

THE RECORD

Published by the National Tooling and Machining Association

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What Should My Blog Say? - p 24

The Future of U.S. Competitiveness and Reshoring - p 26

and so much more ...

WORKING ON YOUR BUSINESS OR IN YOUR BUSINESS?

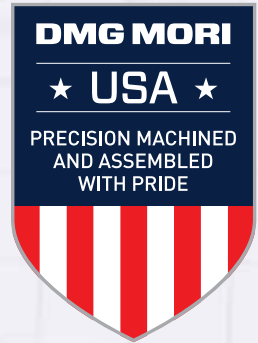
PRECISION MANUFACTURING
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SUMMIT WEST 2022 POWERED BY NTMA

More Information On Pages 32-33

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THE RECORD

OPERATIONS & EDITORIAL

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Upcoming NTMA National Events

PRECISION MANUFACTURING
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Engage Summit West

Monday, March 21 – Wednesday, March 23
Costa Mesa, CA

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SUMMIT EAST 2022 POWERED BY NTMA

Engage Summit East

Monday, June 6 – Wednesday, June 8
Philadelphia, PA



Emerging Leaders Conference

Monday, August 29 – Wednesday, August 31
Indianapolis, IN

THE PRECISION MANUFACTURING CONFERENCE
ENGAGE
2022 POWERED BY NTMA

Manufacturing Engage 2022

Tuesday, October 25 – Friday, October 28
Kansas City, MO

What's Your Story?

Send Us Your Story

Each issue of The Record will feature stories from members – and we want to hear from you. Send us stories of success, or those that fit the theme of the month's issue. The submission deadline is the first of the month prior to publication.

Contact Carrie Marsico at cmarsico@ntma.org

Upcoming Themes for The Record

March

Sales & Marketing...Is Your Plan in Place?

April

Certifications & Compliance...Keys for the future



PRESIDENT'S UPDATE

This month's focus is on Working "On" or "In" Your Business, Where Should You Focus? In most of my articles, I write from my perspective as a previous shop owner/manager sharing with you my insight, experience, successes, and failures in hopes of strengthening your company and our association. However, in this instance, I am going to write from the perspective of NTMA National, looking at what our plans and focus are for the new year.

I just began my third year as President of NTMA. I look back at 2020 and realize I started my tenure with an organization I knew deeply; but also one I believed had some issues and had somewhat lost its way. I immediately began working "IN" the business – having known so many of our members through the years, they quickly rallied to help right the ship and lend support, with all of us working together. Of course, we were then struck by the unplanned pandemic. Thankfully, NTMA was positioned both internally and externally to immediately start addressing the unknowns on behalf of our members. One doesn't have to look any further than our support from Franklin Partnership, Bracewell's Policy Resolution Group, and McMahon Berger for their immediate and on-going contributions. NTMA National immediately became the community hub of information for our association members – while they worked to support their employees, customers, and financial commitments. While I certainly don't want to relive that year, the good news is we all survived as a manufacturing community.

As we entered 2021, our intended focus was to re-engage in more of a non-pandemic environment – but we knew quickly that 2021 was going to include a continuation and attack of the on-going pandemic, forcing us, again, as an industry, to re-evaluate how we ran our businesses, dealt with our customers, and dealt with the virus in our companies, families, and beyond. I believe 2021 was again a year that NTMA National and our members stayed united in efforts, with members continuing to learn how to run and sustain their businesses in the midst of an on-going pandemic. The association worked to bring new partnerships and opportunities to our members to help navigate the changing industrial landscape. Together, our membership community held together and resulted in the lowest loss of membership in five years. Because of the resiliency and leadership of our members through 2021, many completed the year at, or near, pre-pandemic levels.

Now entering 2022, I want all our members to know that NTMA National is going to take the things we learned from working "IN" the business of the association in 2020 and 2021 and are completely focusing on utilizing and building on those efforts by working "ON" the business. So, you might ask, what does it look like for NTMA National to work "ON" the business? It will not look like business as usual. It will not be "we have always done it this way." It will not be more emails, webinars (or communiques) or communication methods that have been underutilized by our members. It will not be managing to the past of the organization. I could go on, but I think you get the

message. Our history and past are important, as they got us to where we are today; however, for us to move forward in an Industry 4.0 environment, we must work "ON" the business.

What will working "ON" the business look like? It will first be **FORWARD** thinking. That includes continuing to utilize our tremendous industry partners that bring services and cutting-edge technology to our members; continuing to bring the peer-to-peer networking opportunities through our Manufacturing Engage Summits and Conference; continuing to include industry advocacy and benchmarking opportunities for our businesses and our industry; and continuing to focus on industry training, apprenticeships, and providing an "On-Ramp to Manufacturing" for new persons into our industry. The real question is not the "ON" – it's the "HOW." I believe US manufacturing's time is NOW. NTMA's time is NOW. Small-to-medium size manufacturers' time is NOW. And so, we must act NOW.

The "HOW" is by growing a united community of precision manufacturers. NTMA members have done this for the past 79 years. When NTMA had between 3,000 and 4,000 members, we were the ones speaking to the US House and Senate, talking national manufacturing policy. In the age of technology, our industry as a whole has been marginalized, and seemingly, the need for a united community decreased. This resulted in small-to-medium size manufacturers going it alone, depending solely on

their entrepreneurial spirit, to address the changes and challenges of the industry – including training, workforce development, governmental regulations, and advances in technology. When things are good, it appears to be a good strategy; but when the tide turns, it can be devastating... quickly. Look no further than the result of offshoring US manufacturing. The current supply chain shortages and bottlenecks have well exceeded much of the cost savings used to justify the original decision.

We must return to the past and embrace the value of a national community working for the good of all and the industry – and no longer being deceived that going it alone is the right strategy. Our political leaders and larger OEM Manufacturers act on what they hear or think. We must have a seat at the national table for them to hear a consolidated message with solutions, or they will continue to react with mixed programs, burdensome regulations, and lack of focus on national solutions or strategies. If you want real value that makes a difference in your company, the answer is GROWTH. It is time to grow NTMA and retake our national position for all

small-to-medium US manufacturers. NTMA's annual membership dues range from \$1K (10 or less) to \$9K (325 or more) depending on company size, a small amount for how much your company could benefit. As a current member told me, "I receive a lifetime of value for belonging and participating in NTMA." Regardless of NTMA services, discounts, and industry partnerships, investing in US manufacturing is what is at stake.

We all think about leaving a **LEGACY**. I recently read that a Legacy is not what you give things to, a Legacy is who or what you invested in. I am calling all NTMA Members to **INVEST** in NTMA and participate in our association's growth. NTMA asks one thing of each member: call or write 5-10 companies in your area – right now – and tell them about NTMA and ASK them to join. If someone is interested, you can refer them over to your local Chapter representative, or contact NTMA National and we will follow-up. Companies and people join because of relationships and because people "ASK." All we are asking of you is for you to "ASK." Many of you know my tag line for the last two years has been "**We Are Stronger**

Together" and while I continue to embrace it, my new tag line going forward is: "**There is Strength in Numbers.**" As I recently watched a WWII movie about the invasion of Normandy beach, I was reminded that it was the sheer number of soldiers that continued to attack the beach that allowed them to take the beach-head and eventually end the war. I ponder the lives and sacrifices made by those soldiers and how I have benefited as a result of their efforts. While this is just for comparison purposes, I too feel that if we significantly grow our association, we as US manufacturers can make our impact on the future of US manufacturing and future manufacturers. I ask you to join me in our effort.

In closing, I hope you know my "passion" is for each of you, your families, your employees, your customers, and our industry. I have a lifetime in this industry, and I want our industry to see many lifetimes to come.

"There is Strength in Numbers"



Roger Atkins, President – NTMA

One Voice: *Federal Government Advocacy Program*

As United States manufacturing continues to navigate the unique challenges and changes brought on by the last year – and a change in Administrations - it remains important to have a partner in advocacy. NTMA helps provide this support by working closely with the team at One Voice: the combined federal government advocacy program representing small-and medium-sized business manufacturing in America.

With regulations, policy, and shop safety all constantly evolving, One Voice has a wealth of fantastic resources, developed to help keep your shop informed and prepared for whatever comes next. In addition to ongoing COVID-19 Response information – in line with any and all changes

that our industry may need to know – the team at One Voice also provides informative policy webinars, news releases, educational materials, video recaps, and much more.

Don't forget about the Talking with One Voice podcast – every episode, the One Voice advocacy team breaks down how the latest news from Washington impacts manufacturing businesses across the country. It's yet another way your shop can get quick, concise information on everything from tax development to loans and even workforce development issues. You can send in your key questions to be answered by emailing onevoice@policyres.com.

We hope you continue to utilize this key partner in One Voice – one that ensures that millions of manufacturers across the country have their voices heard.

Please visit www.metalworkingadvocate.org for more information.





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N5760M1
(TOOL - 4 DIA. OFF. - 4 LEN.)
(Center drill .500 holes - A0)
N9520M6
N9525T5
N9530G0G90A0.S5000M3
N9535G54X-4.8Y-2.
N9540G43H421.M8
N9550G98G81Z-2.77R-2.42F100.
N9560X0.Y-2.
N9570X4.8753Y-2.
N9580Y2.
N9590X0.Y2.
N9600X-4.8Y2.
N9610X0.Y0.Z-2.02R-1.67
N9620G80
N9630M5
N9640G49G91G28Z0.M9
N9650G28X0.Y0.A0.
N9660M01
(TOOL - 5 DIA. OFF. - 5 LEN.)
(Drill .500 holes - A0)
N9670M6
N9675T6
N9680G0G90A0.S5000M3
N9685G54X-4.8Y-2.
N9690G43H521.M8
N9700G98G81Z-3.3R-2.42F60.
N9710X0.Y-2.
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EVERGREEN MANUFACTURING SOLUTIONS, LLC Rocky Mountain Chapter



Founded in 2018, with presence in Denver, CO and Seattle, WA, Evergreen Manufacturing Solutions has served the purpose of propelling American manufacturing into the 21st century. We extend our collective AS9100 and ISO9001 Aerospace, Defense, and Medical Device industry experience to reinforce our clients' pursuit of sustainable profitability. Our custom-tailored solutions include CNC Tooling Design, CNC Programming, Process Improvement, Manufacturability Analysis, Safety & Training, Lean/5S Implementation, and much more.

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Edge Factor's Free Future Skills Toolkit Celebrates Technical Education Programs

In early 2022, students across North America will select which programs they want to enroll in for the following school year. During these months, NTMA Educational Partner Edge Factor and their partners are equipping educators, industry, and workforce leaders with high-impact tools to celebrate technical education programs. Encouraging students, jobseekers, and families to explore hands-on learning programs to gain real skills for the real world.

In tech-ed programs like apprenticeships, co-ops, and internships, students and jobseekers can work on tangible projects that develop skills like problem-solving, responsibility, communication, and critical thinking. These essential life skills help students and job-seekers gain real skills for the real world. Topics within Science, Technology, Engineering, Art, and Math (STEAM) come alive with hands-on projects while students learn job-specific skills. Students involved in technical education programs have the opportunity to realize their potential and discover what they are (and aren't!) interested in.

The Future Skills Experience

To celebrate and promote tech-ed programs, Edge Factor presents the FREE Future Skills Toolkit. Schools, companies, workforce leaders, and families can register to access this toolkit and be equipped to host in-person or virtual presentations using high-impact media and career exploration tools. This toolkit includes resources that highlight industries, careers, and tech-ed programs related to STEAM, a keynote presentation, and practical how-to-guides for organizations to learn how to host an engaging Future Skills presentation and/or a virtual event.

"The goal of the Future Skills Toolkit is to recognize that there are many different pathways to success, and regardless of which pathway a student or job seeker might choose, hands-on programs equip them

with technical and transferable life skills," said Larissa Hofman, Vice President of Edge Factor. Technical education programs can provide students with college credits, empower them to launch a well-paying career straight out of high school, to attend college, or to lead to more in-depth apprenticeship or Internship programs. Edge Factor and NTMA invite you to celebrate technical education students and programs by sharing the free Future Skills Toolkit!

Five Reasons to Register for the Future Skills Toolkit!

1. *Recruit new students to enroll in tech-ed programs in high school and/or post-secondary education.*
2. *Inspire students and job seekers to pursue careers in the skilled trades.*

3. *Reach parents at home to change antiquated perceptions of skilled trades careers and tech-ed.*
4. *Build relationships with companies, schools, and the future workforce.*
5. *Help students understand how STEAM comes alive in real-world training programs and careers.*

How can you access the FREE Future Skills Toolkit?

To access the free Future Skills Toolkit, all you need to do is register at: <https://offers.edgefactor.com/future-skills-experience> – as soon as you register, you'll gain instant access to the tools and resources, and be able to share the links across your network!

The Future Skills Toolkit is available for **FREE** through February 28, 2021.

Register Today!

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Innovation, Adaptability Have Led to 100 Years for A.J. Rose Manufacturing

By: Rachel Abbey McCafferty - Crain's Cleveland



Engineers Dale Pritchard and Keith Fishburn evaluate the process to make an impeller component – A.J. Rose Manufacturing.

At its core, A.J. Rose Manufacturing Co. is a family business. The company began in 1922 when Czech immigrant Anton J. Rose opened a small stamping shop in Cleveland. The company's reach was broad at first, but it eventually focused on the automotive aftermarket and later on serving original equipment manufacturers in that industry, said vice president of sales and marketing Terrence Sweeney. It was the company's ability to create cost-saving designs for customers that led to its growth in that space, he said. And Terrence Sweeney believes it was the design acumen of the employees that allowed the company to persist for so long. "We always thrived on that ideology," he said.

A.J. Rose Manufacturing has seen many changes in its century of existence as technology and the industry have evolved and grown. Ultimately, it comes down to the "brain work" of its employees, Terrence Sweeney said, and A.J. Rose Manufacturing hopes its new generation can build on the foundation it has built over time. That foundation goes back to the founder. Rose had three daughters and a son, Terrence Sweeney said, who joined the company as the second generation.

Today, there are four families that have common ownership of the company, all cousins descending from founder Rose. They are the Rose, Pritchard, Warnkey, and Sweeney families, and now the fourth generation of the founder's family has become involved. But when Terrence Sweeney talks about the next generation, he's thinking beyond family. The company has low turnover, and it is not uncommon for employees to stay for decades.

"The people make the company," he said. "Without good people, you don't have a company." Currently,

A.J. Rose Manufacturing employs about 345 people. The company has two facilities in northeast Ohio, its headquarters in Avon and its original manufacturing site in Cleveland, as well as one in India. The company refused to share the finances.

A.J. Rose Manufacturing primarily serves the automotive industry, with that market accounting for about 95% of its business, Terrence Sweeney said. The rest of the business is industrial and HVAC. Works primarily with a variety of steels and aluminum. The primary focus in the automotive industry for A.J. Rose Manufacturing is on the powertrain, everything from the transmission to the engine, said Terrence Sweeney.

A.J. Rose Manufacturing started out making more general parts. It is now primarily a contract manufacturer for automakers, making specific parts for their products. What A.J. Rose Manufacturing makes today are "highly engineered, tight tolerance parts," said Terrence Sweeney. And they help their customers save money and weight on their vehicles.

The company prides itself on being able to constantly innovate and improve customer designs, said sales engineer Torey Sweeney. That has helped build a solid reputation over time. "We can take a \$10 part and redesign it into a \$5 part, and it's lighter and works better," said Terrence Sweeney. Working in the automotive industry means that the company is always thinking of a few years ahead. The parts it makes today will be used in vehicles a couple of years from now, Terrence Sweeney said.

And that's truer today than ever, as the industry moves away from the internal combustion engine and toward electric vehicles. That's a "huge

transformation" said Terrence Sweeney. "And as a result, that's going to drive a lot of new design requirements," he said. "It's going to produce a lot of new engineering requirements. It's going to produce a lot of new part numbers. It's also going to eliminate a lot of part numbers as we go."

A.J. Rose Manufacturing has always worked to see where the industries it serves are headed, Torey Sweeney said, so its employees can work on solutions for problems ahead. Many companies that started around the same time as A.J. Rose Manufacturing grew into large conglomerates or were taken over by larger companies, Terrence Sweeney said. A.J. Rose Manufacturing chose to stay "small, nimble, flexible," he said, and that helped it adapt and survive over time.

A "strong vision" from the family behind A.J. Rose Manufacturing has been necessary for its longevity, said David Klotz, president of the Precision Metalforming Association in Independence. A.J. Rose Manufacturing has been a member of the association for more than 50 years and has been active locally and nationally during that time, Klotz said. In addition to its vision, A.J. Rose Manufacturing has reinvested in the company over the years, Klotz said, and updating technology and adding more automation is critical to continued success.

This article originally appeared in Crain's Cleveland magazine and is reprinted here with the permission of the publisher. You can view the original article at: <https://www.crainscleveland.com/manufacturing/innovation-adaptability-have-led-100-years-aj-rose-manufacturing>

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Preparing the Workforce of Tomorrow, Today

By: Jennifer Edge, Ford NGL, Director, Innovation and Product Management



Industry and its workforce are rapidly changing, and education is responding. Community stakeholders are learning how to come together today and prepare an emerging workforce for what is needed to succeed tomorrow.

What does this mean for partnerships between education and industry? Bridging the divide between the worlds of education and industry is a frontline priority. Educators are being asked to know the world of work, and employers are being asked to become part of the schools' fabric.

Why does this matter? Students are our future. Students need the opportunity to experience the world of your industry through the context of school – to have the opportunity to experience and explore problems, understand and analyze systems, and design solutions to real-world problems just like those they will encounter in the workplace (and in life). Students need spaces and places to build their competencies and acquire transferable technical, academic, and 21st-century skills. Having those skills will equip them with a solid foundation for success.

How is this happening? Schools are actively partnering with employers to reimagine how learning happens. Communities and industries are re-engineering the roles they play to partner in support of public education. This transformation is possible with the right talent-development strategy. This strategy includes a powerful system for growing school and company partnerships and moving students from learning about the workplace to learning in it.

For graduates, having a social capital base; a mindset open to all opportunities; and an industry-ready toolbox that provides employers with an innovative and well-equipped 21st century workforce

is empowering. At the same time, it sets up the community for growth and economic success. The challenge now is to find workforce and education solutions that invest in all of our young people before they graduate high school.

Ford NGL envisions a day when every community, educational institution, and employer organization has the right structures, processes, and people necessary for really strong partnerships between education and industry.

Delivering on this vision requires that stakeholders have the right blueprint to guide how they build an engagement system. The system must achieve the scale and depth of impact required to catalyze a level of meaningful change that delivers success for all.

Ford NGL's Blueprint for Powerful Partnerships moves the conversation from "why to partner" to "how to

partner." It details a clear path of where to start and how to maintain. It also provides direction and insight into the right structures that companies around the globe need to transform their talent development strategy.

The "6 Steps You Need to Know When Developing a Workforce Strategy," recommends that employers take specific actions when developing a successful talent pipeline. This strategy includes partnerships with secondary education. In this document, the powerful partnership system and the work-based learning continuum are outlined. Stay tuned for more from Ford NGL in 2022 as we explore the partnership-engagement system that companies need in order to strengthen their talent- pipeline strategy.

For questions and or comments, reach out to Jenn Edge by emailing her jedge@fordngl.com.



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2021 Donations to California Manufacturing Workforce Foundation Help Build Local Manufacturing Community.



The California Manufacturing Workforce Foundation ended 2021 with another solid year of donations and scholarships for students going into manufacturing careers. This year, the board is expanding its reach with goals of gifting even more students with \$500 scholarships and setting a goal of \$15,000 in donations.

“Our work is vitally important to our [NTMA Los Angeles Chapter] members and industry partners who are feeling the crunch of the workforce shortage,” says Tom Bergsen, President of the Foundation, and owner

at Bergsen Metals. “Students expenses are continually on the rise. We want to help in whatever capacity we can,” notes Tom.

The organization, formerly known as the LA/NTMA Foundation, was founded in 2018 with the help of NTMA Los Angeles Chapter members who saw a need in our manufacturing community. Since then, the organization has grown and given out several scholarships to students at manufacturing programs all over Southern California. With many shops busier than ever, the need for skilled labor continues to plague manufacturers.

These \$500 scholarships go a long way in helping students finish certificates and programs that position them to be leaders at shops across California. Grants are available for any student enrolled in a technical education program located in Southern California who is seeking a career in manufacturing.

Donations of all sizes are welcome and recurring donations can easily be set up – to learn more and to donate to this important program, visit www.camworkforce.org.



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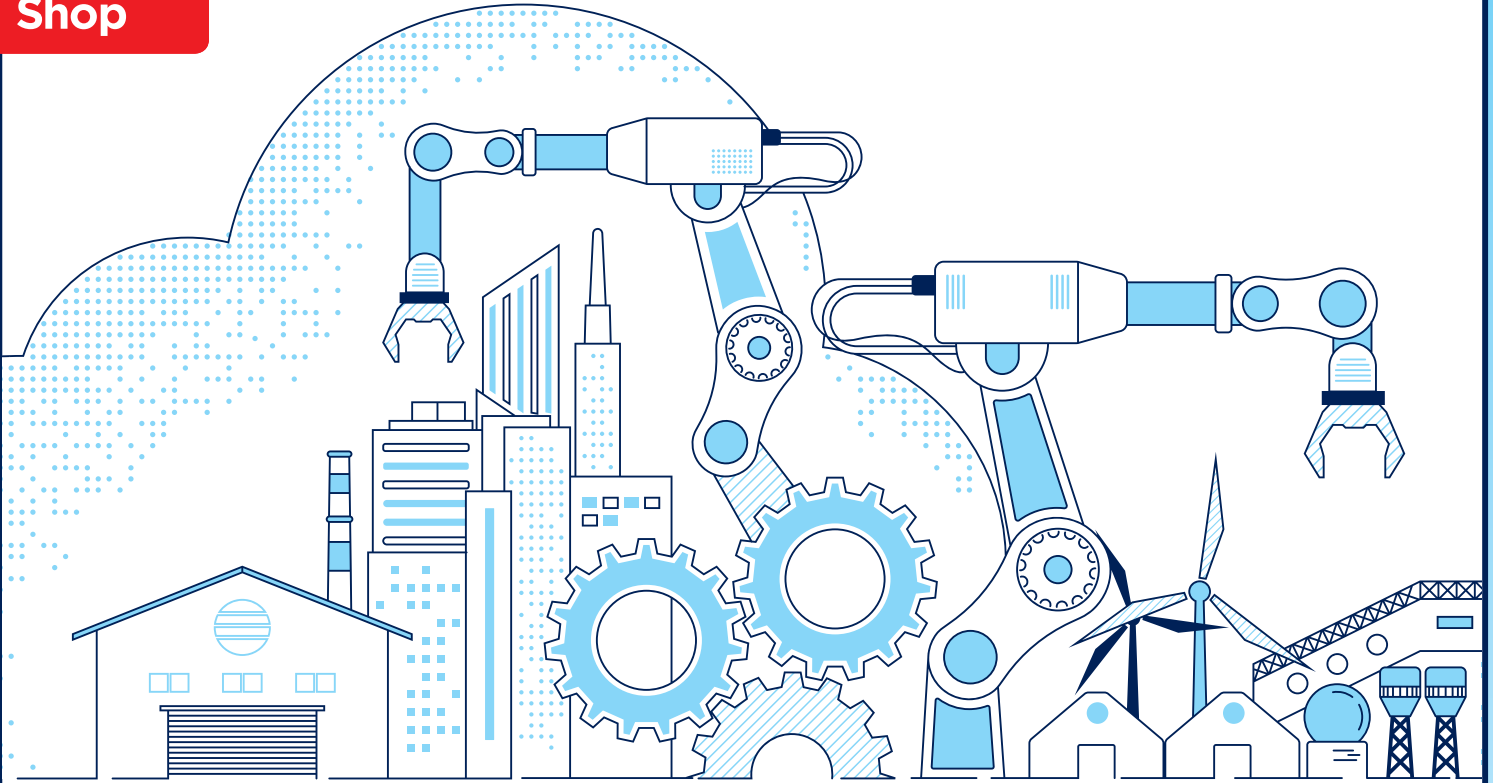
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Emerging Leaders Rising 2022 Class Nominations – Now Open



We are now taking nominations for the EL Rising Class of 2022! Managers and supervisors of these young, talented, and emerging manufacturing professionals, submit your nominations today!

We will be selecting up to 15 individuals for this prestigious award. The selected individuals will be recognized in the July issue of The Record, with their photos, professional information, and accomplishments. Individuals selected for the EL Rising Class of 2022 will be invited to attend the Engage 2022 at a special rate and will be recognized on stage during the awards ceremony. This will offer them an opportunity to connect with one another,

gain valuable recognition, and develop their skills and knowledge. They will also be invited to attend the 2022 Emerging Leaders Conference, where they can continue to grow and learn in this great profession.

As a leader for your company who is focused on the future, you have already identified your future leaders. Now you need to make sure they are being recognized for their work and accomplishments. Please do not hesitate, enter your outstanding emerging leaders today!

Nominations for EL Rising Class of 2022 are open to all regular members, including our National Associates.

The Process to Nominate Is Simple

Email Kristen Hrusch (khrusch@ntma.org) with the following information by May 31, 2022.

- Name of nominee
- Company name
- Contact information for nominee
- Achievements and contributions
- Any additional information that is pertinent

The group will be notified by the second week of June, in order to obtain more details for the issue of the July Record.

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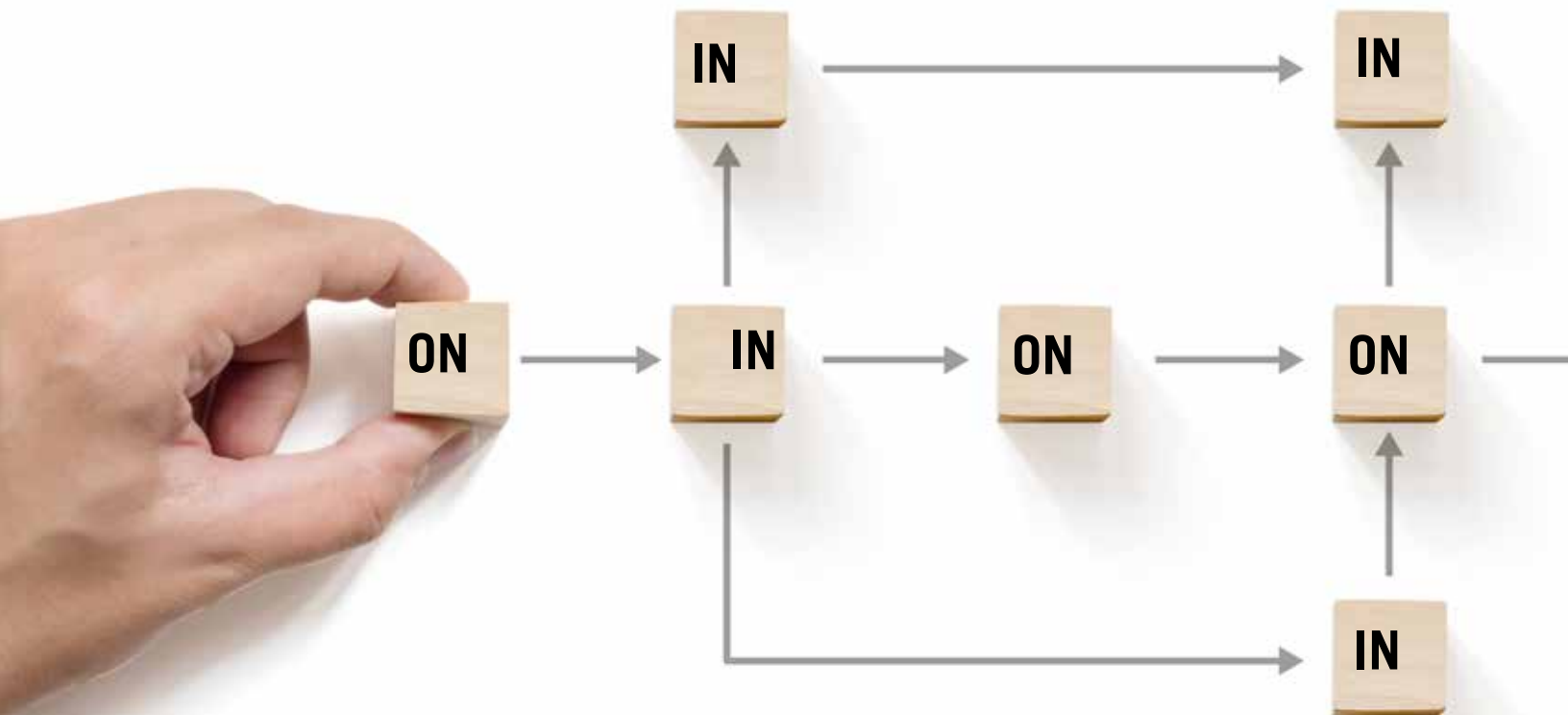
FINDING TIME TO **WORK ON** **YOUR BUSINESS** IS CRITICAL. **WORKING IN** **YOUR BUSINESS** TOO MUCH CAN LEAD TO DISTRACTIONS & CHALLENGES DOWN THE ROAD.

By: Francois Gau, President and CEO, GrowthHive

First, let's define the terms "Working IN" vs. "Working ON" your business.

Working "IN your business" is spending time on the flow of daily activities such as long useless meetings, problems with supply chain, quality issues, people issues, the pandemic, and accounting. We call it the daily grind, and it can crush a whole day and push it into NVA or ENVA territory (non-value-added or essential non-value-added – i.e., non-critical and non-paid by clients).

Working "ON your business" is investing time into critical thinking about the business such as market trends, possibilities, and solutions. In short, looking at the future and what needs to be done to develop new products, new services, grow into new territories, grow through acquisitions or organic investment, solve endemic issues, and more.



When we engage with a new client to work on strategy, we have ten questions we typically ask of principals throughout the journey of working “ON the business”:

1. Will your strategy beat the market?
2. Does your strategy tap a true source of advantage?
3. Is your strategy granular on where to compete?
4. Does your strategy put you ahead of the trends?
5. Does your strategy rest on privileged insights?
6. Does your strategy embrace uncertainty?
7. Does your strategy balance commitment and flexibility?
8. Is your strategy contaminated by bias?
9. Is there conviction to act on your strategy?
10. Have you translated your strategy into an action plan?

Whatever the problème du jour, this checklist is an effective tool for staying on the task of thinking strategically about things.

The challenge is that most of us spend too much time working IN our business instead of working ON our business. Without the discipline to work ON your business, you may find yourself facing ever-mounting troubles by failing to see the forest through the trees.



According to research outlined in the *Harvard Business Review*, 85 percent of executives spend less than one hour per month working on strategy, and 50 percent spend no time at all on strategic matters. The research also revealed that 95 percent of a company's employees do not understand the company's strategy – long-term goals. As a result of this inattention to strategy, 90 percent of businesses fail to meet their strategic targets.

The commonly held belief is that owners should spend 10% of their time working “ON the business” and 90% of the time working “IN the business.” As we researched the matter deeper, the takeaway message from all the findings is that entrepreneurs wish they had more time to spend working ON the business and less time working overall.

Although the survey's findings did not reveal exactly what entrepreneurs would gain from additional time working ON the business, the implication is that that they would be in a stronger position to notice trends and opportunities in ways that could help their companies meet their strategic objectives. Now, let's step a little further back and look at the most valuable brands we all know: They have one thing in common – Someone thought about it somehow. Isn't that something we should all do?

Innovation takes time. Innovation takes resources. Innovation leads to breakthroughs and tremendous success. You just need to set aside time to think about it and explain it in ways your teams can do something about it. That's the key to all this.

Over my years in the corporate world, as a consultant, and now as a business owner, I gathered several bits and pieces of insight to construct my own quote that's now proudly framed in my office: “Don't Settle for the Status Quo. Innovate or be Disrupted. Think Strategically, Act Quickly and Adjust as Required.”



Francois Gau, President and CEO, GrowthHive

We'd love to hear from you on LinkedIn or by email at francois@levyind.com. Special thanks to my colleague, Todd Miller, for his contributions to this article.

Francois Gau is President and CEO of GrowthHive, a business development services firm that helps industrial manufacturers use a mix of digital and traditional tools to create and implement growth strategies, including market identification and segmentation, increasing brand awareness and sales, and improving communication. GrowthHive is based in Pittsburgh.

www.levyind.com/growthhive



Stepping Out of the Whirlwind and Into the Plan

By: Michael Watkins, MBA/JD, EBITDA Growth Systems

Imagine yourself in the middle of a dark forest. The shadows caused by the thick, tall trees obscure the direction of the sun, and there is no clear way out. Looking up, you recognize that you must get to the top of the trees to have a clear view of where you are. Selecting a tree and climbing to the top takes everything you have; but once you gain that clear view of a meadow on the nearest edge of the forest, you know which direction to go.



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For the small-to medium-sized machine shop owners climbing the tree is a metaphor for getting the clarity required to develop a good plan/direction for moving forward. The meadow on the nearest edge of the forest is a metaphor for where we are all headed – delivering good parts on time as profitably as possible.

You can't see the forest for the trees! It's a widely known saying that is accepted by many as truth whether they are talking about issues in the workplace or about life in general. You can't see the forest for the trees means that we sometimes cannot see situations as they really are while we are in the midst of them. For the small-to medium-sized machine shop owner, it is accepting the conviction to work more "on the business" and less "in the business." Identifying what's urgent versus important – or those items that seem to be but aren't – is often the difference between driving your business forward and spinning your wheels.

The Urgent Important Matrix

The Urgent Important Matrix is also known as the Eisenhower Matrix. It originated with Dwight D. Eisenhower, the 34th US President, a US Army general and NATO's first supreme commander.

The Urgent-Important Matrix uses a four-quadrant grid to define tasks by their level of urgency and importance. To leverage the matrix, it is important to first unpack the meaning of "urgent" and "important" in this context:

- *Urgent: Urgent tasks are the ones that cause us to temporarily suspend everything else. They require us to stop what we're doing and turn our full attention to the task in question.*
- *Important: Important tasks bring us closer to achieving big-picture goals or objectives. Generally, a lot of strategy and planning goes into important tasks.*

Quadrant I Is Where Tasks and Issues That are Both Urgent and Important Fall

As a business owner, if you wander into the office on Monday morning, fire up the desktop, and dive straight into your emails – you'll no doubt have half a dozen tasks in front of you that appear to be urgent. There are questions that need answers, invoices to be processed and updates to keep on top of. In other words, you wander into the urgent and important.

For you, the typical day is filled with more than eight hours of Quadrant I tasks and issues. You get sucked in and before you know it, your 10-to 11-hour day is over. For this reason, Quadrant I is often referred to as the "whirlwind."

Tasks and issues that fall into Quadrant II are considered important but not urgent. It means that completing these tasks will get you closer to a specific goal or maybe help you work toward your overarching mission. They need to get done, but there typically isn't a hard-and-fast deadline.

Quadrant III is an interesting Quadrant because it is comprised mostly of tasks and issues that are urgent to someone else but not necessarily important to you.

Finally, there is Quadrant IV. The not urgent and not important Quadrant. Small-to medium-sized business owners that spend measurable time in this Quadrant either have a well-oiled machine that doesn't require much oversight or are on the well-beaten path to business failure.

Stepping Out of the Whirlwind

Quadrant II is a good place to spend your time. It is where progress happens by capitalizing on your big opportunities. It is the time best spent moving forward on the goals you set. These success-oriented tasks are critical to achieving sustained profitability. Spending time in this category will stop the vicious cycle that keeps you in the "whirlwind" forever. Plan to spend a lot of your time here.

It will show up in the form of increased profits because it puts you in control of the important tasks that help you stay ahead of the game and focus on what matters most – before those things become urgent and drift into Quadrant I "whirlwind".

Next Steps

A number of business strategy and management matters fall into Quadrant II – not urgent right now, but nevertheless important for the success of your business long term. Now is as good a time as any to take the following steps to get you out of the whirlwind and into plan execution:

1. *Identify your goals for the next 3 years.*
2. *Define what you need to do in this current year to move you towards your long-term (3 year) goals.*
3. *Develop the following individual plans that will enable you to make this current year a great one:*
 - *Financial Plan*
 - *Sales/Marketing Plan*
 - *Operations Plan*
 - *Management/HR Plan*
4. *Identify a third party (e.g., Profitability Coach, Board Member) that will hold you accountable for the execution of the plans.*
5. *Repeat at the start of each fiscal year for your company.*

It is important for you to understand that there is so much about the "whirlwind" that is addictive. It feels very safe and very familiar and you feel like you are accomplishing things when you are in it. As a result, getting out of the "whirlwind" will be difficult and uncomfortable. It requires the development and application of new business acumen skills. Don't go it alone. It may take a full business cycle for you to begin to see the fruit of your labor, so it is helpful to have a resource come alongside you that is committed to your long-term success. It may be the difference between driving your business forward and spinning your wheels.

Plan to attend IMTS 2022 Solutions, Events, and Attractions for the Successful Manufacturer

By: Peter Eelman, Vice President & CXO – AMT – The Association for Manufacturing Technology

Take a step toward your career and business success by attending IMTS 2022, September 12 to 17, at McCormick Place, Chicago. You'll find hundreds of equipment and software solutions, increase your network, and gain ideas to enhance your career and business. Here's a sneak peek of what to expect. "Digital Manufacturing. Implemented." – the theme for IMTS reflects advances in technology that are enabling manufacturers to be a part of the digital ecosystem and achieve efficiencies once thought of as unattainable.

Expect to see a surge of digital manufacturing solutions throughout IMTS 2022.

Exhibitors, Products, Solutions: More than 1,250 exhibitors are lined up to display new technologies across more than 1,080,000 sq. ft. showcasing the absolute latest in manufacturing equipment and software. Expect to see transformative technologies integrated within much of our industry's traditional machines using automation and robotics; additive manufacturing, augmented and virtual reality, digital twin, generative design, and more. Visit IMTS.com to explore exhibitors by name, product category, or location.

The Onshoring Project: For the first time at IMTS, OEMs, subcontractors, and job shops will have the opportunity to convene on achieving and maintaining agile supply chains for North American companies. Meeting face-to-face is an energizing, rewarding, and effective way to form new relationships, solidify existing networks, and exchange ideas. The event aims to facilitate positive change for the North American supply chain.

You'll have the opportunity to:

- *Connect with suppliers, OEMs, and manufacturing technology providers.*
- *Find new metrics, tools, and methods that shift the focus from an almost single reliance on piece-price in sourcing toward a holistic sourcing approach.*
- *Recognize new considerations for sourcing.*
- *Understand the true benefits of reshoring and its impact on profit, workforce, and community.*
- *AMT's Emerging Technology Center (ETC): See what's on the horizon in manufacturing. The AMT ETC presents advancements that demonstrate the future of manufacturing including many from the Manufacturing Demonstration Facility at the U.S. Department of Energy's Oak Ridge National Laboratory.*

AM4U Area: New for 2022, the AM Pavilion will encompass the AM4U Area, presented by Formnext. It is a multi-use zone on the show floor offering industry expert talks and seminars for the adoption of industrial AM. AM4U will be the first presence of a new partnership recently announced by AMT and Gardner Business Media (GBM), Mesago Messe Frankfurt, (the organizers of Formnext, Europe's largest AM show), and Messe Frankfurt North America.

Achieve your 2022 business goals, begin exploring IMTS 2022 at www.IMTS.com/Show.



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New Year's Resolutions for Leaders

5 New Year's Resolutions for Leaders in 2022

1. Invest in Diversity, Equity & Inclusion
2. Listen to Employee Concerns
3. Adapt Leadership Style to Hybrid Workforce
4. Reconsider the Employee Experience
5. Redefine Leadership Qualities

The year 2021 was a unique one for employers – from managing the ongoing health crisis and adapting to a hybrid workforce to battling burnout and competing for new (and existing) talent amid the Great Resignation. No matter what challenges were faced last year, the start of a new year is a chance for businesses to reset priorities, chase new goals and overcome obstacles impeding a successful workforce. As employers reflect on the past twelve months, and think about the change and uncertainty that undoubtedly lies ahead, here are five New Year's resolutions for leaders to prioritize in 2022.

1. Invest in DEI

It is imperative to improve diversity, equity and inclusion (DEI) to build a thriving organization and to attract and retain superior talent in the future. Employees require fresh approaches to thinking about and discussing diversity. At the same time, leaders will need new skills to enable equity and inclusion in the workplace. And organizations demand scalable solutions to ensure that DEI activities avoid common pitfalls and are both robust and sustainable. Gen-Z talent expects open communication on DEI – meaning it's important to prospective talent as well as to employees, stakeholders and shareholders, according to Talent Board. The moral of the story: DEI matters and should remain a priority – not just this year – but every year.

2. Listen to Employee Concerns

Throughout 2021, we observed the big quit as talent left one opportunity for another. Part of what drove the quitting epidemic was people wanting more workplace flexibility and greater support for mental health from companies. The other main driver was workers seeking greater happiness as they desired to derive greater purpose in their day-to-day lives. Employee wellbeing and engagement will be the big trend we see in 2022, and employers who are more attuned to purpose and happiness will win the day.

The Great Resignation represents what may turn out to be a seismic shift in the employer-employee relationship. To be thoughtfully prepared to respond to the evolving demands of workers, employers should

listen to their employees' concerns and rethink some of their long-standing employment policies.

3. Adapt Leadership Style for the Hybrid Workforce

Leading a hybrid team requires adaptability to change and an openness to innovative solutions aimed at improving the workplace without sacrificing the company's "bottom lines" of profitability and longevity. Our 8 Cs+ Hybrid Leadership Model helps leaders succeed in this unique and changing environment:

- *Culture – Providing organizational direction and focus; creating transparency*
- *Clarity – Transfer/Exchange of information using various methods*
- *Communication – Learn the status of someone, typically following a scheduled pattern*
- *Check-Ins – Learn the status of someone, typically following a scheduled pattern*
- *Coaching – Combination of listening, asking questions and helping someone think through and resolve situations*
- *Community – Unified group of people with a common interest*
- *Creativity – Producing through imaginative skill; making or bringing something new into existence*
- *Care – Feeling interested or concern*

4. Reconsider Employee Experience

Employee well-being is paramount, and if the employee experience isn't an organizational priority now, it should be by 2022. Low engagement costs the global economy an estimated \$8.1 trillion, according to Gallup.

As the role of a leader continues to evolve, employers must create a company culture centered on engagement and make an intentional effort to form a bond with their employees, allowing them to feel a sense of assurance, significance, connection, and, ultimately, empowerment.

5. Redefine Leadership Qualities in Changing Conditions

The pace of change is only picking up, and the latest workforce trends indicate that 2022 will bring more pressure on leaders to create strategic solutions to overarching talent problems. As companies decide their long-term remote and hybrid work arrangements, and the composition of the workforce continues to evolve, employers must redefine the qualities needed to lead in these changing circumstances.

- *Management teams will need to enable work and support staff in digital environments without micromanaging them.*
- *Today's leaders should be able to help support work and professional development while being vigilant to signs of burnout during performance management conversations, for example.*
- *Emotional intelligence and other "soft" skills will be vital to look for and nurture in future leadership prospects. It requires forethought to check in on employees and ensure that they are doing well.*

Accomplish All Your Leadership Resolutions This Year
With so many disruptive workforce trends coinciding in 2022, employers and leadership teams across every industry have a chance to step up and lead their organizations forward.

Make sure you and your organization are positioned to achieve your leadership resolutions and goals for the year. Whether you are looking to build your executive bench strength, needing to forecast long-term hiring needs or redesigning your compensation and total reward programs, we can partner with your organization to implement leadership and talent management solutions that help drive organizational success.

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What Should My Blog Say?

Four Formulas to Create Relevant Content, Fast.

By: Rob Felber, Owner, Felber PR & Marketing

If you're in charge of the company blog, newsletter, or both — and a few other things! — you know that writer's block is real. You also know that fresh content is important. Fresh, quality content keeps your website more relevant, to the real people who are your prospects and customers, and it's important to search engines, too. (And really good content can even help you get trade publication coverage.) **But what should you write your next business blog post about?** Here are four formulas to help you create quality content this week, and next week, and the next...

1. Share a (short) success story. This can be an anecdote from one of your salespeople describing how they overcame an objection with a solution your company offers — providing a sample so the client could see the material for themselves, for example. It could be as short as this: ABC Manufacturing needed to make bigger buckets, but the handles kept breaking. Their handle supplier said they'd cost twice as much. We helped re-design the handle so a lighter material could do the job. The buckets with the new design are popular with their customers because they're easier to stack. Win, win! Why you'll love this formula: It's like a case study, but much less work!

When you tell a success story in anecdote form, you can use general descriptions of a problem you solved for a client. You don't identify the client by name, or

identify the part. (It should be a true story, of course.) It's essentially a narrative description of one of your company's offerings. People naturally love stories — and they're easy to remember, which is exactly the kind of content you need.

2. Go on a Roundup! A post of "Top Fastener Styles by Metal Type" would highlight your products in a useful way for clients and prospects, for example. Or, collect your most popular blog posts of the past year, or all of your posts on a given subject or product line. Because a Roundup post includes links back to each of the previous posts, it provides your website with a little more internal structure and organization — Search Engines love that. (SEO bonus points!)

Pro tip: it's easy (and important) to include multiple calls to action in a post like this. How to make a good Call-to-Action even better.

3. A typical day at... You go to work every day. You work. You go home. You know the drill...but your clients and prospects would LOVE to know what goes on in there! Highlighting your products, services, and culture in 300-500 words is surprisingly easy. Where does your president eat lunch? Which piece of machinery runs all day long? Who greets delivery drivers at your loading dock? A few candid photos, maybe a quote or two, and you're done!

Read our article on *How Manufacturers Can Avoid Pitfalls When Using Photos*.

More good news: these kinds of "insider" posts are almost always among the most popular pieces of content on a blog or most clicked in a newsletter.

4. Educate 'em! Ask your customer service reps, "what do you wish ALL of our customers knew?" Their answer (or answers) will make a GREAT blog post! There are many ways to use those answers, too. Depending on the information you gather from your customer service team, you might be able to write a roundup-type post. (Or even better, they might be able to write it for you!) Once you start the conversation with your CSRs or inside sales team, you might be surprised at all you learn. It could turn into a series of posts, a FAQ Page on your website, or a tip sheet for new customers.

How can we help you — be it writing your blogs, or achieving your marketing goals? Schedule a 15-minute consultation at your convenience, and let's talk about it.

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The Future of US Competitiveness and Reshoring

By: Harry Moser Founder/President, Reshoring Initiative



Advanced Manufacturing is the future of US competitiveness and reshoring. Enhancing capabilities through the adoption of innovative technologies will increase efficiency and narrow the manufacturing cost gap with foreign competitors, thus boosting global competitiveness and enabling reshoring. Let's look at a few vital areas in which advanced manufacturing is providing significant gains: **Apprenticeships are a key tool in developing an advanced manufacturing workforce.**

- **Essential products:** The COVID-19 pandemic revealed serious vulnerabilities in the US pharmaceutical supply chain with shortages affecting active pharmaceutical ingredients (APIs) and finished pharmaceutical products. The Food and Drug Administration's (FDA) advanced manufacturing initiatives are strengthening the domestic drug manufacturing supply chain, providing quality pharmaceuticals for patients.
- The FDA has long maintained the importance of advanced manufacturing technologies. In 2015, the FDA approved the first regulatory submission for a human drug produced by continuous manufacturing and the first produced by 3D printing. The FDA is working to form the regulatory framework required for these advanced technologies.

- End-to-end continuous manufacturing, a process that integrates API and drug product manufacturing in one process.
- Portable and modular distributed manufacturing platforms, or pharmacy-on-demand.
- Artificial intelligence or advanced modeling approaches in manufacturing.
- Today, 80 percent of the drugs made using advanced manufacturing technologies are produced in the US.
- In May, Apple awarded precision glass supplier Corning Inc. \$45 million from its \$5 billion Advanced Manufacturing Fund. The funding will expand Corning's US manufacturing capacity and drive R&D into innovative new technologies. Corning had previously received \$450 million from Apple's Advanced Manufacturing Fund, which led to the development of a new glass-ceramic called Ceramic Shield, which is more durable than any other smartphone glass. Apple established the fund in 2017 to support innovation and skilled manufacturing jobs across the US. Apple's investments in Corning help support 1,000 US jobs.
- Amazon's new innovation and manufacturing hub will house R&D labs and robotic manufacturing operations. The site will focus on the R&D and manufacturing of mobile drive robots that work in fulfillment facilities, directly with employees, using AI to chart the robots' routes. The facility will create 200 new advanced manufacturing jobs.

Workforce Development

The Fourth Industrial Revolution, or Industry 4.0, is transforming work at an unparalleled pace due to rapidly changing technologies like AI, advanced robotics and cognitive automation, advanced analytics, and the Internet of Things. These innovations require a highly trained workforce to bring to fruition. As manufacturers implement advanced manufacturing technologies, they will gain new levels of efficiency, quality control, and visibility. To realize the full potential of these investments, they will need skilled workers.

New-collar workers must develop technical and soft skills through nontraditional educational paths including community colleges, vocational schools, software boot camps, technical certification programs, high-school technical education, and on-

the-job apprenticeships and internships as opposed to a four-year university degree. Manufacturers must incorporate lifelong learning into their business plans to develop the future workforce needed for advanced manufacturing.

Here are some successful learning programs:

- Rockford, Ill.-based manufacturer PBC Linear found that the COVID-19 pandemic accelerated the skilled labor shortage. "The biggest problem was finding new people and getting them up to speed fast enough and then keeping them," says Beau Wileman, a design engineer at PBC Linear. "It's inefficient and expensive to have a manager step away from whatever he or she was doing and train." Wileman turned to augmented reality to reduce training time and manager supervision during training. "We have since refined the process to where 70 percent of training occurs through the headset," said Wileman.
- The NTMA is working to help fill the manufacturing skills gap through a suite of programs targeted at students and their families, schools, the current workforce, and support organizations. The suite includes: the National Robotics League, which through robotic competition helps students forge partnerships with manufacturers; NTMA-U, an online training platform that removes the obstacles of traditional classroom-based learning; apprentice training, an ongoing best-practices program at regional and national levels; and aptitude testing that assesses the understanding of basic mechanical principles and applications of those principles to shop situations.
- SME – through Tooling U-SME, webinars, SME Education Foundation, SME PRIME schools, initiative, and more – creates opportunities to advance today's workforce and develop next-gen professionals.

Ultimately, we have unlimited control over our domestic competitiveness initiatives and our ability to achieve our ambitions. Let's collaborate to support advanced manufacturing technologies and skilled workforce development and rebuild the US manufacturing base.

This article originally appeared in Manufacturing Engineering magazine and is reprinted here with the permission of the publisher. You can view the original article at: <https://www.sme.org/technologies/articles/2022/january/the-future-of-u.s.-competitiveness-and-reshoring/>

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Opening Keynote:

*Will 2022 Be the Year That Things
Get Back To Normal?*

Presented by: Michael Guckes
Chief Economist, Gardner Intelligence



Michael Guckes, Chief Economist for Gardner Intelligence, will reveal the present state of manufacturing using Gardner's proprietary Business Index along with macroeconomic research.

This presentation will further discuss the nexus of supply chains, production and employment. It will also explore the state of the consumer nearly one-year after the end of the paycheck protection plan which boosted disposable income and sent demand for durable goods soaring in 2021.

Gardner Intelligence's presentation will provide attendees with a clear picture of today's metalworking manufacturing landscape, actionable insights, and practical resources (some even freely available) that you can use to monitor changing business conditions for yourself.

Closing Keynote

*Manufacturing Marketing in
the Modern Age*

Presented by: Shawn Fitzgerald
President, Thomas - A Xometry Company



As technology has changed the way precision manufacturing shops do business, so too has it changed the way shops are able to get in front of potential customers and clients. Marketing in the digital space is ever-evolving, and manufacturing professionals have to stay on top of trends and best practices to keep their own businesses moving. Join Shawn Fitzgerald of Xometry as he provides a data-driven crash course on digital marketing, framed to our industry, including:

- Gaining exclusive insights on national and regional trends based on sourcing activity from the Thomasnet.com platform
- Understanding how to adapt to the digital transformation happening in industrial sales and marketing
- Learning about today's digital marketing best practices and free tools to get started

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GENERAL SESSIONS

General Session 1

The Reshoring Surge – Learn the Benefits for Your Shop

Presented by: *Harry Moser – Founder & President, Reshoring Initiative*



Reshoring is surging nationally. For decades, we lost 10,000s of business and millions of jobs to offshoring. It is now clear that shorter supply chains are lower risk and are more profitable for OEMs for 20-30% of products that are now imported. Over 1 million jobs have been announced and reshored since 2010. Find how to benefit from the trend. Takeaways include:

- Identify the products most eligible to reshore
- Quantify the costs and risks of offshoring
- Find companies that import what you make
- Convince companies to reshore and buy from you

General Session 2

The Government is Your Business: An Update from Washington D.C.

Presented by – *Omar Nashashibi – Owner & Founding Partner, The Franklin Partnership*
Caitlin Sickles – Director, Policy Resolution Group at Bracewell LLP



In the two years since the rise of the pandemic in the U.S., manufacturers continue to see first-hand the level of government involvement in their business. The Franklin Partnership and Policy Resolution Group at Bracewell will discuss how the latest policies and actions from Washington, D.C. affect your company. From taxes, tariffs, and OSHA mandates to supply chain and worker disruptions, Caitlin Sickles and Omar Nashashibi will provide an update from the nation's capital, what to expect from policymakers in 2022, and how the election season may alter the government's direction.

General Session 3

Industry Roundtable Sessions

Moderated by – *Caitlin Sickles – Director, Policy Resolution Group at Bracewell LLP*



Join Caitlin Sickles for industry-driven roundtable discussions on some of the biggest issues facing your shop today. Connect with your peers, ask pressing questions, and discover solutions to help keep your business thriving.

General Session 4

Best Practices for Implementing Automation – A Member Panel

Moderated by: *Stu Shepherd, Vertical Development Director, Americas, Universal Robot*



With demand increasing, automation is becoming more of a necessity rather than a luxury. Gain more insight into all the different ways to automate. Leverage benefits that will give you a competitive advantage. Lower your operating costs, increase workplace safety, increase productivity and create better product quality. Hear from NTMA members as they discuss the steps they took to implement automation and the benefits they've generated.

BREAKOUT SESSIONS

Learning, Leading and Communicating – How to Understand and Explain Difficult Issues

Presented by: *Omar Nashashibi – Owner & Founding Partner, The Franklin Partnership*

Fundamentals of Job Costing

Presented by: *Dave Capkovitz – Principal, EBITDA Growth Systems*
Mike Watkins – Principal, EBITDA Growth Systems

Optimize Your Manufacturing Process with a Complete Digital Twin

Presented by: *Jim Huddy – National Sales Manager, CGTech Vericut*

Building a Sales Culture

Presented by: *Gabe Draper – Chief Prospecting Officer & Co-Founder, FACTUR*

Expanding & Diversifying Your Shop's Talent Pipeline

Moderated by: *Bill Padnos – NTMF & AMPED Director, NTMA*

Using Software Tools to Keep Up with Increasing Demand

Presented by: *Paul Van Metre – Co-Founder, ProShop ERP*

Succession Planning – First Steps, Next Steps and Everything In-Between

Presented by: *Troy Roberts – CEO, Beanstalk CCW, LLC*

PLANT TOURS

- *Moseys' Production Machinists*
- *Ricourte Precision*



Opening Keynote will start Monday, 3/21 at 4pm and Closing Keynote will wrap up Wednesday 3/23 at Noon

Questions? Contact Kristen Hrusch
khrusch@ntma.org or 216-264-2845

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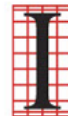
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