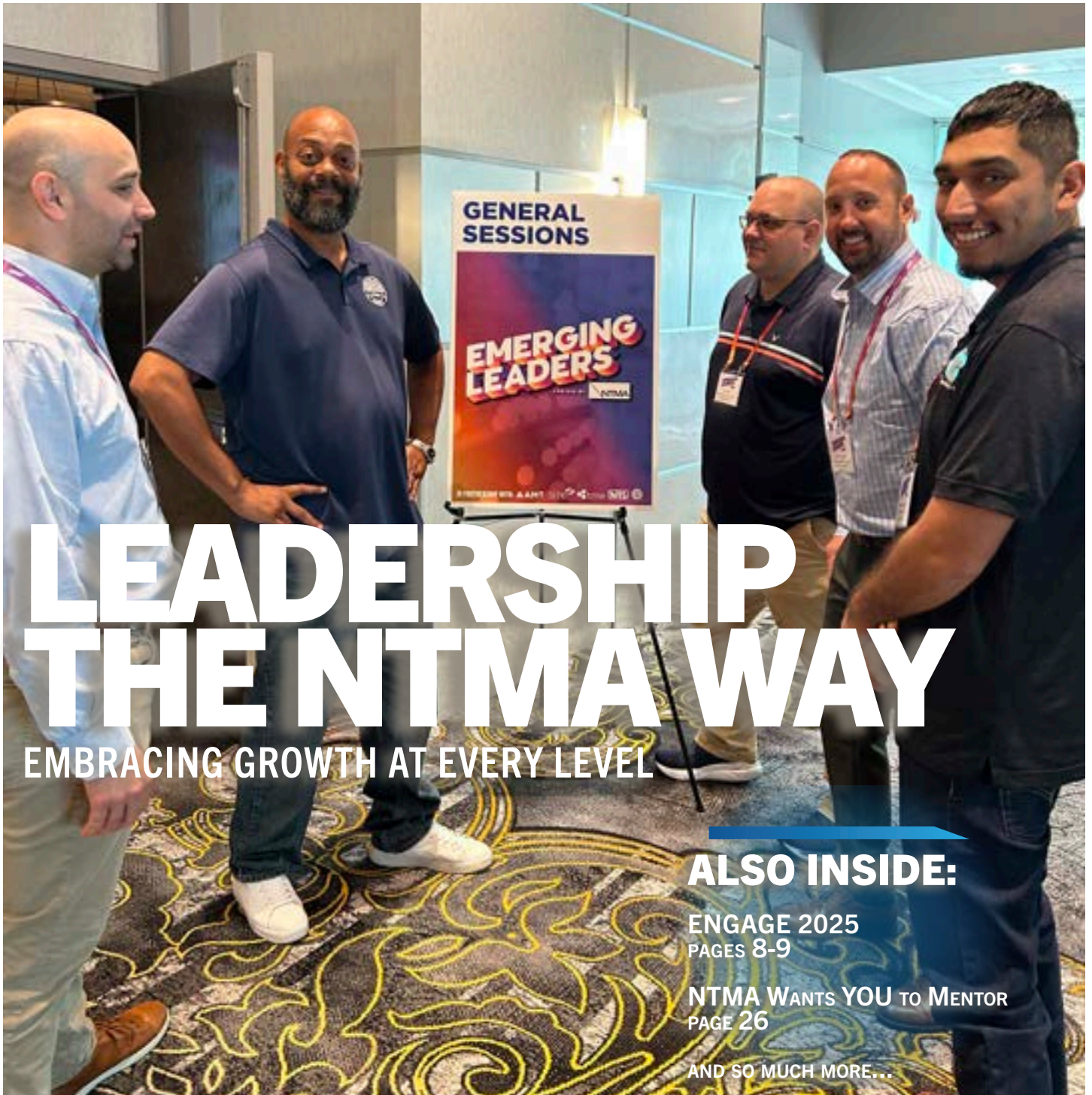


for **THE RECORD**

YOUR Trade Magazine... published by the National Tooling and Machining Association



LEADERSHIP THE NTMA WAY

EMBRACING GROWTH AT EVERY LEVEL

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ENGAGE 2025
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PAGE 26

AND SO MUCH MORE...

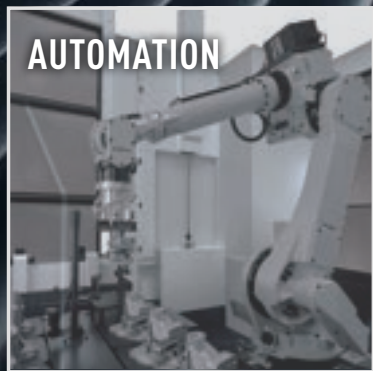
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SEND US YOUR STORY

Each issue of The Record features
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The submission deadline is the first of
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UPCOMING NTMA EVENTS



OCTOBER 7 - 10, 2025
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FROM ROGER

a message from the president

It is amazing that we are already half way through 2025. As they say, “Time flies when you’re having fun.” I hope we are all having fun. In manufacturing, whether good times or bad, loving what you do is the key. It’s not loving the good or bad of the moment, it’s the love of figuring things out, finding solutions and making things that make our world go around.

This month our focus is on leadership. When I think about leadership, I first think of those who led me earlier in my career. Secondly, I think of those I have led through my career. Thirdly, I think about the individuals we are leading into the future. I am appreciative of the past, but I recognize our only path forward is the future. This leads me to our industry’s emerging leaders.

My first hope for today’s leaders is that as we mentor, train and develop new leaders we encourage them to love what they do. Many new workers or rising leaders seldom think about loving their job; they have been raised to only “get a job.” As an industry, we are promoting lasting CAREERS, not jobs. We have the opportunity to promote and create a

culture that inspires leadership.

NTMA is in our third year of our Emerging Leader Cohorts. It has been amazing to see how these men and women from all walks of life have developed. Many tell me this is the first formal training they have ever received after being in their jobs for years. The other myth about upcoming leaders is they are all young — not true. Many become leaders on their own, but some leadership positions come when the opportunity presents itself. Some might say a born leader doesn’t wait for opportunity, he or she creates it. That might be true, but I will tell you there are a lot more “leaders” waiting to be mentored, developed or selected for an opportunity to lead.

Many of NTMA’s leadership cohort participants are being exposed to all new leadership skills. They tell me how much their communication skills with peers and even different generations have improved. Their peers are coming to them whether they are in an official leadership position or not. They are now being seen as leaders. Their companies are creating a culture of

learning and leading.

Some of us who became leaders, or were put into leadership positions with no help or training, excelled while others just survived. Some did not make it. There was very little formal training available for past generations of manufacturing leaders. That’s what I love about today. There is training for almost anything one wants to do. NTMA has tools and cohorts to help emerging leaders as well as owners and managers.

I see a leader as someone that wants to grow from where they are today into something greater than they are, driven by desire and capability regardless of current circumstances. A true leader drives strategy, culture and change. Leadership inspires excitement, teamwork, accountability, collaboration, resolve and support which drive the culture of the organization.

I believe the next generation of leaders, regardless of age, will coincide with today’s changing technology tools in and out of the shop to take our industry to heights unknown. Today’s seasoned leaders’ job is to prepare, invest, support

and open the doors of opportunity for our rising and future leaders. In many cases, this means getting out of the way and becoming one who guides while allowing others to lead. It may mean being a safety net to new leaders so that they have the confidence that you will catch them if they fall. Many leaders and companies never fully developed because there was no one to catch them if they fell. Be committed to building a culture of growth together, no longer being a one-man show.

If you don’t know where to start in leadership transition training, let NTMA help. We have leadership programs, materials and partners that can support you. Now is not the time to turn inward or stand still; it is a time to look outward for yourself, your people, your company and our industry.

In closing, I ask you the key question: Are you investing in your leaders or in yourself to emerge to a higher level? As

our industry changes our skill sets must change. Have the desire to continue to develop yourself and others for this new generation of manufacturing leadership.

Manufacturing is a movement, and I invite all, young and old, to join and be a part of it. For our industry, NTMA is the tip of the spear.

Together we are Manufacturing America’s Future.

Roger Atkins, President, NTMA

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With an ISO 17025:2017 accredited laboratory, Kent Machine is able to calibrate and inspect the gauges that we manufacture. Our future is bright as we continually invest in state-of-the-art equipment as well as improve our quality standards — most recently earning our ISO 9001:2015 certification. We look forward to continuing to serve our customers well and building new partnerships through the NTMA.

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WRIGHT TOOL, INC.

Tennessee Chapter

David Galik is the President of Wright Tool Inc., a precision machining company based in Piney Flats, Tennessee. Originally established in 1979 and rebranded in 1989, Wright Tool Inc. has built a strong reputation for delivering high-quality CNC turning, milling and wire EDM services. The company serves a wide range of industries including aerospace, communications, industrial and robotics.

Before joining Wright Tool Inc., Mr. Galik spent 19 years with Textron Inc., including 6.5 years as the General Manager of Bell Textron's Piney Flats facility. His leadership experience in aerospace manufacturing brings valuable insight and direction to Wright Tool Inc., supporting the company's continued growth and operational excellence.

Wright Tool Inc. operates from a 40,000 square-foot facility at the foothills of the Blue Ridge Mountains. The company is ISO 9001:2015 certified, reflecting its commitment to continuous improvement in safety, quality and productivity.

Under Mr. Galik's leadership, Wright Tool Inc. is focused on expanding capabilities and building long-term partnerships with customers, ensuring reliable, innovative solutions tailored to meet the demands of modern manufacturing. Wright Tool has recently begun its transition to ProShop ERP, bringing the shop paperless and enabling better flow in parts and communication while improving overall performance.

Wright Tool is poised for growth and is glad to join the NTMA community for the journey.

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GOEBEL MACHINE SERVICE, INC.

Kansas City Chapter

Goebel Machine Service, Inc. (GMSI) is an industrial machine work company serving the greater Kansas City metropolitan area since 1984. Founded by Peter W. Goebel, Jr., the business was wholly owned and operated by the Goebel family for 41 years. When Mr. Goebel was ready to retire, the business was sold to long time employee Phil Shultz and his wife Michele. With 11 total employees GMSI is still a family-owned and operated business, as Phil and Michele have three sons working with them in the shop.

GMSI specializes in keeping other companies' machines running. When a key component goes down, or a machine stops working properly, we have the knowledge, experience and equipment to get a company back on track quickly. We can reverse engineer a part that can no longer be bought, create a custom part, use a sample to make a new part or assist with repair of mechanical assemblies on-site if needed. Our 25,000 square-foot facility houses a variety of manual and CNC lathes and mills in multiple sizes, MIG, TIG and stick welding tools and capabilities, and a 600-ton press. Our specialty is keeping downtime to a minimum.

GMSI's goal as an NTMA member is to connect with other manufacturer's and together build each other and the industry.

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NTMA 6S Excellence Award

PURPOSE:

To improve the perception of American manufacturing by promoting and recognizing excellence in member shop organization and efficiency.

HOW IT WORKS:

NTMA companies apply for the award by submitting a self-assessment based on criteria that demonstrate best-in-class practice in the six S's:

- 1. Safety | 2. Sort | 3. Set in Order**
4. Shine | 5. Standardize | 6. Sustain

Certificates are awarded every year for the first five years based on self-assessments submitted. Once the recipients receive five certificates, they are also presented with a trophy.

SUBMISSIONS:

For an application and forms, please contact Linda Warner at lwerner@ntma.org or 216-264-2824. Please submit your application by Friday, September 5th, 2025 to be considered.

Completed applications should be sent to 6Saward@ntma.org



This year each company qualifying for the NTMA 6S Excellence Award will be entered into a drawing to win custom Kaizen Shadow Foam from Kaiser Manufacturing, valued at \$1,500.

Kaizen Shadow Foam® is the perfect enhancement to any 6S program. It creates an intuitive, visual workspace, keeps track of tools and gauges, and ensures every item is properly stored. By reducing the time operators spend searching for tools, it streamlines workflows and minimizes equipment replacement costs for companies.

The two-color foam is professional-grade tool storage material. It is very durable, will not absorb moisture, oils or solvents, and can be cleaned. It will last for years even in tough industrial environments.

One winner will be selected at random from qualifying companies at the Engage Conference in Detroit, MI, Oct 7 - 10, 2025. The winner will receive:

- 1. Free Photo Scan It kit including scanning mat, precision targets and instructions for capturing tool layouts.**
- 2. Minimum \$1,500 in custom, two-color Kaizen Shadow Foam (approximately 10 drawers, depending on size). Choice of charcoal over red, blue or yellow foam.**
- 3. Laser engraving of company logo and/or pocket labels as needed.**
- 4. Copies of all tool layout CAD files at the end of the project.**

Terms: Project must be completed by February 28, 2026. Recipient is responsible for all shipping costs for the finished product from Kaiser Manufacturing. Recipient agrees Kaiser Manufacturing is authorized to photograph finished Shadow Foam, excluding any proprietary parts, and use images and company name for marketing purposes.



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**WHO WE ARE &
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ADVOCACY: TRUMP ADMINISTRATION DOUBLES TARIFFS ON STEEL AND ALUMINUM IMPORTS



President Trump has officially doubled tariffs on imported steel and aluminum, raising the rate from 25% to 50% under Section 232 of the Trade Expansion Act of 1962. The new tariff level took effect on June 4, 2025, and is part of the administration's broader effort to boost American manufacturing and address what it describes as persistent unfair trade practices by foreign producers.

The tariff hike was announced through a presidential proclamation and accompanied by a White House fact sheet highlighting the need

to reinforce the domestic industrial base amid changing global market dynamics and ongoing national security concerns. The administration pointed to findings by the Department of Commerce, which concluded that the previous tariff rate was insufficient to counteract challenges facing U.S. steel and aluminum producers, including rising imports, global overcapacity and aggressive pricing tactics by foreign competitors.

The 50% tariff now applies to all aluminum and steel articles as well as the metals in the derivative products. However, the new measure refines how tariffs are calculated by applying the increased rate only to the value of the aluminum or steel content in imported articles covered by Chapters 73 and 76 of the Harmonized Tariff Schedule. Previously, this valuation method was used only for derivative articles outside those chapters. The remaining non-metal components of such products will be subject to other applicable duties, including tariffs imposed under the International Emergency Economic Powers Act (IEEPA). One Voice and others have raised repeated concerns about applying tariffs only to the material and not the finished product. In May, the Trump administration created a process to add more downstream products to the tariff list to help offset some of the impact on users of steel and aluminum.

The proclamation also alters the order in which tariffs are applied when multiple trade measures are involved. Under the new system, Section 232 tariffs on steel and aluminum now take priority over IEEPA tariffs on imports from Canada and Mexico related to border and fentanyl-related measures. UK steel is subject to 25% per a framework agreement announced in May.



Omar S. Nashashibi is founding member of Inside Beltway, a bipartisan lobbying and strategic consultant firm based in Washington, D.C. He may be reached at: omar@insidebeltway.com

SUCCESSION: ALIGN YOUR BUSINESS ASSETS WITH YOUR SUCCESSION AND EXIT OBJECTIVES



If you're following our series, you know how to determine the value of your business, your preferred succession path and any potential "value gap" between the value of your business and your retirement income goal.

This month we focus on aligning business assets with your succession and exit objectives.

When your path forward is clear, it's time to reposition retirement plan assets to preserve capital and produce income. It's also time

to make a strategic decision about when you and your spouse should file for Social Security, and to understand tax implications for the exit scenario you choose.

If you sell to a third party, you'll receive significant payment for part or all the value of your business. This is normally subject to capital gains taxation, so you need to determine the potential net after-tax amount of the proceeds and develop a plan for turning this sum into a lifelong income stream.

But what if you sell your business to family members or key employees? An installment sale could be partially subject to capital gains. A deferred compensation or salary continuation arrangement may be subject to ordinary income — and any short-term consulting income needs to be factored in.

Understanding your income needs and aligning the terms of your business assets becomes a very significant step in succession and exit planning.

This really is a "team sport," so seek input from your succession planning advisor, along with your accountant, attorney and financial advisor. Give them all a seat at the table to achieve your best possible outcome. It may mean "reshuffling the deck" to get cards in the right order and win the game.

Remember, if you have a business value gap that affects future income, give yourself ample time to address this. Maximizing your business value will lead to a more comfortable retirement.

Last but not least, review your personal estate plan to avoid probate (where you can) and allow for your final wishes to come true.

FYI: If you're uncertain about the value of your business and any value gap — scan the QR code on the back cover for a confidential and complimentary analysis of your business.

SUCCESSION+ *Mark J. Dorman AIF, CLU, ChFC, CEPA, CFBS helps small and mid-sized businesses plan for a successful exit. In his 40-year career, he has counseled hundreds of privately-held businesses and has purchased, founded and exited businesses of his own. <https://succession.plus/us/> <https://www.linkedin.com/in/markjdorman>*

REVENUE: THE HARD TRUTH ABOUT COMPETITIVE DIFFERENTIATION



The NTMA community is great! There are dirt-under-the-fingernails, common sense companies creating wonderful jobs making American stuff, and generally friendly competition. That's special in a world where we need more of that.

But we still must compete successfully.

Machine shops have an opportunity to differentiate themselves from competitors in a way that buyers will appreciate while never discussing competitors' capabilities. The key is to talk about them — the buyers — not about us.

Stop reading this for a minute and take a quick tour of three or four competitors' websites. Experience tells me that they're nearly identical to each other and probably to yours. There's a bit about the history, philosophy of quality, customer service, delivery, value and details on your facility and machinery.

Now put on your customers' and prospects' glasses. What do you see from their perspective? A lot of good people doing honorable work — and not much difference otherwise. Every company misses a ship date now and then, and QC isn't perfect. So they naturally default to price as the only differentiating detail they can consider.

We all hate that. And it doesn't create any value for buyers.

So let's change tacks. Let's differentiate our companies by changing how we market and sell. Instead of talking about us (pitch decks, culture videos and all this language that sounds the same) let's talk about them. Let's recognize that we all pretty much tell the same story about ourselves, and therefore seize the opportunity not only to sound unique, but also more appealing to buyers. Let's make it about them.



Ed Marsh helps B2B industrial companies grow revenue by improving strategy, marketing, sales and technology. He's a veteran, independent board director and has run industrial companies. He can be reached at: www.EdMarshConsulting.com



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LEADERSHIP THAT LASTS:

Lessons from the Shop Floor to the Family Table

BONNIE KUHN, VICE PRESIDENT, KUHN TOOL & DIE CO./CHAIRMAN, NTMA

When people think of leadership, they often picture boardrooms, bold speeches or a firm handshake. But for me, leadership has always been more about values than volume — more about showing up for people than showing off.

As the first woman chairman of the National Tooling and Machining Association (NTMA) and Vice President of Kuhn Tool & Die Co., I've had the privilege of leading in a traditionally male-dominated industry while raising four children and now proudly cheering on 13 grandchildren. Those roles may seem worlds apart, but they've shaped my leadership philosophy in powerful and complementary ways.

Over the years, I've come to rely on a few core tenets of leadership — principles that have guided me through challenges, growth and change. These aren't buzzwords; they're values I've lived, learned and leaned on.

Integrity is Non-Negotiable

Trust is the foundation of any strong team. If people don't believe in you, they won't follow you. That's why integrity has always been my first rule of leadership. Say what you mean. Follow through. Do the right thing — even when it's hard, even when no one's watching.

In manufacturing, details matter. Precision matters. And the same goes for leadership. Your word needs to carry weight. Whether I'm navigating a business decision or mentoring a young professional, I aim to lead with honesty and accountability. It sets the tone for the entire organization.

People First, Always

Processes, profits and productivity all matter. But none of it happens without people. I've learned that successful leadership means creating an environment where people feel valued, seen and heard.

At Kuhn Tool & Die, we've built our company culture around investing in people — apprenticeship programs, professional development and a strong emphasis on mentorship. Leadership isn't about having all the answers; it's about helping others find theirs. And sometimes, leadership just means listening — really listening — to someone who needs a little support, a little guidance or simply a voice that believes in them.



Adaptability is Strength

There's no such thing as coasting in leadership. Change is constant. Markets shift. Technology evolves. People grow. One of the most important lessons I've learned is to stay flexible and curious. Don't let pride prevent progress.

Early in my career, I thought being a leader meant having everything figured out. I now know the best leaders are still learning. They ask questions, invite new ideas and are willing to admit when it's time to try a new path.

That adaptability has served me well not just in business, but also as a mom and now a grandmother. Every child — and every employee — requires a different approach. Good leadership meets people where they are and grows with them.

Lead by Example

Whether at home or at work, I've never asked anyone to do something I wouldn't do myself. Roll up your sleeves. Show up early. Treat everyone — from the shop floor to the front office — with respect. Leadership isn't about your title; it's about how you treat people when no one's watching.

This is especially important for young women in manufacturing. Representation matters. As the first woman to serve as chairman of NTMA, I don't take the role lightly. I know what it feels like to be the only woman in the room — and I know how powerful it is to see someone like you at the head of the table. I hope my journey helps more women see that they belong here, too.

Never Underestimate the Power of Kindness

This might seem simple, but it's often overlooked. Kindness isn't weakness — it's a quiet kind of strength. A kind leader creates safety, loyalty and trust. In times of uncertainty, people don't remember your PowerPoints—they remember how you made them feel.

Advice to Aspiring Leaders

If I could offer one piece of advice to future leaders, it's this: Leadership isn't a destination; it's a daily decision. You won't always feel ready. You won't always get it right. But if you lead with humility, courage and heart, you'll make an impact that lasts.

And never forget — some of the best leadership lessons come from the places you least expect: from a tough production meeting; a child asking "why?" for the fifth time; watching your grandkids explore the world with wonder. Pay attention. That's where real leadership begins.

WHEN YOU GROW AND THEY DON'T:

How to Bring Your Leadership Team Along

JENNY DRESCHER, PARTNER, IMPACT CONSULTANT, HUMOR ENGINEER, BOLDER COMPANY INC.

You've been leveling up through coaching, strategy and mindset work. You've invested in yourself because you believe strong leadership drives strong companies. But what if your leadership team isn't keeping pace? This is a common challenge in small manufacturing companies: the owner or executive is growing, but the managers are still operating in old patterns. They've got the technical chops, but they're not modeling the communication, adaptability or ownership that today's workplaces demand. It can feel lonely, like you're dragging the organization forward by yourself. Even worse, misaligned leadership can lead to frustrated employees, stalled progress and lost talent. The good news? You can shift this. With clarity and commitment, you can build a leadership team that shares your vision and brings it to life every day.

Here's how to start:

1. ASSESS FOR ALIGNMENT

Look beyond performance metrics. Who's genuinely excited about leading people, not just managing tasks? Who's coachable and aligned with your company's direction? The right leaders aren't just smart; they're open, adaptable and ready to grow. They're also out for the whole group, not just their own ego and desire to look like an expert.

2. MAKE BRAVE DECISIONS

Leadership isn't a popularity contest. If someone isn't showing up the way you need, it might be time to reassign or transition them out. Every team member shapes your culture, for better or worse. Counterproductive behaviors that you permit send a signal to your whole organization: "It's okay to do that." Meanwhile, the resentment can build up and you might not even know it's happening. What behaviors on your team is it time to end? Remember that anyone can be replaced, even the people you think you can't do without.

3. WHAT YOU FOCUS ON EXPANDS

This isn't just about sending someone to a leadership class. It's about creating a compound effect. Momentum is a thing of beauty — the more you create the better it gets. So pour your energy into the managers who are ready to step up and keep it going. Bring them into strategic conversations. Offer development that builds human skills like communication, emotional intelligence and feedback. When people feel invested in, their confidence and energy become contagious.

You don't have to lead alone. When your leadership team is aligned and engaged, everything gets easier. Culture strengthens, retention improves and your company becomes a place where people want to stay and grow. Change doesn't happen overnight, but with the right focus, you can create a ripple effect that transforms your entire organization.



Jenny Drescher is co-founder of The Bolder Company, which helps manufacturing, engineering and construction companies develop bold leaders and magnetic team cultures.



EMERGING LEADERS:

An Inside Look at the NTMA's Program

JEFF ANDERSON, NDT PROCESS MANAGER, ACUTEC PRECISION AEROSPACE, INC.

The question was asked of me – why do you like the NTMA Emerging Leaders Program and what has it done for your leadership abilities?

Emerging Leaders (EL) is an excellent program that takes you step by step, transforming you into a forward-thinking leader of tomorrow. Many people in leadership positions still have the “do-this-because-I-said-so” style of leadership. Which is fine if you are comfortable in that space, but it probably will not take you as far as you think. Statistics show that particular style of leadership generates low morale, poor quality of work and retention issues. Emerging Leaders teaches the exact opposite and explains why in full detail.

In EL Cohort I with Mike Watkins and Dave Capkovitz, we were introduced to Business Acumen 101. We had several virtual sessions via Zoom (which was my first experience with Zoom) during which they broke down the financials of a company and how the money flows. It was simplified in such a way that anyone could understand it. I gained a lot from the information they provided to us, but there were two aspects of business that I never thought about until it was discussed

in EL: onboarding costs and revenue per employee (RPE).

I never thought about how much it cost a company in time, labor and loss of production to train a new hire. I always assumed that was accounted for in the price of the products being produced. As far as RPE, I also assumed non-production employees’ pay is averaged into the price of the products being produced. Well, I was wrong. These are two very important concepts and costs that I think every employee in every organization should know about. This knowledge helps with some of my decision making today. An informed team turns into a productive team.

In EL Cohort II with Emma “Coach Em” Doyle we learned the characteristics of a great leader. We were also equipped with the tools to develop those traits within ourselves. The characteristics that stood out to me included listening, communication, confidence and empathy. In order to be a great leader you have to be able to communicate. Not just about the tasks that must be completed or other work related topics, but a great leader must be able to connect on a personal level as well.

Communication is a two way street. In order to have an effective conversation, you have to be a good listener. If an employee is speaking to you and you’ve already decided what your response is going to be before they finish talking, you’re not listening. A great leader will allow someone to complete their total thought before generating a response.

A great leader also has to have empathy. In my opinion, empathy is something that cannot be taught. Empathy is something that can only be obtained through your own personal struggles. When you’ve experienced hardships in life, it makes it easier to see and identify it in others. That’s when you are able to have conversations with your employees on a personal level, listening closely with empathy, ready to give the best coaching advice or mentorship that you can offer.

Lastly, a great leader has to have confidence in themselves to make tough decisions. Nobody is perfect and we’re not always going to get it right. A great leader also has to be humble enough to admit when they get it wrong and own it. These are just a few of the characteristics of a great leader.

Recently in Orlando, we had our first session of the Advanced EL Cohort with Jenny Drescher. This session took an even deeper dive into self-reflection and what I can do to make myself a better person in order to be a better leader. One of the personal reflection topics was, “How do you handle conflict or pushback when you ask a co-worker to complete a specific task?” I had difficulty with this question at first because I rarely get pushback. But, when I let go of the chatter in my mind which leads to a lack of confidence and self-doubt, I was able to open up to the exercise Jenny was coaching us through. By discussing it with an open mind, I discovered my style of leadership, working side-by-side with my co-workers, has built a level of trust between us. It eliminates pushback. I’ve always thought it was the right thing to do. My co-workers know that I would not ask them to do anything that I wouldn’t do myself. Jenny informed me that is something great leadership is all about. I will always appreciate the moments when I’m able to learn something about myself. That’s what the Emerging Leaders El Cohort’s is all about: building great leaders from the inside out.

I would be remiss if I didn’t mention the networking, collaborating and the new friendships formed by participating in the EL Cohorts. I having the ability to converse with like-minded individuals from all over the country who are working towards the same goal: success. That’s not just individual success, but success for all. It’s

great to be part of an organization in which new leaders all the way up to CEOs can come together to discuss common issues like onboarding, retention and bridging the generational gap. This is also what makes the Emerging Leaders EL Cohorts so special.

In closing, I would like to thank my wife first and foremost for giving me the support and confidence needed to participate in a program like this. It is my hope that as I implement the techniques that I’m learning, it not only makes me a better leader but also a better husband, father and ultimately, a better person. I would like to thank everyone at Acutec Precision Aerospace Inc. that played a part in making this opportunity available to me. I would like to thank the NTMA staff and the entire NTMA membership for making myself and all the other EL Cohort participants feel so welcomed. I would also like to thank the NTMA staff for giving me the opportunity to be Team Leader of the EL Cohort Team and to be able to moderate one of the roundtable discussions in Orlando. As a veteran of the program, I was also able to mentor and build new friendships with members of this year’s EL

Cohort I. These are experiences that I will never forget and hope to build upon moving forward in my role as a leader.

Lastly, I’m grateful that I had the courage and the confidence to speak up for myself when the opportunity presented itself. If I didn’t, you wouldn’t be reading my words today. If there’s one piece of advice I could give, it would be: always speak up for yourself. Be your best champion. If you wait for someone else to speak up for you, it may never happen, even if you deserve it.



“I WILL ALWAYS APPRECIATE THE MOMENTS WHEN I’M ABLE TO LEARN SOMETHING ABOUT MYSELF. THAT’S WHAT THE EMERGING LEADERS EL COHORT’S IS ALL ABOUT. BUILDING GREAT LEADERS FROM THE INSIDE OUT.”

- JEFF ANDERSON, ACUTEC PRECISION AEROSPACE, INC.

EMERGING LEADERS

IS ABOUT A NEW GENERATION OF LEADERSHIP STYLES, BUSINESS MODELS AND CUSTOMER EXPERIENCES.

THE FUTURE OF MANUFACTURING IS RAPIDLY TAKING OUR INDUSTRY TO ANOTHER LEVEL AND WE'RE READY FOR IT.

WE'RE PROVIDING DEVELOPMENT EVENTS, RESOURCES AND TOOLS TO REACH LEADERSHIP EXCELLENCE. INTRODUCING OUR 2025 EMERGING LEADERS COHORT:

Scott Alward
ACUTEC PRECISION AEROSPACE

Scott Alward serves as senior project engineer at Acutec Precision Aerospace, bringing over 20 years of hands-on experience in CNC machining and precision aerospace manufacturing. A skilled machinist and Mastercam programmer, he leads complex 4-axis and 5-axis projects, driving efficiency and innovation on the shop floor. A U.S. Navy veteran, Scott combines discipline and leadership with a passion for mentoring. He's shared his expertise teaching through the Precision Manufacturing Institute and similar training programs. His rare blend of technical mastery, real-world engineering success and dedication to developing future talent makes him a stand-out emerging leader in aerospace manufacturing.

Shannon Bachmeier
SMW AUTOBLOK

Shannon Bachmeier is a rising leader at SMW Autoblok, where she plays a key role in driving customer engagement and operational excellence within the workholding solutions space. Known for her energy, adaptability and commitment to continuous learning, Shannon has quickly earned the respect of both colleagues and customers across the manufacturing sector. She brings a modern perspective to a legacy industry, helping bridge generational gaps and foster innovation. As part of NTMA's Emerging Leaders community, Shannon represents the next wave of talent shaping the future of precision manufacturing.

Steve Derr
AHAUS TOOL & ENGINEERING

Steve Derr is a dedicated manufacturing leader at Ahaus Tool & Engineering, where he plays a key role in driving innovation, process improvement, and team development. With a strong background in mechanical engineering and hands-on experience in both custom tooling and automation, Steve brings a forward-thinking approach to every challenge. His leadership style blends technical expertise with a passion for mentoring the next generation of skilled professionals. As part of NTMA's Emerging Leaders, Steve is committed to advancing both his company and the precision manufacturing industry through continuous learning, collaboration and excellence.



Nicklas Edgington
GUYER PRECISION, INC.

Nicklas Edgington is a dynamic and dedicated operations manager at Guyer Precision, Inc., a leading contract manufacturer in CNC Swiss and precision machining based in Painesville, Ohio. With a solid foundation in manufacturing excellence, Nicklas has progressed through the ranks — initially joining as a Swiss CNC machinist. He demonstrates exceptional technical skill, leadership and a commitment to operational efficiency.

A proud alumnus of Lakeland Community College, Nicklas combines formal technical education with hands-on experience. In his current role, he leads Guyer Precision's production operations, working closely with engineers and machinists to oversee high-precision projects, uphold quality standards and support the company's AS9100-certified aerospace and defense work.

Nicklas is known for his problem-solving approach and his commitment to streamlining manufacturing processes. Under his guidance, the shop floor has seen improved workflow efficiencies, greater adherence to tight tolerances and on-time delivery rates — helping Guyer Precision solidify its reputation in tight-tolerance machining.

Beyond the shop, Nicklas is a mentor and supporter of emerging talent, regularly offering training and guidance to new team members. His leadership embodies the forward-thinking and collaborative mindset that defines the next generation of leaders in manufacturing.

Tanner Foster
INNOVATIVE MANUFACTURING & ENGINEERING, INC.

Tanner Foster is a dynamic manufacturing leader at Innovative Manufacturing & Engineering, Inc. where he serves as operations manager. With a solid background that includes roles as location manager at Heartland Co-op and head CNC machinist at John Deere, Tanner brings a unique blend of technical expertise and operational insight. Passionate about optimizing machining processes and fostering team excellence, he drives efficiency and innovation on the shop floor. As an emerging leader in precision manufacturing, Tanner is committed to mentoring the next generation and helping IME stay at the forefront of industry advancement.

Kimberle Jarratt
HIBSHMAN SCREW MACHINE PRODUCTS, INC.

Kimberle Jarratt serves as vice president at Hibshman Screw Machine Products, Inc., where she plays a key role in driving operational excellence and strategic growth for the family-owned business. A dedicated and forward-thinking leader, Kimberle blends hands-on industry knowledge with a passion for innovation and workforce development. She is committed to advancing precision manufacturing and creating opportunities for the next generation of talent. As an active NTMA member and advocate for continuous improvement, Kimberle exemplifies the qualities of an emerging leader shaping the future of U.S. manufacturing.

continued on pg. 18

Jesse Jones

A.E. MACHINE WORKS

Jesse Jones is a rising leader in precision manufacturing and a key force at A.E. Machine Works where he plays an integral role in operations, strategy and continuous improvement. Known for his strong work ethic, forward-thinking mindset and commitment to excellence, Jesse is helping to guide the company into its next generation of growth. He brings a deep passion for machining innovation and team development — focusing not only on delivering top-quality parts, but also on building a strong culture within the shop. As part of NTMA’s Emerging Leaders, Jesse represents the future of the industry: grounded, driven and ready to make an impact.

Joseph Kerr

ACUTEC PRECISION AEROSPACE, INC.

As Operations Manager at Acutec Precision Aerospace, Inc., Joseph Kerr brings a fresh perspective and a commitment to continuous improvement that’s helping to drive the future of advanced manufacturing. With a strong background in engineering and production management, Joseph leads cross-functional teams to optimize workflow, integrate new technologies and elevate both quality and efficiency in complex aerospace manufacturing environments. Acutec, headquartered in Meadville, Pennsylvania, is known for its high-precision components and commitment to innovation — values that Joseph champions daily. He is passionate about developing talent on the shop floor and building a resilient, future-ready workforce. Joseph is also actively involved in NTMA’s next-generation initiatives, serving as a voice for young leaders shaping the future of American manufacturing.

John Moore

ACUTEC PRECISION AEROSPACE

John Moore, a rising leader at Acutec Precision Aerospace, brings a passion for precision and a commitment to excellence in aerospace manufacturing. Since joining Acutec, John has taken on increasing responsibilities — working across CNC machining, quality assurance and process optimization — to ensure each component meets the highest standards. A dedicated mentor and collaborator, he actively supports Acutec’s ACE program, inspiring the next generation of talent through shop tours and educational outreach. With a focus on both operational efficiency and workforce development, John continues to drive both technical innovation and company culture forward.

Elle Pearson

RIPLEY MACHINE

Elle Pearson is employed by Ripley Machine, a specialized CNC machining facility in Ripley, New York. With expertise in precision machining for the valve and industrial sectors, Elle plays a key role in overseeing operations, ensuring quality standards and fostering continuous improvement. Under her leadership, Ripley Machine — an ISO 9001:2015–certified company — has delivered critical components efficiently to customers across Western New York and beyond. Known for her commitment to excellence and community impact, Elle helps uphold the company’s reputation for delivering reliable, precision-engineered parts on time.

James Randall

SOUTHERN MACHINE WORKS, INC.

James Randall represents the next generation of leadership in precision manufacturing. As operations manager at Southern Machine Works, Inc., a family-owned business based in Texas, James has played a critical role in modernizing shop operations, streamlining workflows and integrating new technologies to boost productivity and quality. Since joining the company full-time, James has demonstrated a deep commitment to continuous improvement — not just in machining processes, but in building strong teams and a resilient workplace culture. A proud NTMA member, he actively engages with peers across the industry to share ideas and advocate for the future of American manufacturing. James is passionate about workforce development and is particularly focused on mentoring younger machinists and technicians. He believes the future of the industry depends on leaders who can both honor tradition and embrace innovation and he works every day to strike that balance.

Jonathan Stowers

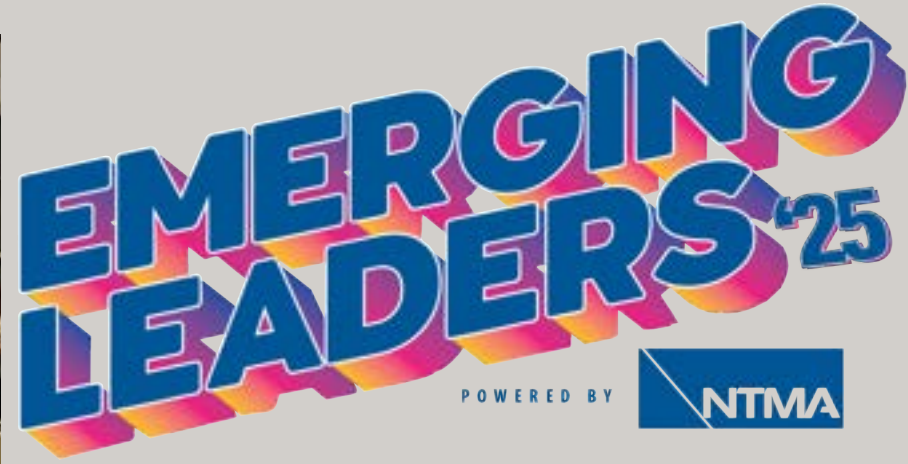
BENNETT METAL PRODUCTS, INC.

As vice president of Bennett Metal Products, Inc., Jonathan Stowers represents the next generation of leadership in American manufacturing. With a deep respect for the company’s long-standing history and a clear vision for its future, Jonathan is helping drive innovation, operational excellence and strategic growth at the Georgia-based precision metal fabrication company. Jonathan’s journey in manufacturing began on the shop floor, where he gained hands-on experience and developed a deep appreciation for the skilled trades. Today, he combines that practical knowledge with forward-thinking leadership, focusing on workforce development, technology adoption and customer-centric solutions. A proud NTMA member, Jonathan is passionate about strengthening the U.S. manufacturing sector and building a pipeline of future leaders. He believes in leading by example — investing in people, pursuing continuous improvement and honoring the values that have made Bennett Metal Products a trusted name for over 70 years.

Rolando Vasquez

A.E. MACHINE WORKS

Rolando Vasquez is a rising leader at A.E. Machine Works, where he brings energy, precision and a forward-thinking mindset to the world of manufacturing. With a strong foundation in CNC machining and a passion for continuous improvement, Rolando plays a key role in driving both quality and innovation on the shop floor. His leadership style blends technical expertise with a deep commitment to team development and problem-solving. As an Emerging Leader, Rolando represents the next generation of manufacturing professionals dedicated to strengthening the industry and inspiring others to grow alongside it.



“TO ORLANDO, AND BEYOND!”

EMERGING LEADERS CONFERENCE – MAY 5-7, 2025 ORLANDO, FLORIDA

KRISTEN HRUSCH, EVENTS MANAGER, NTMA

In partnership with TMA, AMT, NFFS, AGMA and SME, the industry’s Emerging Leaders met this year in sunny Orlando, Florida for a conference filled with interactive educational sessions and plenty of networking opportunities for everyone. The conference started off with sessions for our Emerging Leaders (EL) I Cohort and our EL Advanced Cohort, given by Emma Doyle and Jenny Drescher of The Bolder Company. It continued with an insightful keynote on the

culture of service excellence by Dennis Snow, former trainer at the Disney Springs building relationships and enjoying the beautiful Disney scenery and Orlando weather. This event brings together manufacturing’s rising leaders to network, share insights and explore innovative technologies, while building valuable connections and inspiring tomorrow’s advancements. Mark your calendars for next April because this is an event you don’t want to miss!

sessions. Attendees spent an evening in Disney Springs building relationships and enjoying the beautiful Disney scenery and Orlando weather. This event brings together manufacturing’s rising leaders to network, share insights and explore innovative technologies, while building valuable connections and inspiring tomorrow’s advancements. Mark your calendars for next April because this is an event you don’t want to miss!

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PERFECTO TOOL AND ENGINEERING: PRECISION CRAFTSMANSHIP AND INNOVATIVE SOLUTIONS IN INDIANA

DEREK WELCH, CHIEF OPERATING OFFICER, PERFECTO TOOL AND ENGINEERING CO., INC.

WHO ARE WE?

Perfecto Tool and Engineering Co., Inc. is a precision manufacturing company based in Anderson, Indiana, with over 70 years of experience serving various industries such as automotive, medical and industrial equipment. Founded as a tool and die shop in 1955, we have evolved into a trusted manufacturing partner known for delivering quality, reliability and innovation.

As a third-generation family-owned business, we blend the craftsmanship and personal relationships that built our foundation with a forward-looking investment in technology and talent. Our team includes skilled machinists, engineers, apprentices and customer experience specialists who are passionate about solving complex manufacturing challenges and delivering exceptional results.



WHAT DO WE DO?

Perfecto specializes in precision CNC machining, prototyping and production manufacturing for complex components and subassemblies. The Perfecto team is skilled in working with a wide range of materials — from aluminum and plastic to stainless steel and tool steel — tailoring our approach to meet the unique needs of each customer. Utilizing our machining and assembly capabilities allows us to build custom, automated assembly and test equipment.

Our capabilities include CNC milling and turning, 3D modeling and engineering support, CMM inspection and special machine building. Whether it is a one-off prototype, recurring tooling or an entire assembly line, we collaborate closely with our customers to ensure every part meets exacting standards and is delivered on time. Our flexibility, responsiveness and customer experience mindset are hallmarks of the Perfecto approach.

WHAT DO WE DO REALLY WELL?

We excel at producing complex parts when quality and consistency are critical. Our strength lies not just in our advanced equipment, but in our people — experienced machinists and toolmakers — who approach each challenge with engineering insight, practical know-how and a problem-solving mindset.

We are also deeply committed to workforce development. Our apprenticeship program, which

combines hands-on training with formal instruction through local education partners, ensures a steady pipeline of skilled talent. This investment in people helps us maintain high standards while contributing to the growth of manufacturing skills in our local community and region.

In 2025, we're proud to be expanding our operations with a new facility a short drive from our current location. This added space will allow us to increase capacity, invest in new equipment, and better serve our growing customer base. It is a major step forward that reflects our long-term commitment to manufacturing in Indiana and our vision for sustainable growth.

WHY DID WE JOIN NTMA?

We joined the National Tooling and Machining Association to connect

with a broader network of peers, stay informed about industry trends and support initiatives that strengthen American manufacturing. NTMA provides access to valuable benchmarking data, advocacy and training resources that help us stay competitive and informed.

Perhaps most importantly, NTMA offers a sense of community. As a smaller company, it's powerful to be part of a national organization that brings together businesses facing similar challenges and opportunities. Through local chapter events and national programs, we have gained knowledge and relationships that directly impact our success.

As Perfecto Tool and Engineering continues to grow, innovate and invest in the future, we're proud to be part of the NTMA and the broader effort to keep American manufacturing strong.



The company's latest milestone: a new 90,000 square foot facility located just a short drive from its current headquarters. The expansion will increase production capacity, support new equipment investments and enhance Perfecto's ability to serve a growing customer base. It's a bold step forward that underscores the company's commitment to stewardship, long-term commitment to Indiana manufacturing and sustainable growth.



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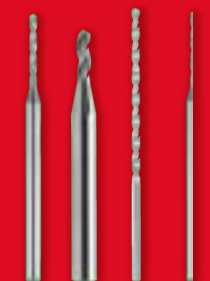
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NTMA-U IS EXPLORING NEW FRONTIERS: AND WE WANT YOU!

JENNY STUPICA, **WORKFORCE DEVELOPMENT DIRECTOR, NTMA**

Big things are happening at NTMA-U — and we can't wait to share them with you!

As many of you know, NTMA-U has been undergoing a major transformation to deliver an even more dynamic and engaging experience for today's manufacturing workforce. We're rolling out cutting-edge updates like crystal-clear AI voice overs, closed captions for greater accessibility and advanced animations that bring complex concepts to life. These enhancements are designed to make learning not only more effective, but more exciting — helping your team train faster, smarter and with greater confidence.

But we're not stopping there.

We're thrilled to announce that we're expanding NTMA-U's capabilities even further by unlocking Forums inside our learning management system. Think of Forums as virtual break rooms where students can connect, ask questions, form study groups and support one another as they move through the coursework. Whether it's a quick question about a machining process or a deep dive into blueprint reading, Forums allow learners to tap into a collective pool of knowledge — creating a true community of learning.

INTRODUCING OFFICE HOURS — WHERE EXPERIENCE MEETS THE NEXT GENERATION

Here's where YOU come in.

We're launching Office Hours — live, weekly sessions where students can log in and speak directly with experienced professionals to get answers, gain insight and strengthen their understanding. And who better to guide these conversations than

the very people who've spent years mastering the craft: YOU — our skilled machinists, shop owners, retirees and manufacturing veterans.

By volunteering just an hour or two each month, you have the opportunity to make a real difference in the lives of the next generation of manufacturing professionals. Share your expertise, your stories, your shop-floor wisdom — and help shape the future of our industry.

READY TO GET INVOLVED?

If you're passionate about manufacturing and want to play a role in developing tomorrow's workforce, we would love to have you join us.

For more details or to sign up to host Office Hours, simply reach out.

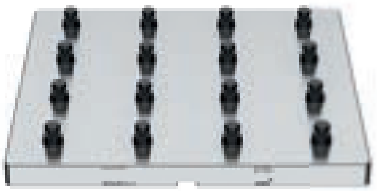
Let's build the future of manufacturing — together!



JENNY STUPICA
WORKFORCE DEVELOPMENT DIRECTOR
JSTUPICA@NTMA.ORG

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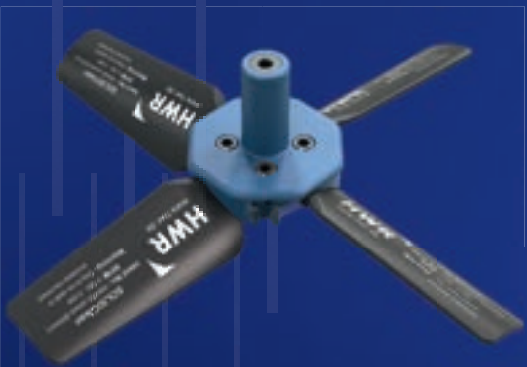


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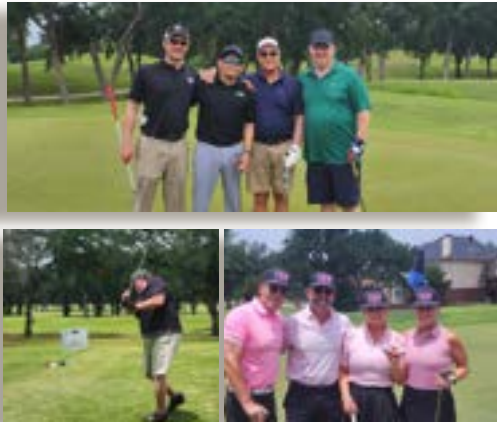
Workforce WINS

CHAPTER CHECK-IN

NORTH TEXAS NTMA HOSTS SUCCESSFUL ANNUAL GOLF OUTING

BETTY VRCEK, CHAPTER EXECUTIVE

In May, the North Texas NTMA Chapter hosted its Annual Golf Outing at Indian Creek Golf Course in Carrollton, Texas. We had a strong turnout of local manufacturers and industry partners coming together for a day of fun, networking and support for workforce development initiatives. Attendees enjoyed breakfast tacos, a hamburger buffet and the chance to test their skills alongside two golf pros. A crowd favorite was the golf ball launcher, which added a little extra excitement to the course. Thank you to everyone who participated and helped us drive forward our mission to strengthen the future of manufacturing in North Texas. A huge thank you to our title sponsor and national partner, US Bank, for supporting us.



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2025 NRL COMPETITION

XtremeSTEM, an Ohio-based non-profit organization focused on developing the pipeline for advanced manufacturing, engineering and STEM careers hosted the National Robotics League (NRL) National Competition on Saturday May 10, 2025.

The TOP 15 pound battling high school robotics teams from around the United States gathered in Springfield, Ohio to battle it out for the ultimate National Robotics League Championship title.

This year, Bedford High School (Bedford, Ohio) took the title of Grand Champion and Tournament Champion with their bot, Ronald Wreckin' followed by Grand Champion runner up and second place bot Different Animal from Hempfield High School, (Hempfield, Pennsylvania). Third place honors went to bot Dino from Fort Zumwalt West High School (O'Fallon, Missouri).

Event organizers would like to thank all who attended. Plans are already beginning for 2026.



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Coming to a city near you: Meetups. Check your calendar and check the map to join us for one of the three Meetups scheduled for this summer and early fall. In collaboration with the Association for Manufacturing Technology (AMT) and Women in Manufacturing (WiM), NTMA is pleased to invite you to join us for an

evening of connection.

These Meetups bring local manufacturing professionals together to make valuable connections. Not just gatherings, Meetups are community boosters, helping us grow and innovate by bringing together diverse perspectives from every corner of the supply chain. Enjoy complimentary

food and drinks while connecting with business owners, thought leaders and decision makers who represent a wide range of manufacturing sectors, technologies and capabilities. Join us and start growing your social capital and expanding your network for the better.

Nearly 200 companies engaged with the 2024 Meetups. Add your company to the 2025 numbers by registering for an upcoming event. Simply visit:

<https://www.amtonline.org/events/amt-meetups>



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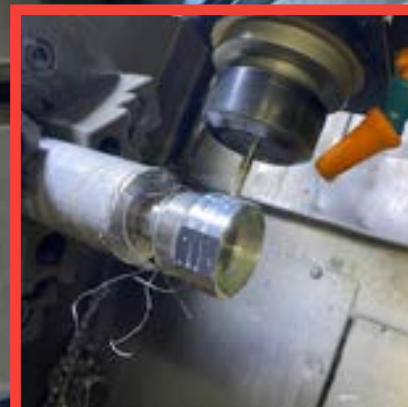
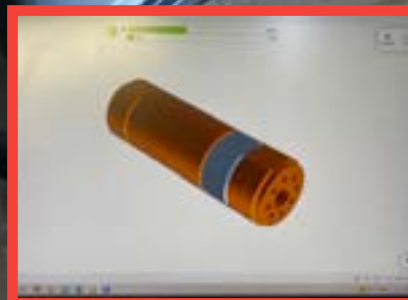
IN 2020, SERIAL ENTREPRENEUR AND BUSINESS MAGNATE, **CJ BALLEJOS**, APPROACHED **NEO INDUSTRIES** TO MAKE SUPPRESSORS FOR FIREARMS. THROUGH COLLABORATIVE DESIGN, TACTICAL TESTING AND A LITTLE TRIAL AND ERROR, INITIAL PRODUCTION COMMENCED FOR TWO ORIGINAL MODELS.

WHEN THE **COVID 19** PANDEMIC SUBSIDED, **CJ** RETURNED TO THE CORPORATE WORLD AND THE PROJECT IDLED ONLY TO BE RESURRECTED IN **MAY 2024** WITH A VISION TO TAKE **SHADOW SILENCERS** FULL TIME, FULL ON. THOUGH THE BASE DESIGN AND CONCEPT REMAINED THE SAME, WE EFFECTIVELY STARTED OVER WITH EACH SPECIFIC DESIGN, APPLICATION AND PROCESS. IN A VERY COLLABORATIVE MANNER, THE **SHADOW ENGINEERING TEAM** WORKED THROUGH IDEAS WHILE THE **NEO PRODUCTION TEAM** OPTIMIZED THE PROCESSES. DESIGNS AND COMPONENTS WERE EXTENSIVELY TESTED BY PROFESSIONALS AND RETIRED SPECIAL OPERATORS; FEEDBACK PROVIDED, CHANGES MADE, TESTED AGAIN; AND SO FORTH, TO ACHIEVE THE BEST PERFORMING, OPTIMALLY PRICED AND MANUFACTURED PRODUCT.

EACH UNIT IS MADE AT **NEO INDUSTRIES** IN **COLLEYVILLE, TEXAS** ON MULTI-AXIS **CNC** TURNING MACHINES OUT OF ALUMINUM AND TITANIUM AND FINISHED WITH A HARD BLACK ANODIZE TO **MIL-A-F1 TYPE III, CLASS 2** TO PREVENT CORROSION, WEAR AND ADD DURABILITY. THIS ALLOWS FOR THE BEST COMBINATION OF DURABILITY, WEIGHT AND COST.

PRESENTLY, **SHADOW SILENCERS** OFFERS SEVEN COMPETITIVELY PRICED MODELS, DESIGNED AND MARKETING AS RUGGED, VERSATILE AND MODULAR. PROPRIETARY DESIGN ELEMENTS ALLOW THEM TO PERFORM COOLER THAN ALMOST ALL COMPETITORS. THE SEVEN MODELS COVER ALL THE COMMON CALIBER AND FIREARM APPLICATIONS FOR ENTHUSIASTS, HUNTERS, LONG RANGE APPLICATIONS, TARGET COMPETITION, AND ARE CURRENTLY AVAILABLE IN GUN STORES IN **28 STATES**.”

BOB MCGREGOR, NEO INDUSTRIES CORP.



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The Service Awards are given out each year at the Manufacturing Engage Conference.
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Award categories are:

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HONOR AWARD

For continuing meritorious service and dedication to the Industry and/or Association by an NTMA Regular Member. Traditionally rendered for longevity of service and/or dedication, as opposed to a single act of service in a short-time Industry or Association position.

L.A. SOMMER MEMORIAL AWARD

For outstanding and continuing service of the highest magnitude by an NTMA Regular Member. Emphasis is placed on service to the Association, both of the highest order over a period of time, demonstrating excellence in a particular role in NTMA, rather than as a participant in a single event.

WILLIAM E. HARDMAN AWARD FOR EXCELLENCE IN TRAINING

For a company or individual of Regular, National Associate, or Education member status of NTMA that has consistently demonstrated strong support and active participation in “structured training” for the precision custom manufacturing industry.

NON-MEMBER AWARD DISTINGUISHED SERVICE AWARD

For outstanding service to the Industry and/or Association by a Non-NTMA Regular Member Company Representative.

ELIGIBILITY RULES & REQUIREMENTS

1. If honoree has previously received the LA Sommer Award, he/she is not eligible to receive the Honor Award or William E. Hardman Award.
2. If honoree has previously received the Honor Award and/or the William E. Hardman Award, he/she is eligible to receive the LA Sommer Award.
3. All Award nominees must be currently active in their company and/or industry, or active in the Association as a Past Service Member.
4. If no candidates are nominated for any of these awards, the particular award in question will not be presented in that given year.
5. Nominators cannot nominate the same person for multiple awards, but can nominate multiple persons for multiple awards.

Help us recognize deserving individuals and/or companies that have supported and advanced the industry and the Association.

Submit your nomination(s) by Friday, August 8th, 2025.
For a nomination form, contact Linda Warner at lwarnar@ntma.org





NATIONAL TOOLING & MACHINING ASSOCIATION

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