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The editorial content of the NTMA Record does not necessarily reflect the opinion of the National Tooling & Machining Association or its Chapter affiliates.

NTMA Gains a Seat at the Washington, D.C. Policymaking Table One Voice Plans to Build on 2010 Advocacy Successes in 2011

The 2011 scorecard is in for One Voice, the joint Washington, D.C. advocacy effort funded by the National Tooling and Machining Association and the Precision Metal-forming Association, and we are pleased to report the following:

Legislative and Policy Agenda in Washington, D.C.:

- Historic Small Business Access to Credit Bill Signed into Law
- Currency Manipulation Bill Passed House
- America COMPETES Act Reauthorized
- Tax Provisions Extended Including Section 179, Bonus Depreciation and Net Operating Loss
- AMERICA Works Act Extended
- Employee Free Choice Act Defeated for the 3rd Time
- Cap and Trade Manufacturing Tax Defeated
- Developed a National Manufacturing Policy
- Increased Job Training Funding for the 7th Year in a Row

One Voice Political Action Committee:

- Number of One Voice PAC-Endorsed Political Candidates: 59
- Number of One Voice PAC-Endorsed Political Candidates Victorious on Election Day: 57

These victories don't happen on their own or overnight – they are a result of the time, effort, and funding provided by many NTMA and PMA members and the work done on a daily basis by One Voice's team in Washington, The Franklin Partnership and Bracewell & Giuliani LLP.

Like it or not, the Federal Government has the single largest impact on your business in both the short and long term. As they say in our nation's Capital, "If you don't have a seat at the table, you're on the menu."

We now have a reserved seat at the policymaking table, but

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we need to ensure that we are not footing the entire bill. There are plenty of challenges that we face in 2011, including:

- Ongoing Health Care Reform Implementation
- Extension of Tax Cuts
- Extension of R&D Tax Credit
- Workforce Recruitment and Training
- Trade, tax and regulatory reforms to address the 17% cost disadvantage U.S. manufacturers face compared to major trading partners
- EPA and OSHA efforts to legislate by regulation and new OSHA laws that can include criminal penalties.

The next two years are critical for the future of manufacturing in this country. Congress will determine whether the United States finally adopts policies to support manufacturing or continues to watch as our manufacturing sectors shrink while good paying jobs are sent overseas.

We need NTMA members to support these Washington, D.C. efforts.

There are several ways NTMA members can get involved in this effort. Members can give corporate or individual contributions to the NTMA Government Affairs Administrative Fund. The Fund supports the efforts made on behalf of NTMA by One Voice lobbyists at The Franklin Partnership and the public relations activities of Bracewell & Giuliani. There are no limits on financial support through the Fund.

NTMA members can also choose to support our Political Action Committee (PAC), the Committee for a Strong Economy (CFASE) that supports pro-manufacturing Congressional candidates. Pro-manufacturing policies are not possible without Members of Con-

gress who support manufacturing. NTMA members can make a difference. CFASE-

supported pro-manufacturing candidates won 57 out of 59 Senate and House seats this past November. PAC contribu-



tions are subject to more restrictions. These contributions must be personal donations and there is a maximum limit of \$5,000 per person per year.

Finally, get involved. One Voice members have sent nearly 10,000 letters

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Chairman's Corner

Grady Cope, NTMA Acting Chairman of the Board

It's a New Year, a time most of us reflect on the past and begin to focus on the future. Many spend too much time focusing on the past and give the future little more than a passing glance. While it's important to touch on the past and recognize the salient things we learned, much of the past is better left for the historians. The future provides us the opportunity to create a framework from which we can work and innovate. It's our chance to create a roadmap to success.

On January 1st, people all around the world make resolutions for the New Year and many companies also begin establish their strategic direction and goals for the year. However, data shows that most resolutions are broken in the first few weeks. Companies tend to do a little better with their strategy and goals, however, most are collecting dust by the

end of the first quarter. As a whole we tend to get caught up in the day-to-day problems and lose sight of our roadmap to the future.

Research indicates that it takes at least 28 days to create a new habit; the same goes for breaking a bad habit. This makes January an important month for our personal resolutions and our company's strategy and goals.

I want to revisit the past for just a moment. Yes, I think we can all say that the past few years have been tough for our personal lives, our businesses, and our Association. The time has come to let go of this piece of history. While it has been hard to lose so many of our members that were unable to survive the down turn, we have to focus on our own futures, the future of our businesses, and the future of NTMA. It's time to focus on that roadmap and start

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to this Congress asking them to support manufacturing in America. Respond to a One Voice Action Alert to contact your Member of Congress prior to a critical vote through the One Voice website, www.metalworkingadvocate.org. Better yet, attend a One Voice Legislative Conference in Washington, D.C. and meet your Member of Congress and staff. There is no substitute for a face-to-face meeting with a Member of Congress or his or her staff member. The next legislative conference is in April 2011. Details to follow.

NTMA's successes in Washington, D.C.

can only continue with greater involvement from its members. Our success depends on strength in numbers. We must stand up in Washington to ensure that our voices are heard.

NTMA members will soon receive a letter asking for your participation to help us accomplish your goals in Washington. With your support, we can continue to pass pro-manufacturing legislation, roll back anti-manufacturing laws, and stop the threat of unnecessary over-regulation.

Watch this space for monthly updates on One Voice advocacy efforts. **NTMA**



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driving until it's a habit.

A wise business man once told me, when I was just starting my business that his number one rule to business was the following: "When times are good spend much of your time preparing for when times will turn bad and when times are bad spend all of your time and efforts on being prepared for when times are good again." At the time he told me this, I had no appreciation or understanding of how valuable this piece of advice was.

This rule is so contrary to our logic system that the majority of people, businesses, and associations forget that good and bad times exist. When it's good we think it will never be bad again; this time is different, we say. When it's bad, it will be bad forever; the good times will never come back. Don't believe me? How many people jump into the stock market at its highs and how many get out at the bottom? How many businesses leverage themselves at the market top only to suffer with huge debt at market bottoms? I'm sure none of us has ever made these mistakes, and that may be true, but ask your father if he has. This is normal human behavior and it is a habit that can be changed.

Are you prepared for the good times? Have you spent the last two years preparing for a U.S. manufacturing resurgence? Have you worked on your business model? Have you maintained a sales effort? Have you maintained training and recruiting programs? Have you written your Congressman or Senator to let them know how important U.S. manufacturing is to the U.S. economy? Have you networked with NTMA Members at the local and national levels? Attended a purchasing fair? Attended a national conference? Did you answer no to many of these questions? If so, it's not too late to get your roadmap

out and get started today!

Many of us get caught up in survival mode during downturns. Though this might help us survive, in most cases it causes us to throw the roadmap out the door, if we had one to begin with, and make decisions out of fear. Remember, we are to prepare for these times when times are good. That said, if you are stuck in survival mode, you have to get out, you made it, you are a survivor! The time has come to create your roadmap and get out there and start driving in a planned direction. You need to create new habits and goals and new opportunities. If you get lost along the way, call an NTMA member or the

Association. We have the tools to help.

Your Association has spent much of this downturn preparing for the upturn. We have put the tools in place to not only help you in your new challenges, but to provide you with best possible solutions and service as you grow your business. In other words, NTMA is ready to be your GPS to your future.



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DMG / Mori Seiki USA and Ellison Technologies Open Houston Technical Center

A new joint technical center in Houston will showcase DMG and Mori Seiki machine tools and technology for the energy and oil field industries. The official grand opening will be held in early 2011.

The 22,500 sq. ft. facility is one of the largest of Ellison's 21 locations across the U.S and Canada and includes a full staff of over 25 service, application and sales engineers, including engineering support staff from DMG / Mori Seiki USA.

"Our vision for this tech center is to provide a place where our customers have access to the latest in machine tool technology, engineering services, automation, and robotics," said Kevin Flanagan, President of Ellison Technologies Texas. "From the moment they walk in, we want them to have the ultimate manufacturing experience and leave with the ideas and tools to make their company more efficient, productive, and most of all, profitable."

The 6,500 sq. ft. showroom was designed to demonstrate the latest in DMG and Mori Seiki technology and advanced machining processes. Customers will be able to see live demon-

strations on technology specific to their business and create an opportunity for customer process testing and development. The facility also features a state of the art training and media area for customer seminars, product demonstrations and training sessions.

Ellison Technologies and DMG / Mori Seiki support engineers will be onsite to supply customers with engineering services including test cuts, turnkeys, and accessory integration. The nearby DMG / Mori Seiki distribution center in Dallas houses more than \$125 million in spare parts.

"Not only was our tech center designed around our customers but also for our employees," said Flanagan. "We have the best and most highly skilled people in the industry, and it's important for us to provide them the tools and environment to remain innovated and inspired. It's truly the collaboration of people, technology, and engineering solutions that differentiate us from the competition."

About DMG / Mori Seiki USA

DMG / Mori Seiki offers extremely reliable machine tools that are distrib-

uted worldwide. DMG / Mori Seiki's American headquarters is in Chicago with offices in Boston, Charlotte, Cincinnati, Dallas, Detroit, Houston, Los Angeles, Seattle and San Francisco. For more about DMG / Mori Seiki USA and the products in the DMG / Mori Seiki line, visit www.dmgmori-seikiusa.com or call (847) 593 5400.

About Ellison Technologies

Ellison Technologies is the largest machine tool distributor in North America, representing 80% of the metal cutting market. With 21 locations across the U.S and Canada, Ellison is committed to the success and growth of the North American manufacturing industry. In addition to distributing the latest CNC machine tool technology, Ellison provides engineering service and parts support, robotic automation, and machine tool financing. **NTMA**

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."



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Manufacturing with a Capital “M”

By Larry Lapide

Manufacturing has been the historical driver of progress in the United States. It's high time to get that engine revved up again.

Several months ago I was asked to join the Manufacturing Executive (ME) Leadership Board, which is part of a community that is working on a new initiative to define “The Future of Leadership in the Global Manufacturing Industry.” I agreed to participate because I believe that supply chain managers in the United States have an obligation to do something to avoid losing much of the country's manufacturing prowess, which is the direction we are heading if current trends continue. Such a loss would ultimately lead to our future generations experiencing a quality of life that is significantly inferior to what we were fortunate enough to experience throughout our lifetimes...so far that is.

One of the first things I did to support this initiative was to write a short blog on the ME Web site titled “Manufacturing Needs to Rebrand” (see the blog section of <http://manufacturing-executive.com>). This column represents a longer version of the blog.

Long-Standing History of Manufacturing

I started my blog article by talking about a TV series called “The Story of Us,” which I had just viewed on the History Channel. After watching the series—which covered the history of the U.S. from colonial times to the present—I realized the importance of innovation and technology to the country's unprecedented growth. The story told how major innovations and inventions have played a significant role in the country's economic progress throughout our history. A simple invention of barbed wire, for example, allowed farmers and cattle ranchers to live in greater harmony while populating the West. Similarly, the laying down of rail tracks and telegraph wires enabled commerce to grow more seamlessly across the country during the 19th century.

The History Channel show pointed out that during the Civil War, President Lincoln was able to direct relatively sophisticated military activities and logistical movements because the North was more wired (via telegraph) and connected (by rail lines) than the South. Effectively, Lincoln leveraged an integrated military supply chain to win that war. This further

demonstrates the premise that the U.S. was largely built on product innovation—and the ability to take a product idea all the way from its design to its production on a large scale. Manufacturing, spelled with a capital “M”, played an enormous role in the nation's progress and economic growth.

Another segment of the TV series covered the build-up of the U.S. manufacturing base during World War II that was largely responsible for the winning of that war. The so-called Greatest Generation had out-manufactured its enemies and developed a worldwide supply chain to do battle in every corner of the world. “Rosie the Riveter” and the “men who stayed behind” built the supply chain needed to support the troops. At the end of the war the country was left with a manufacturing

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base that represented one-half of the world's manufacturing capacity.

This capacity was then leveraged to fuel the country's unprecedented economic growth and affluence. In those days manufacturing was really king—spelled with a capital “M.”

The Decline in Manufacturing Prowess

Today, however, manufacturing lacks that same aura. Baby Boomers (like me) were advised by their parents to go to college so you wouldn't have to work in a hot, dark, dirty, smelly plant.

In the 1980s when manufacturing excellence had shifted to Japan, MIT started its “Leaders for Manufacturing Program” to help bring back some of this capability to the United States. Indica-

tive of the broader trend, though, last year MIT changed the name to the “Leaders for Global Operations Program”—shedding the “Manufacturing” label.

What happened to manufacturing? Affluence transformed the United States to a consuming nation enamored with the bigger-picture concept of supply chain management (SCM). This fostered a perception that manufacturing was just about plant operations—that is, manufacturing spelled with a lowercase “m.” The Supply Chain Council's Supply Chain Operations Reference (SCOR) model highlighted four process components: Source, Make, Deliver, and Plan. “Make” thus became just one of four components, dealing largely with plant operations. In the minds of most product companies, the “Plan” and “Deliver” processes took the center stage (to focus on quenching the nation's thirst for goods from around the world), while “Source” and “Make” were often outsourced and off-shored.

Many CEOs got on the outsourcing/off-shoring bandwagon primarily to benefit company shareholders. They virtually forgot that a business also has responsibilities to its employees and to the communities in which it does business. Too many manufacturing-related jobs were shipped overseas without good justification. Sadly, manufacturing knowledge, expertise, and prowess went with them as well.

I cringed when I heard of an apparel company that had outsourced production to China and then wanted to move it to Mexico. The company had to rely on Chinese managers to execute the


plan, having lost the employees who knew how to build and start up a plant. When oil prices started to rise in late 2004, the U.S. found itself short on petroleum engineers who know how to drill for oil. An article earlier this year in the *Wall Street Journal* (Aug. 9, 2010) headlined “Some Firms Struggle to Hire Despite High Unemployment” stated that the gap in finding people to fill jobs “is most notable in manufacturing.”


Over time, the projected long-term steady rise in oil prices will tend to drive “Source” and “Make” operations closer to the points of product consumption. In order to compete globally, U.S. companies will need to be flexible and be able to efficiently move operations around as various markets grow, and possibly shrink. A prerequisite for this is that the U.S. regain the manufacturing prowess that it has lost over the years. A big part of this is capitalizing on future innovations. This will require a renewed view of the importance of manufacturing spelled with a capital “M,” and meaning more than just plant operations.


As I stated at the start, I joined the ME Leadership Council to be part of a manufacturing revival. Maybe some readers will join us. At a minimum, however, please don't teach your children that manufacturing is spelled with a lowercase “m.” It's a capital competency that is vital to their quality of life in the future.


NTMA

Dr. Lapidé is a lecturer at the University of Massachusetts' Boston Campus and is an MIT Research Affiliate. He welcomes comments on his columns at llapide@mit.edu.

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Boston Chapter Recognizes Membership Milestone

At its October 13 meeting at Mitutoyo America in Westford MA, the Boston Chapter thanked M&H Engineering Co., Danvers MA for its over forty years of service and dedication to the industry and the NTMA/BTMA.

Chapter President, Michael Pasciuto of The Custom Group, Woburn MA, acknowledged M&H Engineering's commitment and presented company owners with a service awards and gift.

M&H Engineering specializes in the volume production of close tolerance components and mechanical assemblies for companies ranging from entrepreneurial start-ups to multinational industry giants in the field of medical equipment, high-technology, and aerospace. Its production capabilities are complemented with over forty years of experience in engineering, design and prototype development. www.mheng.com



Michael Martens and Tim Martens of M&H Engineering, Danvers MA receive a 40 Year NTMA Member Service Award from BTMA Chapter President, Michael Pasciuto of The Custom Group, Woburn

The BTMA is the Boston Chapter of the National Tooling & Machining Association; the premier association for the precision custom manufacturing industry in the United States. Its primary purpose is to promote the precision custom manufacturing industry in the region and to provide members with the services and information that will assist them to compete globally and to become the "best in the business." The organization serves manufacturers located in Eastern Massachusetts, New Hampshire, and Maine. www.boston tooling.org **NTMA**

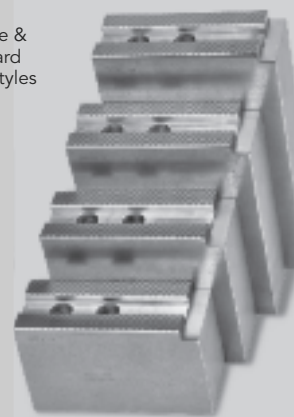
Coates Visits Overton Industries



Dan Coates (second from left), the Republican Senator-elect, was invited by Steve (left) and Ron (right) Overton to Overton Industries in Mooresville, IN. Standing by for the interview were Overton quality manager Tony Woods and the Overtons' younger brother Rick. They wanted Coates to see their plant and understand their problems accessing needed operation funds from banks and getting enough skilled workers to compete with foreign companies. Coates said tool and die makers are a key component of manufacturing. He wanted to see how the new healthcare legislation was impacting industry, as well as federal regulations and the ability to get credit through the banking system. Coates said he visited several industrial sites in Indiana to stay in tune with their needs.

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FedEx and UPS to Raise Small Package Rates for 2011

The NTMA Discount Shipping Program, managed by PartnerShip, today announced that FedEx Corp. (NYSE: FDX) and UPS (NYSE: UPS) will increase envelope and small package shipping rates for 2011.

Effective January 3, 2011, the cost to ship an overnight envelope with Memphis-based FedEx Express will increase by a net average of 3.9%. The full average rate increase of 5.9% will be partially offset by adjusting the fuel price threshold at which the fuel surcharge begins, reducing the fuel surcharge by 2%. Pricing changes for FedEx Ground and FedEx SmartPost for calendar year 2011 will be announced later this year.

Also effective January 3, 2011, the cost to ship with Atlanta-based UPS ground and express services will increase by a net average 4.9% for U.S. domestic and U.S. export services. The rate increase for UPS ground shipments is achieved through a 5.9% increase in the base rate, less a 1% reduction to the index-based ground fuel surcharge. The rate increase for UPS

air express and international shipments is based on a 6.9% increase in the base rate, less a 2% reduction to the index-based air and international fuel surcharge.

Dimensional Weight Calculation Change

In addition, both FedEx and UPS will implement a change to the dimensional weight volumetric divisor, from 194 to 166 for U.S. domestic air and ground services. The DIM factor has also changed from 166 to 139 for international shipments. The lower DIM factors may have a substantial impact in the form of higher shipping rates for companies whose packages are subject to dimensional weighing, such as retailers and companies that ship lower density packages.

Details of dimensional weight charges and additional changes that will be made to other FedEx Express surcharges can be found at www.fedex.com/us/2011rates. Updated UPS rate and service information can be found on www.ups.com/rates. On Jan. 3, 2011, when the new rates take effect, customers can download the 2011 Rate and Service Guide.

How We Can Lighten the Load

The NTMA Discount Shipping Program, managed by PartnerShip, was started to help NTMA Members save on all of their shipping expenses. The program discounts continue to help small- to medium-sized businesses save on their small package, express, and LTL shipping. The discounts are vital to help counter the annual carrier rate increases, allowing members to recoup at least a portion of their shipping dollar that would otherwise be lost.

Because of your membership in NTMA, PartnerShip offers you its specialized service of helping you understand the complexity of shipping rates, accessorial charges, dimensional weighting and other shipping intricacies. PartnerShip will consult with you to help you get the most for your shipping dollar. Call PartnerShip today at 800-599-2902 to speak with a shipping logistics professional for expert advice, or visit www.partnership.com/54NTMA for more information on the NTMA Discount Shipping Program.

About PartnerShip

Oberlin, Ohio-based PartnerShip, which developed and manages the NTMA Discount Shipping Program, is a leading freight management company that provides shipping solutions to small- and medium-sized businesses nationwide. PartnerShip leverages its relationships with over 17,000 customers to provide businesses of all sizes the exceptional savings typically reserved for large-volume shippers. 800-599-2902 www.PartnerShip.com

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Leadership: How Do You Face Life's Unpredictable Crossroads?

By Jay C. Rifenburg

We all reach periods in our life that challenge our very being and force us to take actions that are difficult and even frightening. It is the choice and leadership that take those daunting actions and turn them into successes. The unknown crossroads we all encounter bring forth life lessons that pave the way for our future, our happiness and fulfillment.

Although title, power, fame and wealth may indicate a person in a position of leadership, that alone does not give credence to being an effective leader. This is illustrated everyday in the failures and incompetence of many of those in positions of power as they fail to understand that genuine leadership is more about the responsibilities to others rather than oneself. Any person who impacts another is a leader. Leadership relates to personal accountability, and taking ownership for what you want to be remembered for.

What are the principles that form your decision-making and interaction with others? What are the values that define what it is you stand for and believe in, and are those values projected in your actions? I have always known you cannot please everyone, but I have experienced a consistent number of character traits that universally translate to being an effective leader. Discipline, integrity, commitment, loyalty, perseverance, honor, respect and humility are just some that come to mind.

A common challenge of effective leading is an acceptance of mediocrity and lack of initiative among employees. Procrastination is known among all of us; it depletes individual creativity, innovation and a spirit of risk taking because of the lack of assertiveness being promulgated by the workforce. Initiative, or the power or opportunity to act or take charge before others do is a tell-tale way to see a leader from a follower. An assertive, confident and forceful personality can take you far. These things can squelch procrastination and lead an entire team of employees on the right path for productivity.

Also, taking ownership for the responsibilities one has created provide the strength needed to be assertive and take the initiative. Core values provide a foundation to execute actions and stand behind those actions. These core values within an individual can radiate through an organization, making the entire company structured and defined in its core values and accountability.

Managing effectively and following through with the process to its completion is imperative to leadership. Not only does

accountability mean evaluating the completed task to assess ways to improve in the future, but also the fun part: celebrating the achievement by appreciating yourself and recognizing those who have helped in the achievement.

Change potentially creates discomfort, and discomfort creates personal challenges. We all know, and have felt, what leaving our "comfort zone" is like. It forces us to adapt or stand firm, be more creative and/or innovative in our approach toward a personal or professional task at hand. However, the onset of change transcends into the real challenge of revisiting the core values that strengthen your ability to make the decisions to effectively confront the change. Solidifying, updating and redefining the core values of the individual or the organization are the initial steps in building a staircase to overcome the stressors of change.

Consistency is comfortable, but it breeds mediocrity. An

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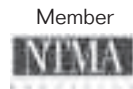


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To our Precision Manufacturing Leaders,

In today's challenging economic climate it's more important than ever to focus on recruiting and developing our next generation of skilled workers to ensure the success and vitality of our industry, and the National Robotics League relies on the generous spirit of individuals, businesses, and foundations committed toward this common goal.



Thanks to donations from people just like you, the National Robotics League is making a difference every day. Your donations make it possible for NRL to educate students, teachers, and parents of the importance of manufacturing and excellent career opportunities it offers.

This is done by establishing a fun, educational, and rewarding programs that partners students with manufacturers like you; enabling them to see first hand the high-tech world of precision manufacturing. This program also quickly identifies those students who possess the right mechanical aptitude, skills, and leadership qualities needed to drive the industry into the future; qualities that every manufacturer should aspire to recruit.

Please help support our efforts by giving to the National Robotics League? Your gift of \$100 or more can make a tremendous difference in the development and continued expansion of our program and ultimately the future success of our industry.

Thank you for all that you do for our industry and your continued support. If you have not seen this program in action, we would like to welcome you to join us at the 2011 NTMA Annual Convention where we will be demonstrating our program and can provide additional information on how to get involved and get a program started in your area.

PLEASE COMPLETE AND RETURN THE FORM BELOW



The National Robotics League is a program developed and administered by the National Tooling & Machining Association 501(c)(6) and the National Tooling & Machining Foundation 501(c)(3).

Contributions will be made to the National Tooling & Machining Foundation for the National Robotics League, and are deductible to the extent permitted by law.

If you would like additional information, please call Rob Akers, Chief Operating Officer at (800) 248-6862.

Thank you for supporting the National Robotics League.

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organization, as with an individual, who does not tackle the challenge of change will ultimately be defeated by the competition, or the life they face. Letting go of unwanted behaviors and destructive patterns of performance is also a wonderful benefit to dealing with change. It forces us to revisit how we do things to create a more efficient and productive work place.

From a leadership perspective, change also provides an opportunity to observe how those we lead deal with the stress of change, and who of those have the character to embrace the opportunity, or whine about the challenge. Change allows you to know your future performers and leaders. A final benefit of change presents an opportunity to develop new skills, hone old ones, and expand your horizon in regard to the greater potential of what you can be.

We all reach periods in our life that challenge our very being and force us to take actions that are difficult and even frightening. It is the choice and leadership that take those daunting actions and turn them into successes. The unknown crossroads we all encounter bring forth life lessons that pave the way for our future, our happiness and fulfillment. Those actions will also formulate the answer to the question, "What will you be remembered for?"

The behavioral attribute and resource to harness the strength to be decisive and eventually persevere through uncertainty is called individual resilience. It will triumph over self-doubt, failure and a lack of self-respect. It is resilience that fuels perseverance, accelerating the journey to success.

The rewards to being resilient include learning from the struggle, adding a new life experience, reflecting with a different perspective and gaining a greater appreciation for what you do have, rather than want you don't have. It is widely accepted that those around you shape who you are, and if you surround yourself with resilient individuals, they will foster a strong resiliency in you. What is most important to know at present is we all have the ability to be resilient by practicing the core values we believe in. It is bouncing back from failure and disappointment that puts the spring in our step because it provides the self-confidence to carry on.

There have been numerous times in my life, and yours, where life-changing decisions need to be made personally and professionally.

The core values that collectively form the personality of your character are the foundation for your confidence, and create a subconscious with the intuitive ability for you to make the correct choice when the challenge of making a decision arises. Our current economic and social stressors have only increased the need to be more conscientious and analytical in regard to how we live on a daily basis, but never neglect what your intu-

ition may be telling you. Intuition should be thoughtful not spontaneous, and intuition collectively with diligent research will equal a successful decision made. Always take the time to weigh the pros and cons of a decision, and consider all the factors involved in coming to a right conclusion. It is this combination of being analytical and intuitively thoughtful that is extremely influential in making the right decision. It is difficult to regret that kind of choice.

NTMA

Jay Rifenburg, a Saratoga Springs, NY resident, is president of the Rifenburg Training & Development, and author of the International Best-Seller, "No Excuse! – Incorporating Core Values, Accountability and Balance into Your Life and Career," awarded "Book of the Year" by the North American Book Dealers Exchange.

Jay is a professional speaker, trainer and consultant and for the last 18 years has provided his expertise in the areas of personal development, leadership, and communication training to organizations, associations and schools across North America, Europe and Asia.

Jay can be reached at (518) 587-6411 or by email jay@rifenburg.com. Additional information is also available on his website www.rifenburg.com.

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Calendar of Events

NTMA 2011 Annual Convention

The MFG Meeting in conjunction with AMT, AMTDA and PMA
Sheraton Wild Horse Pass Resort
Chandler, Ariz.
March 3-6, 2011

NTMA/PMA Legislative Conference

Washington, D.C.
April 5-6, 2011

NTMA 2011 Fall Conference

The Broadmoor
Colorado Springs, Colo.
October 13-16, 2011

NTMA-PMA Contract Manufacturing Purchasing Fair

InterContinental Chicago
O'Hare
September 7, 2011

www.NTMA.org



Save the Date March 3-6, 2011

Sheraton Wild Horse Pass, Chandler, AZ

You Can't Miss This Meeting...

The MFG Meeting (Manufacturing For Growth) brings together business owners and C-Level executives from around the country for a 4-day forum on how we can synergize our resources to restore manufacturing to its rightful place as an engine that drives the U.S economy.

Jointly produced by four major industry trade groups, this ground-breaking event tackles the issues that affect the entire realm of manufacturing and facilitates a conversation that can't be found at any event presented from a single sector's perspective.

Three Reasons to Attend:

- The MFG Meeting is the only event that brings together builders, distributors and users from throughout the manufacturing technology industry in an interactive session
- Learn at dynamic General Sessions
- Share experiences and discuss opportunities

The MFG Meeting is brought to you by:



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DoGovtBiz.Com and NTMA

DoGovtBiz.Com, in partnership with the National Tooling and Machining Association, would like to inform you of our efforts to help small businesses be more organized and effective when doing business with our Government and its Primes. Our staff at DoGovtBiz.Com has many years of dealing directly with our Government, DOD, and its Primes. We have executed hundreds of awards successfully, and now are helping other companies become successful in this process. We feel by providing good, credible manufactures to our government purchasing officers, this will save money by not having poor performances on awards, not having to cancel awards due to the lack of capabilities, by helping to

eliminate "non-responsive" bids, and by increasing the amount of bids on items which should bring down costs (competition cuts costs!).

Submitted bids on procurement solicitations that have our logo on them indicate that these companies are government compliant vendors. DoGovtBiz.Com makes sure the vendors are CCR and ORCA registered, ISO compliant, JCP certified, and a viable United States company, to name a few important requirements.

As you can see on DoGovtBiz.Com's website, we support companies with the following information: we monitor their shipping schedules, provide vendor ref-



erences, provide pre-award and first article assistance, help submit all paperwork, provide mil-specs and any amendments, help with military packaging, remind our clients to destroy necessary documents per government instructions to mention a few of our services.

NTMA

Welcome New Members

All American Manufacturing Company

Los Angeles, CA
John F. Norton

Baum Precision Machining Inc.

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Aaron Baum

Daman Products Company Inc.

Mishawaka, IN
David Mischler

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