



# CAMBRIA

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## REGIONAL CHAMBER

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July 22, 2026

To Company/Organization Executives and Leaders:

The Chamber recognizes the challenge of leadership development in our region. Leadership Cambria County—The John B. Gunter Community Leadership Initiative—has a proven record of developing leaders who make an impact. The program strengthens the executive-level skills of high-performing professionals while preparing them for proactive community involvement.

Applications for the 2026–2027 cohort are now being accepted. Program information and application materials are available at [Gunter Leadership Initiative](#). Class size is limited, so early application is encouraged.

The program is designed for proven performers in leadership positions who demonstrate potential for continued growth. Participants have unique opportunities to strengthen their leadership skills, build professional relationships, expand their networks and make a difference in the community. Because participants get out of the program what they put into it, nominees must be prepared to devote the time and energy needed to engage fully in discussions, exercises and a community project.

**Applications are due Friday, September 4, 2026.**

Two scholarships are available: the B.J. Ray Small Business Scholarship and the John Skelley Scholarship. Each covers half of the \$1,600 tuition for qualified applicants. Scholarship candidates must submit the program application and answer both questions on the scholarship application.

Feedback from more than 500 graduates demonstrates the initiative's impact. Whether you want to strengthen your organization's leadership, encourage greater community involvement or reward an outstanding employee, this program delivers meaningful results. Chamber staff can also connect you or a potential nominee with a graduate who can share a firsthand perspective.

I invite you to recommend and sponsor a member of your organization for the John B. Gunter Community Leadership Initiative.

Sincerely,

Debra M. Orner, IOM  
Vice President  
Leadership Program Director

**Session Calendar**  
**John B. Gunter Community Leadership Initiative Class of 2027**

|               |                       |                     |                                                                                         |
|---------------|-----------------------|---------------------|-----------------------------------------------------------------------------------------|
| September 24  | 8:30 am – 10:30 am    |                     | Orientation                                                                             |
| October 1 & 2 | Two full-day sessions |                     | Teambuilding ( <b>MANDATORY--no exceptions</b> )<br>Antiochian Village/1ST SUMMIT ARENA |
| October 9     | 8:30 am – 12:30 pm    |                     | Project Management/Quality of Life                                                      |
| October 23    | 8:30 am – 1:00 pm     |                     | Honorable Leadership                                                                    |
| November 6    | 8:30 am – 11:30 am    |                     | Bridges Out of Poverty                                                                  |
| November 20   | 8:30 am – 11:30 am    |                     | Challenge the Process                                                                   |
| December 4    | 8:30 am – 11:30 am    | (Project Plans Due) | DISC Training                                                                           |
| December 11   | 8:30 am – 11:30 am    |                     | Servant Leadership                                                                      |
| January 8     | 8:30 am – 11:30 am    |                     | Team Project Review                                                                     |
| January 22    | 8:30 am – 11:30 am    |                     | Presentation Skills                                                                     |
| February 5    | 8:30 am- 12:00 pm     | (Milestone #1)      | Local Government                                                                        |
| February 19   | 8:30 am – 11:30 am    | (Picture Day)       | Conflict Management                                                                     |
| March 5       | 8:30 am – 11:30 am    |                     | Emotional Intelligence                                                                  |
| March 19      | 8:30 am – 11:30 am    |                     | AI-Powered Leadership                                                                   |
| April 7       | 8:30 am – 3:30 pm     |                     | Regional Session,<br>Cambria County Location                                            |
| April 15      | 8:30 am – 11:30 am    | (Milestone #2)      | Non-Profit Management & Board Service                                                   |
| April 16      | 6:15 pm – 9:30 pm     |                     | Business Hall of Fame (Special event, optional)                                         |
| April 30      | 8:30 am – 11:30       |                     | Session TBA                                                                             |
| May 14        | 8:30 am – 11:30 am    |                     | Leading & Managing Change                                                               |
| May 20        | 9:00 am – 3:30 pm     |                     | Year End Reflection, Antiochian Village                                                 |
| June 3        | 4:00 pm – 7:30 pm     |                     | Showcase for Commerce (Special Event, optional)                                         |
| June 12       | 9:00 am - 1:30 pm     |                     | Project Presentations & Graduation Luncheon<br>Location TBA                             |
| July 19       | 12:00 pm – 1:30 pm    |                     | Presentations to the Board of Directors<br>Location TBA                                 |

***\*Please note that dates of classroom sessions are subject to change based on instructor availability.\****



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### LEADERSHIP COMPETENCIES

Each session in the curriculum addresses several of these areas of competency, all of which are covered by at least one session:

- 1. Adaptability/Flexibility** Is effective in working with diverse environments, new opportunities, job responsibilities, processes and people.
- 2. Customer Focus** Listens to and understands the customer (both internal and external); anticipates customer needs and gives high priority to customer satisfaction at the least cost.
- 3. Expertise/Proficiency** has achieved an effective level of expertise/proficiency in job-related areas; keeps abreast of current developments and trends; utilizes technology to enable a competitive advantage.
- 4. Leadership** Effectively utilizes appropriate interpersonal styles and methods in guiding self, other individuals or groups toward task accomplishment.
- 5. Problem Solving** Develops/implements innovative and effective courses of action based on logical assumptions and factual information and takes into consideration available resources, constraints and organizational values.
- 6. Teamwork** Actively participates in, contributes to, and facilitates team effectiveness; respects the viewpoints and needs of others.
- 7. Resource Management** Considers resources availability in action plans. Cost conscious, looks for innovative ways to control costs. Effectively utilizes available resources.
- 8. Continuous Improvement** Continuously seeks to gain knowledge, skill and experience to grow and develop while also encouraging others to do so. Establishes aggressive performance goals, looks for opportunities to initiate value adding changes.
- 9. Business Acumen** Has working knowledge of the environment in which a business operates and identifying organizational opportunities and threats; knows how business processes work and relate to each other; knows the economic impact of business decisions; recognizes the role of change in terms of gaining competitive advantage.
- 10. Commitment to Action** Focuses on achieving results and persisting in the face of obstacles.
- 11. Communication** Builds trust and self-confidence through respectful ongoing communication; demonstrates the ability to influence others through clear, concise presentation of information in both written and oral form.
- 12. Development** Recognizes and acts on the developmental needs of others; empowers others to make decisions, delegates effectively; coaches and counsels others.
- 13. Entrepreneurialism** Treats the business as if he or she owned it. Attempts to look at the long-term value of the business, not just short-term profit.

## Class of 2027 Session Descriptions--Leadership Cambria County

### Orientation

*This session offers participants an opportunity to meet the program director and fellow participants and learn more about the program and what to expect.*

### Teambuilding Workshop

*Participants will learn skills and tools to assist them in leading and participating on high-performance work teams. This will be a highly interactive, day-and-a-half session. Participants will also form into project teams for the community project aspect of the program.*

#### **Competencies:**

Adaptability/Flexibility      Teamwork      Commitment to Action      Communication      Development

### Project Management

*Participants will learn how to manage a project from the very basics of conceiving and defining the project, planning the project, assigning responsibility, implementing the plan, monitoring and evaluating progress, completing and evaluating the project.*

#### **Competencies:**

Customer Focus      Problem Solving      Resource Management      Leadership  
Business Acumen      Commitment to Action      Communication

### Tourism/Quality of Life in the Cambria Region

*Our region is rightfully proud of its rich heritage, our legendary work ethic & strong sense of community. Cambria County tourism & recreation plays a huge role in making our region a great place to live, work & play. This lunch presentation covers what's new to the region as well as our most popular attractions and events.*

### Honorable Leadership

*Business management professor and West Point graduate Dr. Evan Offstein approached leaders at West Point and the Department of the Army with two primary questions: How does West Point develop its leaders? Can other individuals and organizations apply these methods effectively? After conducting extensive on-site research at West Point and with business leaders in a variety of industries, he offers unprecedented access to the process of leadership development at West Point, and practical insights that can be applied in any organization that strives to operate on the principle of integrity.*

#### **Competencies:**

Adaptability/Flexibility      Customer Focus      Expertise/Proficiency      Leadership  
Problem Solving      Teamwork      Resource Management

### Leading & Managing Change in the Workplace

*In today's world, everything changes at a rapid pace. Participants will learn skills and tools for coping with change, and how to view change in a positive light.*

#### **Competencies:**

Expertise/Proficiency      Leadership      Problem solving      Business Acumen  
Commitment to Action      Resource Management      Continuous improvement      Entrepreneurialism

**Non-Profit Management**

*This session will examine the fundamental and introductory principles of non-profit management as well as the roles and responsibilities of a nonprofit board of directors and the management team, examine the essential aspects of fundraising, and become acquainted with the fundamentals of the budgeting process.*

**Competencies:**

|                          |                     |                        |                    |
|--------------------------|---------------------|------------------------|--------------------|
| Adaptability/Flexibility | Customer Focus      | Leadership             | Problem Solving    |
| Teamwork                 | Resource Management | Continuous Improvement | Business Acumen    |
| Development              | Communication       | Commitment to Action   | Entrepreneurialism |

**The Power of Followership**

*To understand leadership, we must also study followership—why people follow leaders, and how to become a leader that people want to follow. Participants will learn the skills, tools, and value of being and developing effective followers.*

**Competencies:**

|                          |                      |                        |
|--------------------------|----------------------|------------------------|
| Adaptability/Flexibility | Leadership           | Teamwork               |
| Communication            | Commitment to Action | Continuous Improvement |

**Challenge the Process**

*This highly interactive workshop focuses on the importance of searching for opportunities to seize the initiative and looking outward for innovative ways to improve.*

**Competencies:**

|                          |                    |                        |                      |
|--------------------------|--------------------|------------------------|----------------------|
| Adaptability/Flexibility | Customer Focus     | Leadership             | Problem Solving      |
| Teamwork                 | Development        | Communication          | Commitment to Action |
| Resource Management      | Entrepreneurialism | Continuous Improvement |                      |

**Conflict Management**

*This session helps participants deal with negativity and interpersonal conflict more effectively. They will learn to recognize counter-productive habit patterns and learn new methods of resolving conflict with win-win outcomes.*

**Competencies:**

|                          |                        |               |                 |
|--------------------------|------------------------|---------------|-----------------|
| Adaptability/Flexibility | Continuous Improvement | Leadership    | Problem Solving |
| Teamwork                 | Commitment to Action   | Communication | Development     |

**Problem Solving**

*Effective problem solving involves working through a number of steps, including defining the problem, searching for possible causes, identifying approaches to resolution, and implementing and monitoring the approach. This session provides an organized system for problem solving and decision making.*

**Competencies:**

|                          |                        |               |                 |                     |
|--------------------------|------------------------|---------------|-----------------|---------------------|
| Adaptability/Flexibility | Continuous Improvement | Leadership    | Problem Solving | Customer Focus      |
| Teamwork                 | Commitment to Action   | Communication | Development     | Resource Management |
| Expertise/Proficiency    |                        |               |                 |                     |



**Local Government**

Participants will learn the structure and function of local government and have an opportunity to discuss the current challenges facing the area in this highly-interactive session.

**Competencies:**

|                       |                      |                    |                        |
|-----------------------|----------------------|--------------------|------------------------|
| Expertise/Proficiency | Leadership           | Problem Solving    | Resource Management    |
| Business Acumen       | Commitment to Action | Entrepreneurialism | Continuous Improvement |

**Emotional Intelligence**

Emotional Intelligence describes the ability, capacity, skill or, in the case of the trait EI model, a self-perceived ability, to identify, assess, and manage the emotions of one's self, of others, and of groups. In this session participants will learn how to use emotional intelligence not only in the workplace but in their daily lives.

**Competencies:**

|                          |                |                 |          |
|--------------------------|----------------|-----------------|----------|
| Adaptability/Flexibility | Customer Focus | Problem Solving | Teamwork |
| Commitment to Action     | Communication  | Development     |          |

**Servant Leadership**

Servant leadership is a philosophy and set of practices that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world. A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the "top of the pyramid," the servant-leader shares power, puts the needs of others first and helps people develop and perform at as high a level as possible.

**Competencies:**

|                          |                |                 |          |
|--------------------------|----------------|-----------------|----------|
| Adaptability/Flexibility | Customer Focus | Problem Solving | Teamwork |
| Commitment to Action     | Communication  | Development     |          |

**Bridges Out of Poverty**

Because of the important role leadership participants play in the community, this session illustrates the real needs that can be addressed by your service on non-profit boards. As a participant in the simulation, you will role-play the life of a person living in poverty, navigating the system and living for the week on approximately \$10. Poverty is a reality for thousands of Cambria County families. Over 1,100 babies will be born into poverty this year alone. This simulation will create a broader awareness of the realities of poverty and the need for community leaders to be involved.

**Competencies:**

|                          |                 |             |                     |
|--------------------------|-----------------|-------------|---------------------|
| Adaptability/Flexibility | Problem Solving | Teamwork    | Leadership          |
| Commitment to Action     | Communication   | Development | Resource Management |

**Presentation Skills**

Participants will learn how to prepare and deliver effective presentations, along with how to develop effective public speaking skills.

**Competencies:**

|                          |                |                     |          |
|--------------------------|----------------|---------------------|----------|
| Adaptability/Flexibility | Customer Focus | Resource Management | Teamwork |
| Commitment to Action     | Communication  | Business Acumen     |          |

### AI-Powered Leadership

Participants will learn how to prepare and deliver effective presentations, along with how to develop effective public speaking skills.

#### **Competencies:**

|                          |                       |                     |                 |
|--------------------------|-----------------------|---------------------|-----------------|
| Adaptability/Flexibility | Expertise/Proficiency | Leadership          | Problem Solving |
| Continuous Improvement   | Business Acumen       | Resource Management |                 |

### Regional Leadership Workshop

This is a joint session with the leadership programs of Bedford, Blair and Somerset Counties. Regional issues will be discussed and the participants will have the opportunity to network with their colleagues in neighboring counties.

#### **Competencies:**

|                          |                    |                        |          |
|--------------------------|--------------------|------------------------|----------|
| Adaptability/Flexibility | Leadership         | Problem Solving        | Teamwork |
| Resource Management      | Business Acumen    | Continuous Improvement |          |
| Commitment to Action     | Entrepreneurialism | Communication          |          |

### Team Project Presentations I/Leadership Graduation

The teams will deliver a report on their team projects to their fellow class members and Leadership Committee members and have an opportunity to discuss their experiences. Immediately following, we will celebrate your accomplishments with your Graduation Luncheon, where your diplomas will be presented.

#### **Competencies:**

|                       |                          |                |
|-----------------------|--------------------------|----------------|
| Expertise/Proficiency | Adaptability/Flexibility | Customer Focus |
| Commitment to Action  | Problem Solving          | Development    |
| Entrepreneurialism    | Continuous Improvement   | Teamwork       |
| Resource Management   | Leadership               |                |

### Year-End Reflection

This is the class's opportunity to reflect on the past eight months, to discover what the program, their team projects and their classmates have meant to them during this journey.

#### **Competencies:**

|                      |          |               |                        |
|----------------------|----------|---------------|------------------------|
| Leadership           | Teamwork | Communication | Continuous improvement |
| Commitment to Action |          |               |                        |

### Team Project Presentations II

The teams will deliver a ten-minute summary of the project presentations they have prepared to the Board of Directors of the Greater Johnstown/Cambria County Chamber of Commerce.

#### **Competencies:**

|                       |                          |                        |
|-----------------------|--------------------------|------------------------|
| Expertise/Proficiency | Adaptability/Flexibility | Customer Focus         |
| Leadership            | Commitment to Action     | Problem Solving        |
| Development           | Entrepreneurialism       | Continuous Improvement |
| Teamwork              | Resource Management      |                        |