from Institute and ACCE training.

*I am very competent in my position.

*The success of the organization and perception of the organization are the barometers for how you are perceived by the board.

*Search Cmt. was specifically looking for chamber professional for this position.

*Quite honestly, my board views me as a professional because of the way I dress and carry myself.

*I have kept my board well informed - and am honest when I have challenges, but also share the limelight. I believe they see me as a peer vs. an employee.

Questions on Professional Development

There were a couple of questions on the importance of professional development and how it is viewed by both boards and executives for the success of the executive and the chamber. The questions and the results are as follows:

How important is continued professional development for the success of the executive and the success of the chamber?

	Boards	Executives
Very Important	74%	81%
Important	23%	17%

How important is involvement in state and national organizations* for the success of the executive and the success of the chamber?

	Boards	Executives
Very Important	42%	48%
Important	40%	32%

*an explanation should have been noted that this was organizations such as state executive associations and the national executive associations that produce annual conferences and ongoing training opportunities

How important is the pursuit of credentials for the success of the executive and the success of the chamber? (ie: IOM/CCE/CAE)

	Boards	Executives
Very Important	17%	35%
Important	47%	20%

Comments from boards and executives

Below are the verbatim comments from boards and executives on the importance of continued professional development to the success of the executive and the chamber.

Board Comments:

It is very important that the Director venture outside the County to get ideas from other Chambers and monitor business trends on a state level.
Either growing or collapsing.
This is vital! Must state on top of expanding social media.
As long as they are keeping up with developments between the executives of the surrounding counties. Sharing of information which we do locally.
It has not been a priority to keep staff motivated and educated through professional development courses.

Executives Comments:

<p>All chambers are different, just as all communities are different, so there is no one set of best practices to learn that will make a chamber successful. But continued improvement is imperative for any executive in any business.</p>
<p>I have recommended to the board that they send the new director to all of the Chamber profession development meetings.</p>
<p>Paramount. If you don't know how you benchmark against others as a professional and an organization, how can you measure your success? We will never reach where I want to be because I am always chasing the best. The work is never done.</p>
<p>I do not see myself as a creative person and I need to be exposed to new ideas. I can make them work once I have the idea.</p>
<p>Everyone must continue to develop and hone their skills to be the best version of themselves in this profession.</p>
<p>To keep current for organizational management, yes for me to have career certs not really interested. I think my age has more to do with that attitude.</p>
<p>You can only grow yourself and your Chamber with the knowledge. If you do not seek to gain new knowledge, you and your Chamber will fade into existence.</p>
<p>Professional development is vital. The relationships established through professional development opportunities are invaluable. I have found the most wonderful mentor imaginable by immersing myself in state association committees and board leadership. Institute for Organization Management has been tremendous. Foundational knowledge (legal, financial, governance) is a must, and the way to acquire that knowledge is through professional development. Investment in staff = investment in organization.</p>
<p>Unfortunately, the financial well-being of the organization sometimes calls for cutting back expenses. The conundrum, for me, has typically been that staff development is the first area to cut. It PROBABLY should be the last area to cut.</p>
<p>We have to continue to learn and keep up with what's going on, everything continues to change.</p>
<p>You stop developing, you start going backwards.</p>
<p>It is important, but when you are but ONLY employee, who is responsible for everything, it is hard to work it into the schedule and justify</p>
<p>The Board fully funded and supported my involvement and completion of the IOM program. Annually the Board supports a budget dedicated to professional development for me and staff members.</p>
<p>Anyone in this job has to produce ideas and business intelligence, but they also need a means of gaining ideas and business intelligence.</p>
<p>Making the time to pursue professional development opportunities is difficult when you are the only full time employee.</p>
<p>The game is changing day by day and it is a must to stay on top of what is new.</p>
<p>We can only learn so much by doing. We certainly learn how to avoid previous mistakes made, but in order to achieve transformative thoughts and plans, we must step outside our everyday environment to open our eyes to industry trends and benchmarks, and open our minds (and egos) to new skills and challenges.</p>

need to have infusion of new ideas, some of which can be learned electronically but much more beneficial when face to face
It is very important to know the most current trends in the Chamber/Business world. A lot of businesses look toward a Chamber to have knowledge about things before others do.
always something new to learn
It is very important. You are never too old to learn.
I need to be growing personally and professionally to make sure the Chamber is growing.
Critical.
Always good to look at new ways to grow the Chamber, but not critical to my day-to-day success
I know it is important but I have slacked the longer I have been in this position. I know I should do more.
One of the down falls of a small chamber is the cash flow. We have a building to take care of which keeps our organization cash strapped. We have very little money for training.
At all levels of the Chamber staff!
Crucial! You have to stay on top of the trends. The world and our profession is changing all the time and you have to be able to keep up with it.
Need to stay ahead of the trends and the other organizations that are vying for our members' dollars.
PD is one of if not the most critical elements for success of a chamber or executive.
Learning what others are doing to overcome challenges and developing ideas are huge. It helps you be on time of trends instead of behind them.
The world changes, and sometimes it changes quickly (IT for example.) It never helps to think you've learned it all -- there is always something new to consider!

Recommendations

Based on the research and data collected for this study, the following recommendations are being made to better align the views and vision of local boards and executives in the work of the executive of a local chamber of commerce.

Assessments, such as StrengthsFinder and Values in Action, for both board members and executives to determine where true strengths lie and how to better develop effective and engaging teams.

Discussion on characteristics/behavioral traits and skills necessary to do the job required. A frank open discussion could provide much needed insight in to the true day to day operations within the chamber office.

A **review** of the interesting differences this report shows in all areas mentioned. Is there alignment or difference in these areas within your organization?

Invest in professional development in order to continue to change and grow both the executive and the organization.

Understand that the pursuit of certifications is more than obtaining the credentials, it is about the knowledge gained along the way.

The overall purpose of this research study and the use of the results is two-fold: 1) to develop a PR Campaign within our state and then spread it out across the nation to increase the awareness of professionalism for both chamber executives and local boards; and 2) to encourage local boards to seek out professionals when hiring, to treat their current executive

as a professional, and to be able to provide adequate salary for the skills necessary for this position.

The impact of the study for our execs association is an increase in professionals within our state and an increased perception that chamber executives ARE professionals. We could hopefully utilize this to help recruit executives to our state when we have openings as opposed to our executives being recruited away to other states. This study can have a positive impact on the image of our state as a whole.

Personal Reflection

I have been interested in working to increase the idea of professionalism in the chamber of commerce world for some time. As a coach and mentor to executives within our state and confidant to many outside Kentucky, I have had many conversations during my career on the ups and downs and ins and outs of working with boards of directors and promoting economic viability in communities. On a personal level, this study will provide me with more knowledge and expertise when I am working with local boards and chamber executives which ultimately gives me credibility in the profession.

While there were many positive outcomes from this study, there were a few things in hindsight that I wish I could go back and correct to ensure clean data. 1) I would have provided a definition for characteristics/behavioral traits and skills; 2) I would have been more specific that the survey for executives was to reflect what you currently do; 3) I would have been much more specific that only PAID executives and board members of PAID executives were to fill out

the surveys; and finally 4) I would have been more specific on the board survey that the survey was in regards to paid executive and NOT the board members.

Finally, I realized too late that I did not have access to the national salary data and determined that the Kentucky salary data would not have been relevant to the overall study. I hope to do an addendum to the project in the coming months that will include national salary data.

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