



CAMBRIA

REGIONAL CHAMBER

June 16, 2025

To Company/Organization Executives and Leaders:

The Chamber of Commerce recognizes the challenge of leadership development in our region. Through **Leadership Cambria County—The John B. Gunter Community Leadership Initiative**, we have a program with a track record of success in developing leaders who are having an impact. The goal of this Leadership Initiative is building the executive level skills of proven performers and providing a basis for leadership and proactive community involvement.

Applications for the 2025-2026 cohort are now being accepted. Information and application materials are online at www.crchamber.com/john-b-gunter-leadership-initiative. Class size is limited, so we recommend responding early to ensure a spot in this premier leadership program. This initiative is for high level performers in positions that require leadership skills, and who have potential for growth based on further development of those skills. The program provides unique opportunities to network, develop relationships, hone leadership skills, and to make a difference in the community. Participants get out of the program what they put into it, so we do ask that your nominees are prepared to commit their time and energy to actively engage in the discussions, exercises, and the community related project. **Applications should be returned by Friday, August 29, 2025.**

There are two scholarships available: the B.J. Ray Small Business Scholarship and the John Skelley Scholarship. Each will cover half of the \$1600 tuition for qualified applicants. Scholarship applicants must complete both questions on the scholarship application along with the program application.

Comments from more than 500 graduates are evidence that this initiative has had an impact. Whether you are looking to build on your organization's base of leaders, encourage more aggressive involvement in the community, or simply reward a star employee, you will be pleased with the results of this initiative. I encourage you to contact the Chamber for more information. We have many graduates who are more than willing to share their experience and we can refer you, or your potential nominees, to one of them for more of a personal perspective.

I invite you to recommend and sponsor a constituent from your organization as an applicant to 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 2025

September 12	8:30 am – 10:00 am		<i>Orientation</i>
September 18 & 19	Two full-day sessions		<i>Teambuilding (MANDATORY--no exceptions)</i>
September 26	8:30 am – 12:30 pm		Project Management
October 10	8:30 am – 12:00 pm		Honorable Leadership
October 24	8:30 am – 11:30 am		Bridges Out of Poverty
November 7	8:30 am – 11:30 am		Session 4
November 14	8:30 am – 11:30 am	<i>(Project Plans Due)</i>	Session 5
December 5	8:30 am – 11:30 am		Session 6
December 12	8:30 am – 11:30 am		Session 7
January 9	8:30 am – 11:30 am		Team Project Review
January 23	8:30 am – 11:30 am		Session 9
February 6	8:30 am- 12:00 pm	<i>(Milestone #1)</i>	Session 10
February 20	8:30 am – 11:30 am	<i>(Picture Day)</i>	Session 11
March 6	8:30 am – 11:30 am		Session 12
March 20	8:30 am – 11:30 am		Session 13
April 1	8:30 am – 3:30 pm		<i>Regional Session, Blair County location</i>
April 10	8:30 am – 11:30 am	<i>(Milestone #2)</i>	Session 15
April 24	6:15 pm – 9:30 pm		<i>Business Hall of Fame</i> (Special event, optional)
May 1	8:30 am – 11:30 am		Session 16
May 12	9:00 am – 3:30 pm		<i>Year End Reflection</i>
May 28	4:00 pm – 7:30 pm		<i>Showcase for Commerce</i> (Special Event, optional)
June 10	9:00 am - 1:30 pm		Project Presentations & Graduation Luncheon
July 20	12:00 pm – 1:30 pm		<i>Presentations to the Board of Directors</i>

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 2026 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

Soft Skills

Research shows that success on the job has more to do with your soft skills than your technical skills. The National Association of Colleges and Employers Job Outlook 2016 survey listed leadership, teamwork, problem-solving skills, communication skills, strong work ethic, initiative, and flexibility/adaptability in the top ten skills in demand by employers. This presentation will discuss the importance of soft skills in an organization, how they are acquired, and how they can be improved.

Competencies:

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

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	

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 five-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	