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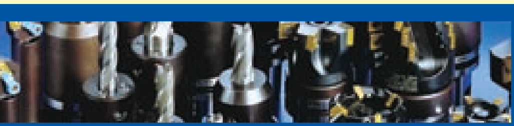

NTMA PRECISION

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# One Voice Member *Invited to White House for Manufacturing Meeting!*

Jim McGregor, PMA and One Voice coalition member and CEO of McGregor Metalworking, was one of the only representatives from small/medium sized manufacturing to be invited to a White House meeting on manufacturing policy hosted by Vice President Joseph Biden on Dec. 16, 2009. Additional White House representatives at the meeting were Secretary of Commerce Gary Locke, Secretary of Labor Hilda Solis and Lawrence Summers, director of the White House National Economic Council.

The meeting introduced the Obama administration's framework for boosting the manufacturing sector. Among attendees were representatives from Honeywell International Inc., Dow Corning, Proctor & Gamble Co., Harley-Davidson Inc., Goodyear Tire & Rubber Co., and many others. Labor leaders from several International Labor Unions also attended.

"Small manufacturers are the job creators and the backbone of our communities," McGregor said. "I am very proud to be here and congratulate the Obama administration on releasing its Manufacturing Agenda. The proposals we are discussing today must ensure that small manufacturers become more cost-competitive with our overseas competition. We can compete with anyone in the world if we are on a level playing field."

The meeting featured the unveiling of a new proposal for $5 billion in tax credits for investment in clean energy technologies. These tax credits would be in addition to the funding of the Recovery Act's Section 48C Advanced Energy Manufacturing Tax Credit and would be available for a variety of green technology projects.

This meeting represented the first, of what we anticipate will be a series of meetings to define a U.S. Manufacturing Policy. The U.S. is the only industrialized nation without a manufacturing policy. Being involved in writing the policy will allow the One Voice group to have a say in what happens with U.S. manufacturing, now and in the future. A good manufacturing policy will help level the international playing field so U.S. companies will have a fair and equal position. NTMA

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# Choosing a Responsible Recycler

Does your facility generate hazardous waste or other hazardous secondary materials that could be sent off-site for recycling? Are you interested in recycling, but unsure of what to look for in a recycler?

Recycling secondary materials can save valuable resources and energy. But sometimes materials sent for recycling end up being poorly managed or mis-managed, and become part of the waste management problem.

You can protect your business and community by choosing to recycle and making sure your materials are recycled and managed responsibly.

## *Know what's at stake*

As the generator of a hazardous secondary material, you ultimately decide whether the material is safely managed. The decision to recycle your hazardous materials can be an important step in reducing your company's environmental footprint.

When improperly managed, hazardous secondary materials can be released into the environment, polluting the land, water and air, and affecting public health. Asking your recycler a few questions can prevent environmental damage and ensure that your materials do not contribute to a site that faces a costly environmental clean-up in its future.

If you are uncomfortable with a recycler's ability to answer the questions below in a satisfactory manner, you might want to send your materials to another recycler.

## *What to ask when choosing a recycler*

**Learn the basics.**

1. Can the recycler give you a general description of its business, including a point of contact, number of employees, years in business and ownership history, site information and history, summary of operations, services offered, etc.?
2. Can the recycler provide the facility's compliance record with federal and state environmental and occupational safety regulations? Does the facility's record indicate a commitment to sound environmental stewardship?

**Understand the recycling process.**

1. Does the recycler normally accept the materials you want recycled?
2. After receiving your materials, does the recycler track them through its process?
3. Can the recycler describe its processes and procedures for recycling, reuse or resale?
4. Does the recycler have environmental, health and safety management systems in place to ensure environmentally sound management practices?

**Ask about what happens afterwards.**

1. Is there a reliable market for the saleable products or intermediates that are made from recycling your hazardous secondary materials?
2. Are residuals, if any are generated from the recycling process, managed in a manner that is protective of human health and the environment?
3. Can the recycler provide names and

(Continued on page 4)

(Continued from page 3)

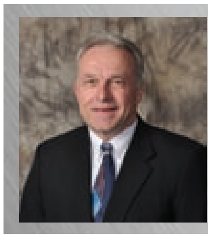
locations of businesses, landfills or incinerators where it sends products and/or residuals?

4. Can the recycler supply certification of final disposition of your materials, if necessary?

**Consider a few other things.**

1. Are you interested in verifying information through an onsite evaluation, such as an environmental compliance audit? Do you want to check the facility's record in EPA's public databases (such as www.epa-echo.gov/echo/) or state databases?
2. Does the recycler maintain appropriate environmental liability insurance, and are mechanisms in place to ensure clean-up costs would be covered if the facility unexpectedly closes or has to perform an environmental clean-up?

Want more information? Visit EPA's general hazardous materials recycling Web site at www.epa.gov/wastes/hazard/recycling. You also can review a recycler's compliance status with the EPA at www.epa-echo.gov/echo. NTMA



# Chairman's Corner

*Ron Overton, NTMA Chairman of the Board*

As I'm writing this the holidays have just passed and we are getting ready for what we all hope is a much better New Year. Most of the company owners I talk to are cautiously optimistic and reporting increased quoting activity. As you read this it's early February, and hopefully a great deal of the early uncertainty has stabilized and we're well on our way to a strong 1st quarter.

Make this the year that you focus on getting the most out of your membership. You should have already received your NTMA Member Value Statement; this is an important document for you to review for two reasons:

1. It clearly shows the tangible savings your company has realized from its NTMA membership, as well as allowing you to compare your savings with "average member savings."
2. It provides insight into the overall value of NTMA membership through active engagement.



Our company, Overton Industries, saved thousands of dollars (considerably more than our dues) last year in these savings programs, which was extremely helpful given such a difficult economy. If you are not participating in these programs, I strongly encourage you to do so. If you have not received your report and would like to receive one, please contact our NTMA Customer Service Team and they will be happy to provide it for you.

Obviously it is always important to remember the power and value of networking, and although there is no sure fire way to establish a tangible value to this, it is without a doubt the core of our membership and can provide significant advantages to our companies.

I also would like to request that you set your calendar right now for some of the many opportunities to improve your business by using NTMA services and participating in NTMA functions; below is a list of some of the things in store for 2010:

## *January (Things you should already have done.)*

- Identify qualifying apprentices for the Regional Apprentice Contests.
- Use the Wage & Fringe Benefits Report to compare your competitiveness in employee compensation and benefits. Use this information to attract and retain employees.

## *February*

- February 8: last day to complete the NTMA Business Conditions survey. Look for survey results later in the month.
- Sign up for the next webinar on February 16, 17 or 18. Topic: Drilling, The (W) Hole Story - Speaker: Matt Philips.
- Prepare for the Annual Conference, February 28-March 4 – take a break from the weather (for those of us in the frozen tundra of the North) in beautiful St. Thomas, where we will begin working on Russ Reschke's theme for 2010 "Bridges to Excellence … Bridges to Success."

- Forward affinity program information to the person in your company with that responsibility. Take advantage of all the discounts and privileges your membership has to offer.
- Write a check to the NTMA/Babb Memorial scholarship fund. Help support the education of future manufacturing leaders.
- Bookmark the NTMA Web site as the homepage for your computer startup. Use this daily reminder to stay current on new member benefits available.
- Winter Business & Customer Forecast Report will be available. (Additional Forecast Reports will be available in summer and fall.)

## March

- Second week of March: make reservations for the NTMA/PMA Legislative Conference scheduled for April 20-21.
- Send in your Safety Survey information by the April 1 deadline. Safety awards are great to have during OSHA audits/inspections.

## April

- Make plans to attend the NTMA/PMA Contract Manufacturing Purchasing Fair (Bringing Work Back to the U.S.A.) in Irvine, Calif., on May 12.
- Write a check to the CFASE fund to support NTMA's Government Affairs efforts. Remember – if we're not at the table, we're on the menu!
- Attend NTMA/PMA Legislative Conference, April 20-21 in Washington, D.C.
- Complete OCEC survey and return it no later than May 1. This is another great benchmarking opportunity.

## June

- Support Manufacturing and your regional Apprentice contest winner by attending the National Apprentice Contest, June 9-12, in Indianapolis, Ind.
- June 20-24: if you are trying to take your business global or already working globally, attend ISTMA (International Special Tooling and Machining Assoc.) to get the global state of manufacturing and opportunities outside the U.S.
- June 20-25: Take the time to attend the Skills USA Competition in Kansas City, Mo., and support students seeking careers in our industry. Be our guest to watch the exciting robotics championship of the NTMA National Robotics League.

## July

- Look for your 2nd Business Conditions Report to possibly adjust your business plan.

## September

- Sign up for the NTMA/PMA Fall Conference, October 6-10, in Amelia Island, Fla., where there will be ample opportunities to build bridges and network not only with NTMA members but PMA members as well.
- Register for the October 29 NTMA/PMA Contract Manufacturing Purchasing Fair at the MGM Grand at Foxwoods in Mashantucket, Conn.

## October

- Attend NTMA/PMA Fall Conference at Amelia Island.
- Attend NTMA/PMA Contract Manufacturing Purchasing Fair in Connecticut.
- Start planning for the 2011 Mega Meeting. NTMA will join with AMT, PMA, and AMTDA for a meeting at Sheraton Wild Horse Pass Resort, Chandler, Ariz., on March 1-5, 2011.
- Submit your Wage & Fringe Benefit Survey before the November 1 deadline.

Also be sure to check emails from NTMA and the NTMA Web site frequently for other important dates and new programs and events that you won't want to miss.

Make a focused effort for 2010 to be the year where you realize "NTMA Membership doesn't cost, it pays." Use your membership and see how your company can truly benefit. NTMA

# In Memoriam

## James C. Kiebler

***JK Tool & Die Inc. (Apollo, Pa.)***

James C. Kiebler, 64, owner of JK Tool & Die Inc. in Apollo, Pa., died on Saturday, Nov. 14, 2009. He lived in the Apollo area all of his life, and had been in business for nearly 30 years and a member of NTMA for 22 years. Kiebler was a dedicated businessman whose goal was to make "Tools for Life," and he accomplished this by keeping high customer satisfaction and flexible services.

Kiebler was a Vietnam War veteran and was accorded military honors at his funeral by the Armstrong County American Legion Honor Guard. Our deepest sympathies go to the family, friends and employees of James Kiebler.

## Milt Stevenson, III

***Anoplate Corp. (Syracuse, N.Y.)***

Milton F. Stevenson passed away peacefully on Thursday, Dec. 17, 2009. Born in Trenton, N.J., he called Syracuse and central New York his home since 1949, when he came to attend Syracuse University's College of Engineering on the GI Bill. Stevenson founded Anoplate Corporation in 1960, and under his leadership the company grew to employ more than 200 people, gaining an international reputation as a leader in the metal finishing industry.

Stevenson joined NTMA in 1981 and was a long-time member of the NTMA Audit Team and Trustee of the Central New York Chapter. He was presented with the NTMA Honor Award in 1996 in recognition of his many contributions to the industry and the Association. Stevenson also was a past president of the National Association of Metal Finishers and a board member of the American Electroplaters Society.

Stevenson will be truly missed by his many Association and industry friends. Our deepest sympathies go to the Stevenson family.

# Inspect Your Way to Safer Work Areas

The ideal workplace inspection isn't one that follows a safety incident. Nor is it a surprise visit from OSHA. It isn't even an inspection that's part of a workplace safety audit. The ideal inspection is a routine that you and your employees faithfully observe and manage yourselves.

## *Five Good Reasons to Inspect*

To protect workers and prevent accidents, you need to know everything about the areas you supervise and the work that goes on there. Routine inspections help you:

1. Make sure that safety and health policies and procedures are being followed.
2. Identify and correct safety and health hazards before they cause injuries or illnesses.
3. Determine the need for safety training.
4. Ensure that your work areas will fare well in the next workplace safety audit and would pass an OSHA inspection with flying colors.
5. Show employees you're concerned about their safety and health.

## *When and How*

The timing of safety inspections depends on the type of work areas you supervise. Very hazardous areas might require formal, scheduled weekly inspections, whereas office areas might need only a monthly inspection.

Supplement formal, scheduled inspections with informal, daily walk-around inspections of most or all work areas. Also conduct some unscheduled inspections, especially targeting areas that have had more than their share of safety problems. Use follow-up inspections to make sure that problems identified in prior inspections were effectively fixed.

Create and use checklists for every safety inspection. For daily walkarounds, you might carry the list in your head. But for more detailed inspections, use a written checklist so you can check off each item as you inspect it. Leave space for notes and descriptions of issues that need attention.

## *Employee Involvement is a Big Plus*

As the supervisor, you take the lead in work area inspections. You're also the one responsible for making sure action is taken to correct problems. But don't go it alone. Work area safety inspections are a great training tool and a good way to involve employees in safety programs. Getting employees involved motivates them to work more safely, as well as saving you time.

Here's how employees can help with inspections:

- Ask workers to help develop inspection checklists for their work areas.
- Appoint individuals or a team to conduct inspections under your supervision. Members can serve on a rotating basis to involve everyone.
- Meet with employee inspectors after the inspection, and discuss safety problems and corrective action.
- Talk about the results of work area inspections with all employees in weekly safety meetings.

## *What to Look For*

Depending on the type of inspection you're conducting, your inspection checklists will vary in length and detail. Here are some common inspection lists.

### *Housekeeping and General Storage*

- Are work areas neat, clean and orderly?
- Are aisles clear?
- Are floors free of tripping and slipping hazards?
- Are trash and other waste material placed in proper containers and disposed of regularly?
- Are materials and supplies stored safely?
- Is ventilation operating properly?
- Is lighting adequate?
- Are stairways clean, clear and well lit?

NTMA

PRECISION

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Metal Processors Inc.
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- Are appropriate warning signs posted where necessary and do workers obey them?

## Fire Prevention

- Are flammable materials stored properly?
- Are "No Smoking" signs posted in appropriate areas?
- Are fire alarms and extinguishers accessible?
- Are fire extinguishers fully charged and ready to use?
- Are sprinkler systems operating properly and not blocked by stacked materials?
- Are emergency exits open and accessible?

## Machinery and Equipment

- Are machines and equipment clean and well lubricated?
- Are machines equipped with required guards and safety devices, and are they operating properly?
- Are electrical cords, wires and plugs in good condition?
- Are machine repairs being performed only by qualified personnel?
- Are lockout/tagout procedures followed for equipment maintenance and repairs?

## Hazardous Substances

- Do all containers of hazardous substances have complete and legible labels?
- Are containers tightly sealed?
- Are material safety data sheets (MSDSs) available for all hazardous materials and accessible to employees on all shifts?
- Are hazardous materials properly stored in an appropriate location?
- Are absorbent materials available for use in case of a spill?
- Are work areas where chemicals are used or stored free of food and beverages?

## Personal Protective Equipment and Clothing

- Is required PPE available to employees on all shifts?
- Is necessary PPE worn by all employees?
- Does PPE provide adequate protection against hazards in the work area?
- Is PPE maintained in good condition and stored properly?

## Emergency Preparedness

- Are emergency exits and routes
- clearly marked and known to all employees in the work area?
- Are eyewash stations and emergency showers available if required and working properly?
- Are first-aid supplies available?
- Are emergency numbers posted by all telephones in the work area?

## Don't Wait for an Accident!

Safety is all about awareness and knowledge. Knowledge gives you the power to prevent accidents. One of the best ways to keep informed about ever-changing work area conditions is to perform routine safety inspections. Don't wait for an accident to find out about a hazard that could have been corrected.

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## BLR – Free to NTMA Members

Use your free access to the Business & Labor Reports (BLR) through the NTMA Web site at www.ntma.org. You have a wealth of information at your fingertips:

### HR Resource Center

Provides total access to thousands of HR articles, white papers and tools, as well as one-day expert responses to your questions. You also can participate in online community discussion forums.

### Environmental Resource Center

Federal and state environmental compliance made easier! Find regulatory analysis, final and proposed regulations, thousands of online tools, fully integrated full-text regulations, news and more.

### Safety Resource Center

Instant access to hundreds of downloadable safety training resources. Provides current OSHA developments, regulatory analysis, best practices and much more.

NTMA

# Members in the News

## Lean Manufacturing Expert Visits AccuRounds


*AccuRounds employees pictured with David Mann*
*Front row l to r: Steven Tamasi, David Mann, Tom Karn. In rear l to r: Michael Tamasi, Mike McCormick, Patrick O'Connell, David Condito and Bob Martell.*

David Mann, author of, "Creating a Lean Culture: Tools to Sustain Lean Conversions," took a plant tour of AccuRounds on Dec. 15, 2009, to view their advances in lean management implementations.

AccuRounds adopted the lean philosophy in 1995, and in 2006, became the first contract metalworking company in North America to receive the Northeast Shingo Prize, Silver Medal. The company was awarded the medal in recognition of its success implementing continuous improvement and lean practices. One of the many changes AccuRounds made in the way they operate was to reconfigure the entire plant floor layout designed around value streams, supported by a lean management system that allowed for an intense focus on process control and customer service. These dramatic changes resulted in:

- Decreased lead times by more than 50 percent
- Reduced cost of quality to well below 1 percent of sales
- Improved on-time delivery to greater than 97 percent
- Enhanced culture of employee alignment and engagement

"AccuRounds has applied the ideas of visual controls to bring process focus supported by standard work for leaders," David Mann said. "They have done so in creative ways that meet the needs of their operation, and have been part of driving improvement at the company. Nice work!"

AccuRounds employees also were proud of the recognition their efforts received.

"Having David Mann visit our plant to observe the latest lean management techniques that we have incorporated into our business was a great honor," said Michael Tamasi, President of AccuRounds. "With his years of esteemed experience, David could validate that we have been successful at adopting a lean culture that will continue to evolve."

Mann spent 21 years working at Steelcase, where he developed and applied the concepts of a lean management system. His current practice includes lean and lean management implementation, troubleshooting stalled lean initiatives, as well as frequent training and speaking engagements on lean management. His book was awarded the Shingo Prize in 2006 and is in its 9th printing.

AccuRounds, located in Avon, Mass., manufactures custom precision cylindrical components serving a variety of industries. Capabilities include CNC Swiss screw machining, CNC turning and CNC milling. For more information, visit www.accurounds.com.

## Jergens Inc. Names Bob Rubenstahl Market Manager, Workholding Solutions Group

Jergens Inc., a global leader in workholding, lifting and fastening solutions, announced the appointment of Bob Rubenstahl as Market Manager for the Workholding Solutions Group. Rubenstahl will be responsible for all of Jergens' Workholding Solutions Group sales and marketing activities and his primary objective will be to expand the company's market position in the machining and metalworking marketplace. His staff includes 18 direct sales and manufacturer's representatives, as well as applications engineers and support personnel. Rubenstahl also will interface with more than 200 distributors, as well as Jergens' offices in Shanghai, China, and Mumbai, India.

Rubenstahl holds a B.S. in General Administration from Youngstown State University in Youngstown, Ohio. Prior to joining Jergens, Rubenstahl worked as Marketing Manager for Kennametal, CEO of LMT-Fette and CEO of Command Tooling Systems. With more than 25 years of experience in both international and domestic manufacturing and distribution environments, Rubenstahl is ideally suited for his new role.

## Chelar Tool & Dies Receives ISO Certification

Chelar Tool & Die Inc. announced that it has received ISO 9001:2008

Certification as of October 2009.

More than a quarter of a century ago, Charles Flynt, Elmer Katt and Art Engel formed Chelar Tool & Die; the first two letters of each founder's name make up the company name. As an engineer, foreman and salesman respectively, each had gained experience in other tool & die shops. In the early 1960s the three men set out on their own with the goal of creating the most progressive, quality-minded and customer-focused company in the industry. Beginning with just 7 employees in 1962, their staff has grown to more than 50 employees in Belleville, Ill., just 30 minutes southeast of downtown St. Louis, Mo.

Today, Malcolm Katt is the 2nd generation owner of the company, carrying on Chelar's quality reputation with 3rd generation family members also incorporating the ranks. Chelar has earned a reputation for the creation of large progressive dies. In the early years, its dies were no larger than 1' x 2' and weighed less than 1,500 lbs. Today its dies range up to 6' x 14' and weigh some 45,000 lbs.

The goals of the original founders still govern the decision-making process. Every day, Chelar employees deliver finely manufactured tooling and machined components to their discriminating clients. The company enjoys strong repeat and referral business from these valued customers.

Chelar Tool & Die services include design and manufacturing of stamping dies, stamped products, precision machining, grinding, EDM and other special projects. Key customer industries include appliance, HVAC, electrical and special products. In 2005, as business continued to grow and change, a 16,000 sq. ft. addition expanded the facility to approximately 60,000 sq. ft.

Superior design engineering, advanced technology and experienced staff solidify their competitive advantage and help provide the most efficient product or component design for their customers. A focus on leading edge technology, detailed processes, commitment to quality and competitive pricing are cornerstones of the business. Their ability to meet demanding schedules and just-in-time delivery requirements are second to none.

Chelar has been an active member of NTMA for nearly 45 years. Their apprentice program has produced some of the finest toolmakers in the area. During the past 15 years they have had 4 top 10 national finalists in the NTMA/NIMS National Apprentice Competition. In 2005, their finalist took First Place in the National finals. Staying active on advisory boards for two local technology schools (Ranken Tech and Southwestern Illinois College) helps ensure that the continuing education programs are top notch in the area for career enhancement and contribution back to the Association.

## *Yarde Metals Receives AS 9100 Certification*

Yarde Metals Inc., a distributor of raw materials, announced its certification to the AS 9100 international aerospace quality management system. Yarde's quality management system is dual certified to the AS 9100:2004 and the ISO 9001:2008 requirements. Yarde Metals is now listed on the OASIS (Online Aerospace Supplier Information System) online database.

The AS 9100 certification affirms the company's demonstrated systems and processes for managing the delivery of quality products and services to the international aerospace industry.

"This AS 9100 certification demonstrates the dedication of Yarde Metals' associates to our quality management system and to our business partners within the aerospace industry and the international community," said Matt Smith, President and COO of Yarde Metals.

Headquartered in Southington, Conn., Yarde Metals has 13 locations throughout the United States, supplying raw materials throughout the aerospace industry supply chain. Yarde Metals earned ISO 9001 certification in June 2001. NTMA

# Meet Your Team Leaders!

## *Membership Growth and Retention Team*

*Frank Dworak*

Frank Dworak, from NTMA member Hobson & Motzer in Durham, Conn., took on the task of Membership Growth and Retention Team Leader in 2008. His company has been an active NTMA member since 1944 and was honored in 2007 as one of the "Founding Members" of NTMA. The company started in a barn in 1912 in Meriden, Conn., (because garages had not been invented yet).

Dworak did not start out in the machining business, but as a Sr. Manufacturing Engineer for the Stanley Works. He got to know Al Motzer, son of one of the founders of Hobson & Motzer, quite well. When Motzer decided to retire, he asked Dworak if he would like to come on board. Dworak joined the company in 1976 and eventually worked out an arrangement to take over the business. A few years ago, Dworak transitioned the company over to his son, Bruce.

Hobson & Motzer's primary markets are medical, automotive, consumer disposables and some aerospace work.

"We focus on jobs that are complex and highly precise," Dworak said. "We've done that since our founding and see no reason that won't work for the foreseeable future."

Hobson & Motzer was actively involved at both the national level and with the local Connecticut Chapter. Al Motzer, Dworak, Bruce Dworak and Don Zak from Hobson & Motzer have all served as Connecticut Chapter Presidents. Bruce Dworak now serves on the NTMA Government Affairs "One Voice" Team.

The NTMA at both the local and national levels were instrumental in the progress of the company through the years, including the transition when he took over the company and the transition when his son, Bruce, took it over.

"No matter what problems we were wrestling with, we could always find the knowledge necessary to work our way through them from other NTMA members. Because we are active at the local and national levels, we have a network of peers who are willing to help us solve problems. The meetings and conferences expose us to new ideas and concepts," Dworak said. His comments also are used in many NTMA national marketing materials, but one that he lives by is, "We joined the NTMA because we felt it gave us the opportunity to gain knowledge to help our business grow. It has and that's why we're still members."

Dworak is an avid boater and certified boating instructor. He teaches boating safety for the United States Power Squadron. He is also an amateur military historian interested in WWI and WWII, with particular interest in the Pacific Theater. NTMA

# NTMA Manufacturing Technology Team – 2009 Accomplishments

*By Kevin King, NTMA Director of Manufacturing Technology and Staff Liaison to the Manufacturing Technology Team*

NTMA member companies manufacture an amazing array of parts and products every day using world-class modern equipment, methods and techniques. How do I know this? I've witnessed it first hand during shop tours. Entering the shops, the smell of cutting fluids and the sounds of machine tools making chips make me feel like I'm home again. I also regularly receive pictures of member's shops capturing their most recent efforts to improve their facilities and make them more efficient, productive and competitive.

With NTMA member companies having such sophisticated operations, it is a daunting task to ask someone to provide them with information about how they could be utilizing new and emerging technologies better in their organizations. It is really only through the oversight and direction of the NTMA's Manufacturing Technology team that I can hope to achieve this. I would like to thank my team members for their efforts in 2009:

- Eric Kurzhal: Team Leader, Allied Specialty Precision
- Jeff Bennett, Bennett Tool & Die Company
- Rich Ditto, Fredon Corporation
- Tom Raun, Iscar Metals Inc.
- Ted Toth, Jr., Toth Technologies
- Richard Wheeler, ABA – PGT Inc.
- Eric Wilhelm, KV Inc.
- Mark Weathers, Excaliber Precision Machining

Despite the challenging economic times we are in, these NTMA members took the time throughout the year to provide the oversight and direction so that NTMA continues to offer value-added programs and services for all its members. I also would like to welcome two new team members for 2010 who I am confident will make excellent contributions:

- Mike Powell, Master WorkHolding Inc.
- Patrick Walsh, Ehrhardt Tool & Machine Company

There are a number of programs that the team identified and drove in 2009 that members might not be aware of. The program that has touched the greatest number of members is NTMA's Webinar series. Newly created in 2009, NTMA hosted 5 Webinars in 2009 with more than 250 members registering for the events. 2010 promises to bring even more of these complimentary sessions to the membership. Look for those invitations in your e-mail. Upcoming Webinars and links to archived event material are available online at www.NTMA.org > News & Events > Webinars.

Equally valuable are two awards programs that were created and launched in 2008 and saw strong member engagement in 2009. They are the Manufacturing Technology and 6S Excellence Award programs.

The Manufacturing Technology Award honors NTMA member companies that have implemented a manufacturing business or technology solution delivering a significant positive business impact. As I stated earlier, NTMA member companies manufacture a truly amazing array of parts and products every day using advanced and innovative methods and techniques. Our members are often the best source of learning for use of technology to gain a competitive advantage in the global economy. Two world class manufacturing companies were recognized for their achievements and received this Award in 2009. The first award was presented to NTMA member Ultra Machining Company (UMC) in Monticello, Minn., for its incorporation of wire EDM machines in its operations. By adding a number of wire EDM machines, including System 3R WorkMaster robotic automation, UMC dramatically improved productivity and profitability, tripling its revenue since adding the first machine. Wire EDM has become an important capability to its core competency of complex turned and milled parts. The second award was presented to NTMA member General Tool Company in Cincinnati, Ohio, for its game-changing use of friction-stir welding. Cover plates for the U.S. Navy Electromagnetic Aircraft Launch Systems (EMALS) are friction-stir welded in the machine tool work station immediately after the channel machining operation. In more than 2,950 of production friction-stir welding, this process has not shown one indication of sub-standard quality. All NTMA contract manufacturing members are eligible for this award. Nomination forms are available online at www.NTMA.org > Resources > Document Library (Members).

The 6S Excellence Award program was developed in 2008 after Agie Charmilles Chairman Emeritus Harry Moser's trip to Switzerland with the winners of the 2007 NTMA/NIMS National Apprentice Contest. Harry challenged the NTMA Technology Team to develop a tool that NTMA members could use to bring up the image of their shops and thus, collectively, of the industry. Since its inception, NTMA has presented the 6S Excellence Award to 8 outstanding NTMA member companies:

- Bowden Manufacturing Corp., Willoughby, Ohio
- Creative Precision, Phoenix, Ariz.
- Hobson & Motzer Inc., Durham, Conn.
- Homeyer Tool and Die Co., Marthasville, Mo.
- Major Tool & Machine Inc., Indianapolis, Ind.
- Overton Industries, Mooresville, Ind.
- Pointe Precision of Plover, Wis.
- Toth Technologies, Pennsauken, N.J.

These companies showed that they are well on their way toward becoming world class manufacturing facilities. Of course, this is a journey that never ends; as soon as you think you are done, someone else starts to catch up to you.

It is the goal of this NTMA program to change the image of the metalworking industry. This needs to be done so we can recruit new students into our training program, retain employees we have and better market our company to our customers. Once shops reach the Class A status, we encourage them to invite local schools, parents, legislators and media on plant tours. The general public needs to know that manufacturing is no longer dirty, dark and dangerous, but is bright, clean and high-tech.

*(Continued on page 12)*

[Continued from page 11]

Information about the 6S Excellence program is available online at www.NTMA.org > Resources > Document Library (Guests). Audit your organization and submit your Class A facility today!

Last, but not least, the NTMA is providing IMTS organizers with quality educational content for the upcoming IMTS 2010 Industry & Technology Conference being held from Tuesday, Sept. 14 - Friday, Sept. 17, 2010. More than 40 abstracts were provided to the conference organizer, Tom Grasson, at GIE Media. According to John Krisko, AMT Director Exhibitions, the West Building will be home to sessions that will help centralize the conferences, and greater emphasis will be placed on accommodating session attendees. More information will available in the months ahead at: www.imts.com/conference/

The Manufacturing Technology team is always looking for future team members, feedback and contributions. Any and all questions or comments can be sent to Kevin King, Manufacturing Technology Director at the National Tooling & Machining Association at kking@ntma.org or 800-248-6862, ext. 8007. NTMA

# NTMA Sets Dates for Two Purchasing Fairs in 2010: Bringing Work Back to the U.S.A.

Mark your calendars for May 12 and October 29, 2010. Those are the dates set for two NTMA/PMA-sponsored Contract Manufacturing Purchasing Fairs. The NTMA is continually looking for new potential customers for members and two events in one year will be a huge task. A theme has been established for the 2010 Fairs – "Bringing Work Back to the U.S.A." The NTMA will be concentrating on customers that have sent work offshore to other countries. There are many anecdotal stories about companies bringing work back to the U.S. for many reasons, and we want to create the opportunity for more to do so.

In addition, the NTMA/PMA One Voice coalition is working on federal policy and legislation that will encourage more customers to bring work back by bringing down some of the barriers put up by our own government. We want to get the government to do more to level the international playing field. We want to show customer companies they don't need to send work offshore to find good vendors, and that it is a wise investment for their companies and products.

Dates and locations for the two upcoming events:

**May 12, 2010**
Hyatt Regency Irvine
Irvine, Calif.

**October 29, 2010**
MGM Grand at Foxwoods
Mashantucket, Conn.

Those companies looking for potential new customers won't want to miss attending at least one of these events. Those that have attended Purchasing Fairs in the past and performed the follow-up afterward had a great deal of success in attracting new business. Even members with a lot of work have attended past Fairs because they know that when they're busy, it is the best time to be looking for new business. You don't have to take on work you don't want unless it will be profitable for your company. Watch for more details about these events as they develop. Will you be at one of the events? Your U.S. competition will! NTMA

# *Some Will, Some Won't, So What!*

*By John Boe*

I can think of no other profession that's as closely associated with the term rejection as a career in sales. You might say that rejection is as natural to a salesperson as trail dust is to a chuck wagon cook … it comes with the territory. In fact, frequently the first two orders many new sales reps receive are "Get out and stay out!"

The sales profession can be financially and personally rewarding for those tough-minded salespeople who develop the capacity to keep rejection in perspective. How well do you take rejection? Your ability to persevere in the face of rejection is a key factor in determining your income potential and career longevity. Obviously, you can never totally eliminate rejection from the selling process, but, there are actions you can take to reduce the frequency and minimize its mental and financial impact.

I am absolutely convinced that the best antidote for taking the sting out of rejection is to prospect with greater intensity and qualify more effectively. Prospecting for new business is critically important and for the majority of salespeople, it is the most challenging and stressful aspect of their profession. Successful sales reps are proactive and recognize the importance of prospecting for new business on a daily basis. When you don't have enough prospects, the tendency is to shoot yourself in the foot by down-playing the needs analysis and qualification process. It's like putting lipstick on a pig – a waste of time and it irritates the pig. By having more prospects to work with, you automatically water-down the impact of any single "no sale" and are far more likely to qualify your prospects realistically. Improper qualification is in direct relationship to increased rejection; it's a self-imposed, vicious cycle.

At the end of the day sales, like baseball, is a game of statistics. A baseball player gets paid by the number of times he hits the ball, not by the number of times he strikes out. Keep score and know your sales effectiveness numbers so that you can improve your batting average.

When a salesperson experiences a "no sale," there's a common weakness to point fingers and look for mitigating circumstances, such as a bad economy or a lower-priced competitor, when in reality it just might be them. It's appropriate to take rejection personally if you learn from the experience and view rejection as nothing more than a feedback system. Top producers look at rejection as merely a wet stone that allows them to hone their presentation abilities and sharpen their people skills. So the next time a prospect says no, just remember that you can profit from the experience and that some will, some won't, so what! NTMA

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## Welcome New Members

**High Precision Devices Inc.**
Boulder, Colo.
William Hollander

**Laser Services**
Westford, Mass.
Tim Gilbert

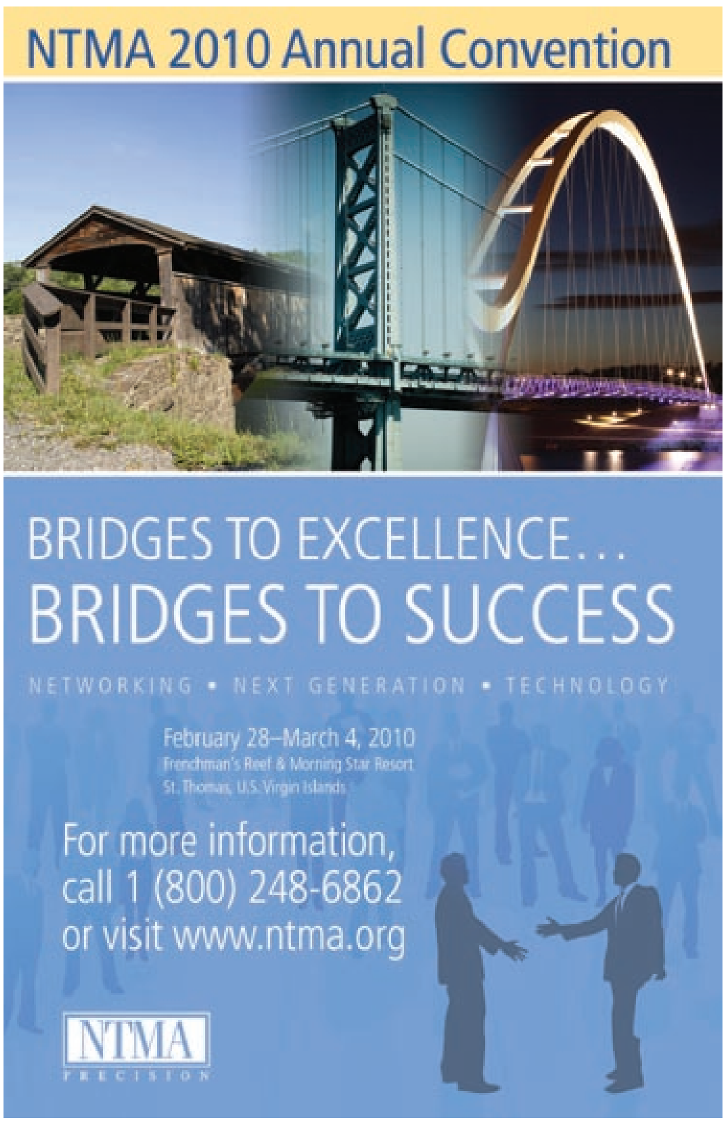
**Pioneer Tool Supply Inc.**
West Springfield, Mass.
Derek Upson

**Phaztech Inc.**
Saint Marys, Pa.
Patricia Pfeufer

# Do You Need an Exit Planning Roadmap? Seven Questions to Check

*(This is another article in a series about a process of ongoing improvement using TOC, Lean and Six Sigma.)*

*Dr. Lisa:* Let me start. We established in our last article that Exit Planning is consistent with TOC, Lean and Six Sigma because business owners need processes that will increase profitability and business value. So now let's help business owners check whether they are ready to exit, or what additional steps they would need to take to be ready.




*Brad:* First, a business owner needs to understand his or her objectives. Here's the question we need answered:

1. **Do you know your exact retirement goals and what it should take — in cash — to reach them?**

*Dr. Lisa:* Oh, I like it. That's the first step in TOC as well, understanding the objective. And then design a process to achieve the objective more and more. In a for-profit business, it's usually "make more money now and in the future." I know my answer for question No. 1.

*Brad:* Good. Now we need to know where we are in relation to the goal. So next we need to know:

2. **Do you know how much your business is worth today, in cash?**

*Dr. Lisa:* That's a much tougher question for me. How do you find out?

*Brad:* It depends. If the business owner is close to exiting, a valuation by a Certified Valuation Analyst is recommended. But if you are just starting the exit planning process, a range of value can be calculated by a qualified CPA, and should be updated annually. Industry "rules of thumb" aren't good enough and might be misleading. Pay a few bucks and get it done. Next, we need to know:

3. **Do you know the best ways to maximize the income stream generated by your ownership interest?**

*Dr. Lisa:* I know the answer, it's TOC! There is no better way to leverage existing resources to maximize profitability now and in the future. Use the Velocity Scheduling System to do more with existing resources, and create an unrefusable offer — a Mafia Offer — to sell the capacity that's revealed.

*Brad:* Was that a commercial? The answer to question three is where most business owners get stuck both in operating their business and exit planning. If there is a gap between what you need (question #1) and where you are (question #2) then you need to know how to close the gap (question #3).

Next, we have a choice. Most business owners have a desire to transfer the business to one or more "insiders," but the business might be worth more and the business owner would make more money more quickly if the business was sold to a third party. So, it's helpful to choose one or the other for exit planning. Choosing one initially doesn't mean that you can't change your mind later.

4. **Do you know how to sell your business to a third party and potentially pay the least possible taxes?**

5. **Do you have any plans about how you will transfer you business to family members, co-owners or employees while paying the least possible taxes and enjoying maximum financial security?**

*Dr. Lisa:* Don't business owners always want to make the most money possible? And why do you say that transferring to insiders yields less money or takes longer for the business owner when compared to a third party sale?

*Brad:* Most businesses are not saleable. They are too small, not profitable enough, or have some other issue(s). No business broker or investment banker will waste their time representing a business that buyers won't buy. If a business is valuable enough to be sold to a third party, the process takes time to execute and there are plenty of pitfalls, but business owners that can sell to third parties usually do. The threshold is somewhere between $5-$10 million in business value, depending on market conditions and the quality of the company. These business owners cash out and, with proper planning, can still take care of the insiders they want to.

But it is valid to transfer to insiders. The problem is that most family members, co-owners and employees don't have any money! What is required in this case is an elegant exit plan, because it will be the current and future cash flow of the business that is needed to fund the business owner's exit from the business, in conjunction with the ownership transfer. I find it interesting that rather that selling for maximum value as in a third party sale, transferring for the lowest defensible value is the best way for the business owner to maximize after-tax cash in a transferring to insiders.

*Dr. Lisa:* Transferring to insiders sounds complicated.

*Brad:* It doesn't need to be. In either case, a sale to a third party or a transfer to insiders, the business owner needs professional help. But we aren't done with the questions that need answering. The next two are related:

6. **Do you have a continuity plan for you business if the unexpected happens to you?**

7. **Does your family have financial contingency plans if the unexpected happens to you?**

*Dr. Lisa:* In TOC, we say the first rule of management is to "be paranoid." So this has to do with business continuity and personal wealth and estate planning. Are most business owners prepared?

*Brad:* Some are, but most aren't. And even if a business owner did a buy-sell agreement or estate planning, chances are that was years ago and the documents are out-of-date. Exit Planning requires a team of advisors, coordinated by an exit planning professional. Creating an exit planning roadmap, implementing it over time and keeping it up-to-date are crucial for the business owner that wants to meet his or her retirement objectives.

Want to have an Exit Plan? There are more questions you can answer to see how prepared you are and what you should do first. For that free assessment, go to www.ExitPlanningRoadmap.com. Want to talk about it? Just give us a call or send an e-mail. NTMA

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*The Science of Business (www.ScienceofBusiness.com) helps companies rapidly increase sales and profitability by implementing the Theory of Constraints (TOC), Lean and Six Sigma.*

*"Dr. Lisa" Lang is President of the Science of Business. She recently served as Dr. Goldratt's Global Marketing Director and is a member of the Board of TOCICO. She can be reached at 303-909-3343 or DrLisa@ScienceofBusiness.com.*

*Brad Stillahn is a business owner who successfully implemented TOC in his own business, exited his business on his terms, and is now helping other business owners do the same. Set up a TOC Advisory Board for your company! Brad can be reached at Brad@ScienceofBusiness.com or 303-886-9939.*

# First Sutton Scholarships Awarded to CMCC Students

*Caryn Fredsall, left, and Robert Blethen, second from left, are the first two recipients of the Roland Sutton Scholarship, awarded for excellence in the Machine Tool Technology program at Central Maine Community College. They are pictured here with Nancy, David and Roland Sutton. Roland Sutton is chairman of the board and founder of Maine Machine Products Co. of South Paris, Maine.*

Robert Blethen and Caryn Fredsall, students in the Machine Tool Technology program at Central Maine Community College (CMCC), were honored in November as the first two recipients of the Roland Sutton Scholarship.

The students were selected for their demonstrated excellence in the general academics and the applied science of the Machine Tool Technology (MTT) program. Blethen and Fredsall are both President's Honors students and members of Phi Theta Kappa, the international honor society for two-year colleges.

A director emeritus of the CMCC Education Foundation Board of Directors, Roland Sutton is chairman of the board and founder of Maine Machine Products Company of South Paris, a family-owned manufacturer of custom precision components and assemblies. This scholarship was established by the Sutton family in recognition of Roland Sutton's contributions to the industry and his longstanding support of education and the MTT program at the college.

Since 1974, MMPCo has awarded 50 full scholarships to Machine Tool Technology students at CMCC, which covers tuition, books and fees. This program, with the additional two years of work experience at MMPCo is a State of Maine approved apprenticeship program.

The associate degree program in Machine Tool Technology at CMCC offers broad training experience in the metal products industry. Graduates of the program are employed as machine operators, machinists, CNC machinists, tool and die makers, quality control inspectors, machine assemblers, Machine tool designers, CNC programmers or field service representatives.

NTMA

## Calendar of Events

**2010 NTMA Annual Convention**
Frenchman's Reef & Morning Star Beach Resort
St. Thomas, U.S. Virgin Islands
February 28-March 4, 2010

**NTMA/PMA Legislative Conference**
Westin Washington, D.C., City Center Hotel
Washington, D.C.
April 20-21, 2010

**American Machinist**
Machine Shop Workshop
Cleveland, Ohio
April 21-22, 2010

**NTMA/PMA Contract Manufacturing Purchasing Fair: *Bringing Work Back to the U.S.A.***
Hyatt Regency Irvine
Irvine, Calif.
May 12, 2010

**38th Annual NTMA/NIMS National Apprentice Competition**
Indianapolis, Ind.
Hosted by Indiana Chapter, NTMA
June 9-12, 2010

**13th ISTMA World Conference**
Caesar's Windsor
Windsor, Ontario, Canada
June 20-24, 2010

**Joint NTMA Fall Conference & PMA Annual Meeting**
Amelia Island Plantation
Amelia Island, Fla.
October 6-10, 2010

**NTMA/PMA Contract Manufacturing Purchasing Fair**
MGM Grand at Foxwoods
Mashantucket, Conn.
October 29, 2010

# 2010 Machine Shop Workshop

**2010 Machine Shop Workshop**
www.machineshopworkshop.com
April 21-22, 2010
Renaissance Hotel in downtown Cleveland, Ohio.

***Prepare your machine shop for the future…***

Obtain knowledge and strategies for achieving your business goals at the Machine Shop Workshop.

The American Machinist Machine Shop Workshop focuses on the business of running a machine shop. The Machine Shop Workshop brings together hundreds of shop owners and top managers from U.S. and Canadian machine shops to explore best practices and strategies, generate new ideas to improve shop operations and maintain a competitive edge in the global market.

The 2010 program is carefully constructed to equip you with the knowledge and strategies to improve shop performance and increase competitiveness.

Sessions range from shop operations to lean initiatives, workforce development to supply chain management. These sessions render concrete solutions to real-world issues, sparking new ideas for competing in the global metalworking market.

2010 Sessions include:

- Wind Energy: What wind-turbine builders' needs/expectations/demands are from their supplier machine shops. Speakers from MAG Americas and their end-user, Dowding Industries
- Leveraging Shop Resources to Generate New Customers
- Understanding Performance Data & Machine Capabilities to uncover hidden potential
- Automotive Industry Re-Tooling/ Dieselization
- Competitive Domestic Sourcing
- A Lean, Green Machine Shop
- SaaS (Software as a Service) for Machine Shops
- Precision Jobs for American Manufacturing. Speaker, NTMA member, Ted Toth.
- Tooling Techniques for Super Alloys
- Best Machine Shop winner's panel discussions

**NEW** - The 2010 Plant Tour gets you inside a world-class machine shop for a "behind the scenes" look of their best practices, lean strategies and operations success. This is included with registration; limited spaces available for the tour.

***Your workshop registration includes:***

- A plant tour of a world-class manufacturing facility.
- Multiple tracks filled with 100 percent relevant content.
- Tangible information from leading industry experts.
- AM's Best Machine Shop winner's panel discussions.
- Meet one-on-one with speakers.
- Network with hundreds of shop owners and managers from across the U.S. and Canada.
- Meals/Session breaks.
- 2009 Benchmarks for Machine Shops: An operating performance data book published by American Machinist specifically for machine shops.
- Admission to the Best Machine Shops awards ceremony … all for one very affordable rate.

***American Machinist's Machine Shop Workshop*** will be held on April 21-22, 2010, at the Renaissance Hotel in downtown Cleveland, Ohio. To learn more about the workshop content, sponsorship opportunities or to register for the event, visit: www.machineshopworkshop.com. NTMA

# Building an Emotional Bank Account with Your Employees: Eight Ways Leaders Can Save for a Rainy Day

*Put in enough "deposits" and the inevitable "withdrawals" won't break the bank.*

*Quint Studer explains how to open — and regularly add to — your emotional bank account.*

Leaders, do your employees say communication could be better? Would they like more input into corporate decisions? Do they wish their contributions were more appreciated? If so, consider focusing more attention on what Quint Studer, CEO of Studer Group, calls "building an emotional bank account" with your employees. Not only is it the right thing to do, it's good insurance for the future. Eventually, your employees will feel let down — so you must ensure there's enough emotional capital in the account for that metaphorical rainy day.

"Most leaders truly want to do the right thing," said Studer, author of "Straight A Leadership: Alignment, Action, Accountability" (Fire Starter Publishing, 2009, ISBN: 0-9840794-1-6, $18.00). "They want positive, productive, trust-based relationships with their people. But let's face it: perfection doesn't exist in leaders or in companies. You put in enough 'deposits' so that when the inevitable 'withdrawals' are made — let's say you forget to say thank you or you have to institute pay cuts — there's enough goodwill in the account to salvage those relationships."

Withdrawals, Studer pointed out, are usually weightier than deposits — so great leaders do everything they can to make more of the latter. For instance:

• Diagnose employee satisfaction — and act on the results. Use a proven, respected assessment tool to figure out where your problems lie. Then, commit to solving them. "One of the biggest issues we see in our work with clients is that people say, 'Well, they measured our satisfaction but nobody responded to what we said,'" Studer said. "We advise organizations to be open about the results and have everyone vote on the top three issues. Eventually, you should address them all, but start with the top three."

• Harvest best practices. If assessments reveal that a high number of employees cite "poor communication" as a problem, dig deeper. You might find that one department manager got great communication scores. Find out what she is doing right and reward her. Then, work to apply her communication practices throughout the organization. "Your company doesn't really have a problem with poor communication, just inconsistent communication," Studer said. "Take what people are doing right and expand it. It's much more effective than trying to start from scratch — and it builds goodwill."

• Announce that you're making changes. Accept skepticism, but not cynicism. "Tell employees specifically what you are going to fix," Studer said. "Naturally, they will be skeptical. You can even tell them that skepticism is fine, even expected, but ask that they try not to be cynical. If they start rolling their eyes and say, 'Oh, we've heard all that before,' tell them, 'Look, you can be part of the problem or you can be open to change and see good things start to happen.'"

• Go for "quick wins" to establish credibility. A quick win is an action that shows employees you really are committed to meeting their needs. If you are trying to establish an environment of fairness, for instance, don't "pull rank" as a senior leader and cut in line. Don't insist on having the parking spot nearest the door. (Not only will it send a signal that you're no more important than anyone else, the longer parking lot trek gives you the opportunity to talk to employees and stay on top of what's going on in your company.) Perhaps your quick win might take the form of getting a department a piece of equipment that employees have requested for years, or finally dealing with a low performer who's been dragging everyone down.

Sometimes you won't know what your quick win is until the moment it presents itself. And seemingly small gestures can have a big impact. In "Straight A Leadership," Studer shared a story about his first day as administrator at a new hospital. He asked a nurse how he could make her job better, and she said she was frightened walking to her car at night because of the tall bushes by the parking lot. While she worked that day,

## NTMA Customer Value Proposition

***"Your membership in the National Tooling & Machining Association will position your company amongst the best in the industry by providing the resources and tools necessary for world class performance."***

***"Your return on investment is immediate as you leverage the vast knowledge that resides within the Association and apply it to your business."***

***"An advocate for our industry, NTMA leads the charge for precision manufacturing through networking, lobbying, education, procurement, advice and assistance, and focused cost savings programs."***

Studer got the bushes trimmed and put up a small fence. It made the nurse feel safe and, more to the point, valued as an employee and as a person.

• "Round" relentlessly. Studer is a huge proponent of leadership "rounding," a process similar to the one doctors use to check on their patients. In the business world, a CEO, VP or department manager "makes the rounds" daily to check on the status of his or her employees. "Basically, you take an hour a day to touch base with employees, make a personal connection, recognize successes, find out what's going well, and determine what improvements can be made," Studer said. "And of course, you fix any problems that come up. Rounding is the heart and soul of building the emotional bank account, because it shows employees day in and day out that you care."

• Get rid of low performers. Make no mistake: your employees don't want to work with low performers. Nothing makes employees as discouraged and resentful as having to co-exist with people who don't pull their own weight. In fact, low performers usually drive high performers right out the door. "Turning a blind eye to these people quickly drains the emotional bank account you're trying to build up with your good employees," Studer said. "However hard it may seem, you must move these people up or out."

• Avoid creating a "We/They" culture. The temptation to get on your employees' good side by saying (for instance), "Well, I fought for the budget increase but this is all I could get," can be huge. It might feel easier or more comfortable at the moment, but ultimately you're dividing the staff instead of uniting them. Of course, few leaders deliberately foster a "We/They" mentality, but it can be easy to do subconsciously. "Interestingly, the other side of the coin — 'I know you've begged for more money for years and here I took care of it in one afternoon!' — can be equally divisive," Studer said. "When you solve a big problem overnight, you might be undermining mid-level supervisors who've been working on a problem for a long time. Don't walk around and perform magic."

• Be open and truthful with your employees, no matter how difficult it may be. "Let's say you know that part of your organization is going to be outsourced in the next few months, or that there are going to be major cuts in benefits," Studer said. "Even if it doesn't directly affect your team, it certainly impacts them on an emotional level. Once the decision is final, you owe it to your employees to tell them. Don't wait for them to read it in the paper. They will know that you knew all along — and a huge amount of trust will be lost."

In the end, of course, trust is what building a healthy emotional bank account is all about, Studer said.

"When you've always been up front with your employees, and proven every day that you want what's best for them, they'll give you the benefit of the doubt when things don't go their way," he said. "They might not like it, and they may be angry. But they won't feel betrayed to the point of leaving. They'll realize that you've always treated them like adults, with respect and consideration. And that's when you'll truly see the value of the work you've been doing. That emotional capital you've invested will save the relationship — you'll see that it's the very foundation of a healthy company." NTMA

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*About the Author: Quint Studer not only teaches it, he has done it. After leading organizations to breakthrough results, Quint formed Studer Group, an outcomes firm that implements evidence-based leadership systems that help clients attain and sustain outstanding results. He was named one of the "Top 100 Most Powerful People in Healthcare" by Modern Healthcare magazine for his work on institutional healthcare improvement. Studer was named "Master of Business" by Inc. magazine. He is the author of BusinessWeek bestseller "Hardwiring Excellence: Purpose, Worthwhile Work, Making a Difference;" "101 Answers to Questions Leaders Ask;" "Straight A Leadership: Alignment, Action, Accountability" and Wall Street Journal bestseller "Results That Last: Hardwiring Behaviors That Will Take Your Company to the Top." For more information, visit www.studergroup.com.*

*About the Book: "Straight A Leadership: Alignment, Action, Accountability" (Fire Starter Publishing, 2009, ISBN: 0-9840794-1-6, $18.00) is available at bookstores nationwide, major online booksellers, or directly from the publisher by calling 866-354-3473. Copies also can be purchased online through the Studer Group Web site at www.studergroup.com.*

PCMall®

# Employee Discount Purchase Program for NTMA Members (and their Employees!)

NTMA is pleased to announce an employee purchase discount program from PC Mall! Our relationship with PC Mall allows you to receive substantial savings and special offers when you shop online. PC Mall is a national reseller of the latest computer hardware, software and electronic products from name brands like HP, Apple, Lenovo and Sony. They provide a number of convenient delivery options and also offer a customer service representative should you need assistance.

**Your Special NTMA Discount Purchase Program advantages include:**

- Special product offers and pricing
- Secure online ordering and easy order tracking
- 24/7 online shopping convenience
- Access to over 150,000 computer hardware, software and electronic products and solutions
- Your choice of shipping methods and payment options

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