

OUR HORIZON

A discussion guide for Chambers
to accompany Horizon 2035



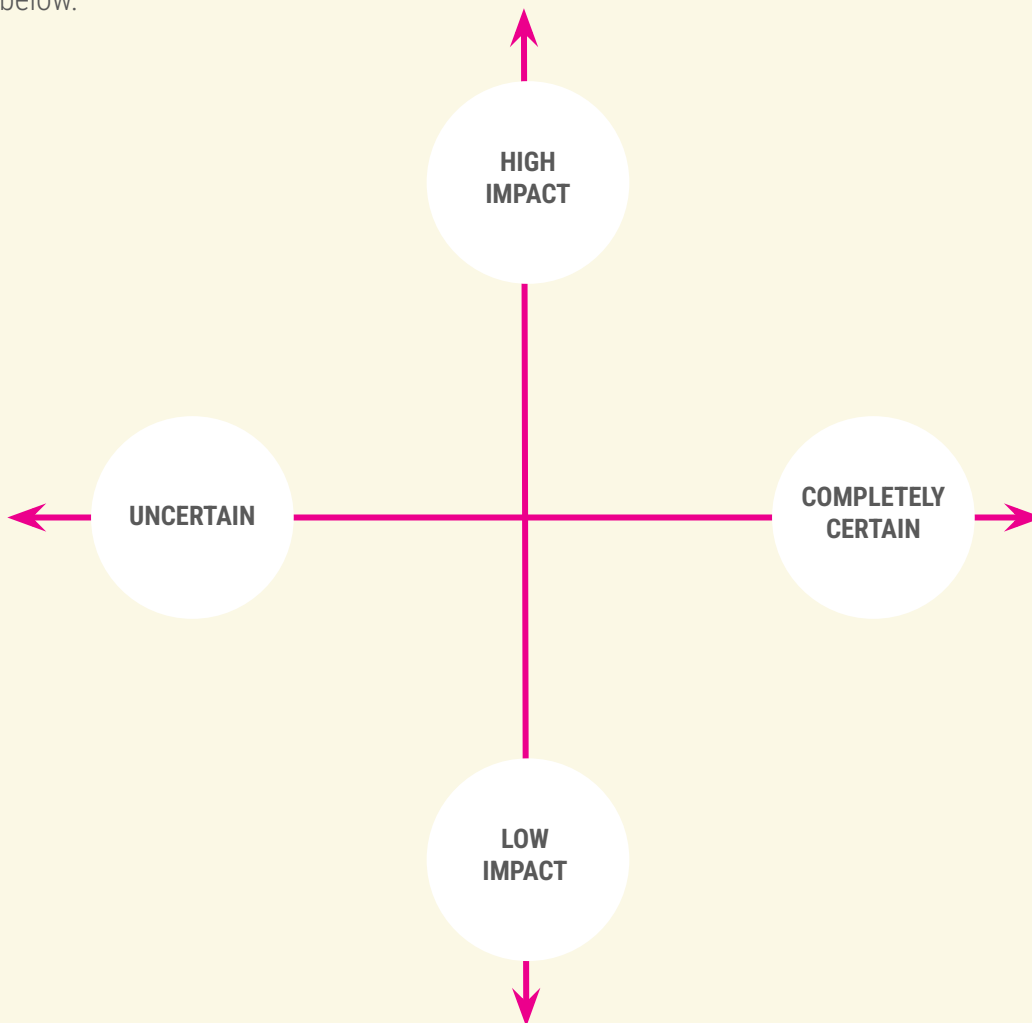
Our Horizon

This is a discussion guide to help the Chamber staff and board discuss, sort, and prioritize the timeless, timely, and linchpin forces that will impact Chambers and their communities through 2035. It's intended as a companion for [Horizon 2035](#) by ACCE.

Directions

1. Get ready to host

- Distribute the [Horizon 2035](#) report, and focus people on the linchpin, timeless, and timely influences on pages 4-11.
- Decide whether you'll do this activity as one large group or smaller groups. Groups of 5-6 are ideal; groups of 8-10 are manageable; groups over 10 become unmanageable and should be divided into smaller groups.
- At the meeting, set up your whiteboard, tabletop, or a worksheet in a four-square like the diagram below.



2. Discuss the forces and trends

One by one, discuss a Linchpin, Timeless, or Timely force from [Horizon 2035](#). (see list below)

Together, decide the group's answer to these two questions:

1. How **certain** are we that this force or influence will affect our chamber and community (horizontal X-axis) in the future?
2. How much **impact** will this have on the future of our chamber or community (vertical Y-axis)?

*Note where each team rates each force or influence in the **quadrant** on the game board.*

Linchpin forces (p. 5)

Catalytic Leadership (p. 5)
Belonging and Gathering (p. 5)

Timeless influences (p. 6-9)

Political and Social Fragmentation (p. 6)
Changing Business Models (p. 7)
Changing Expectations of Chambers (p. 7)
Inclusive Economic Growth (p. 8)
Digital Transformation and Technological Innovation (p. 8)

Timely influences (p. 9-11)

Chambers as Unifiers (p. 9)
Leadership Churn (p. 10)
Talent Development at the Speed of Business (p. 10)
Global Impacts (p. 11)

3. Readiness (optional)

When all the forces have been discussed, ask, "How ready is our Chamber and/or our community for each force in the **upper right quadrant of high certainty and high impact?**"

4. Debrief

Use the questionnaire on the following sheet to guide a debrief with the large group.

Debrief

What did this discussion tell us about our Chamber's positioning or potential?

What surprised you, or what new insight did you gain?

So what? Why does a discussion like this matter?

What near-term opportunities or concerns does this raise for our Chamber?

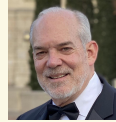
Meet the Team



Rebecca Ryan, APF is an economist, top-50 professional futurist, consultant, and author. Rebecca is the founder and owner of NEXT Generation Consulting (NGC) whose work has touched one in 15 Americans, over 21 million people, since 1998. Rebecca has held residencies at the Alliance for Innovation, the Governing Institute, and the Association of Government Risk Pools (AGRiP) among others. She has a professional certificate in Strategic Foresight from the University of Houston and BA degrees with honors in Economics and International Relations from Drake University.

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David Brown is a 40 year veteran of Chambers of Commerce and Economic Development Organization leadership in Michigan, Indiana, South Carolina and Nebraska. David led the Greater Omaha Chamber, one of the nation's largest and most highly accredited chambers. Under his leadership, the Chamber partnered with the United Way of the Midlands and the Urban League of Nebraska to develop Omaha 2040, a 20-year vision for the region. David joined NGC as a Lead Consultant in 2022, bringing a client perspective to the team. David served as the Board chair for the American Association of Chamber of Commerce Executives and led ACCE's Horizons planning process. David is a graduate of Dartmouth College with academic specialties in industrial location and environmental studies.

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Yasemin Arikan, MA is a futurist who uses foresight and social science methods to help clients research and understand how the future could be different from today and then use these insights to inform strategy and vision. Her background includes developing and using scenarios with public sector clients and allies. She earned degrees in psychology and sociology from the University of Rochester and the University of Chicago.

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Lisa Loniello is the Director of Fun, but behind the scenes she's the "logician" – the person who makes logistics magically fall into place and ensures every workshop and on-site meeting is perfectly executed. Lisa has a Bachelor's degree in Spanish from the University of Wisconsin-Oshkosh.

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