



POWERED BY FIA

2025 PROGRAM



MANAGERS - TAKE YOUR CAREER TO THE NEXT LEVEL

WELCOME

Dear Members of the Forging Community,

Mid-level managers play a crucial role in the success of any organization. Companies that invest in the professional development of their mid-level managers experience increased engagement, higher retention, and greater productivity. By offering leadership training to these individuals, you are not only setting them up for success, but also preparing them for future senior management positions.



Now, more than ever, it is essential that we invest in the leaders of tomorrow.

FIA is now accepting applications for the eighth session of its Management Development Institute (MDI). MDI is a comprehensive three-part series featuring lectures, case studies, roundtable discussions, expert panels, and structured networking opportunities, all designed to equip mid-level managers with the skills needed to advance in their careers. With more than 100 graduates, the MDI program covers critical areas such as strategic planning, delegation, time management, effective business communication, marketing and sales, human resource management, business law, financial management, and networking within the forging industry.

This brochure provides a detailed overview of each MDI session, including a sample schedule and the dates for the upcoming sessions.

FIA is proud to offer this highly regarded program to the forging industry and its suppliers. I strongly encourage you to invest in the next generation of leaders by enrolling them in FIA's Management Development Institute. Take the step today to secure the future leadership of tomorrow!

Best Regards,

A handwritten signature in blue ink that reads "AGibian".

Angela C. Gibian, CAE
Interim President & CEO
Forging Industry Association

MDI SESSIONS

Session One: June 9-11, 2025 Independence, Ohio

Objective Setting, Delegation & Time Management

A major challenge for mid-level managers is the transition from “doing” work to “organizing and leading” work. Topics covered include: managing by objective; accomplishing objectives by developing and directing the work of others; delegating assignments to work effectively as a team; providing clear goals and parameters tied to agreed milestones and timelines; and planning and overseeing work to achieve departmental goals in a timely manner.

Business Law: Contracts, Terms & Conditions

This forum will address how to: establish essential prerequisites, terms and conditions; determine and define the goods or services to be provided; state the compensation in clear and justifiable terms (total cost, payment schedule, financing terms, rates, etc.); identify and address potential risks and liabilities; and define and set reasonable expectations and milestones for this relationship currently and into the future. In addition, any changes and trends pertaining to business law, product liability and recalls, and new or future legislation affecting business law will be addressed as needed.

Effective Business Communications

This lesson focuses on the ethical and effective use of modern communications when doing business. Topics covered include: writing and responding to business e-mail; writing reports, letters, memos and other business correspondences; the practical and appropriate use of social media; writing blogs, editorials and promotional articles; the use of Skype, webinars and web based-(virtual) meetings; methods to develop and maintain trust and resolve conflicts; techniques to effectively express feelings verbally and nonverbally; and delivering effective presentations to sell, justify or promote an idea, approach, plan, product or service.



MDI SESSIONS

Session Two: September 8-10, 2025 Independence, Ohio

Manufacturing Challenges & Theory of Constraints

Manufacturers face many challenges, including issues related to the supply chain, manufacturing production scheduling and internal capacity. During this interactive session, you will: Learn what is driving the changes in manufacturing today; Better understand some of the internal scheduling challenges; Understand world-class manufacturing initiatives and why your organization should adopt these strategies to achieve a competitive advantage; Understand what Lean Manufacturing and The Theory of Constraints are and how eliminating waste and maximizing flow will improve your profitability and responsiveness; Recognize the benefits of implementing value-based and constraint-based manufacturing methodologies; View your challenges in a different way and leave motivated and excited to act on your new understanding of how to achieve world-class results!

Industrial Markets, Marketing & Sales

This topical area includes: discussing market versus marketing research; prospecting new and emerging markets; pursuing market sectors and regions including geographic, geopolitical and fiduciary considerations; analyzing customers and competitors; forecasting and planning supply and demand; researching and developing the supply chain; developing and managing accounts; optimizing VA/VE; and promoting the company locally, nationally and globally.

Managing & Developing Your Human Resources

This lesson focuses on implementation, trends and best practices when developing and managing personnel. Topics to be addressed include: finding, managing and keeping top talent; interviewing and evaluating job applicants; conducting performance reviews; administering onboarding, skills training and workforce development programs; managing diversity, disciplinary polices and conflicts; building loyalty and employee recognition programs, and promoting teamwork and teambuilding.



MDI SESSIONS

Session Three: December 1-3, 2025 Independence, Ohio

Financial Management & Non-Routine Decision Making

This lesson focuses on: recognizing the importance of critical measures such as the fixed and variable costs of production, the cost of goods sold and manufacturing gross margins; understanding the dynamics of cash flow and working capital; budgeting and how capital expenditures and fixed assets are evaluated and depreciated; forecasting projected sales, material variances and inventories in the face of new opportunities or adverse economic conditions, and learning some fundamentals and key concepts of financial and account management.

Negotiations When Developing & Managing the Supply Chain

This session will expose managers to an array of situations and opportunities where effective negotiation skills can positively impact and optimize a forging company or supplier. Discussions and exercises focus on: who and what is negotiable such as change issues (e.g., logistics) and price of inventory items (purchasing and procurement), what negotiating tactics and approaches work the best – collaborative versus competitive, who participates in the process, and when, where and how negotiations should take place?

Professional Development & Networking in the Forging Industry

In this final installment of the series, managers now will look inward, outward and onward. As their career progresses, expectations will increase as well. How will managers continue to develop themselves and what career planning strategies work best for this continuous improvement effort? What is emotional intelligence and how it impacts your leadership effectiveness. Insights into advancing your career not just upward but outward. Exploring networking opportunities and how to network effectively and successfully both professionally and socially.



MDI SAMPLE SESSION

DAY ONE (MONDAY)

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| 4:00 p.m. | Welcome and Introduction to MDI <ul style="list-style-type: none">• Session Overview and Logistics• Group Introductions and Orientation |
| 6:30 p.m. | Networking Reception and Dinner
Provided by FIA |

DAY TWO (TUESDAY)

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| 8:00 a.m. | Continental Breakfast Provided by FIA |
| 8:30 a.m. | Topic One |
| 12:30 p.m. | Lunch Provided by FIA and Plant Tour |
| 2:00 p.m. | Topic Two |
| 6:00 p.m. | Adjourn |

Attendees will be on their own for dinner.

DAY THREE (WEDNESDAY)

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| 8:00 a.m. | Continental Breakfast Provided by FIA |
| 8:30 a.m. | Topic Three |
| 12:00 p.m. | Program Wrap-up and Evaluation |
| 12:30 p.m. | Adjourn |

MDI PROGRAM INFORMATION

Curriculum Coordinator

Forrest A. Large
Program Navigator

Forrest Large is an enthusiastic training and development professional with over 30 years of experience in the business of learning. He has held global leadership positions within Fortune 100 organizations, as well as establishing his team and leadership development consulting firm. His areas of expertise include Curriculum Design, Adult Learning Theory, Team Facilitation and Leadership Development. With a background in operations and manufacturing, Forrest utilizes a style focused on relationship building, action learning, measurable results, and bottom line impact.

Forrest received his undergraduate degree from Eastern Washington University, and a Master's Degree in Management from Aquinas College. He is a member of ASTD, AMA, ISPI, and an Achieve Global certified trainer. He has conducted training sessions throughout the world and for numerous organizations, including Kid's Hope USA, Adoption Associates, the Holland Chamber of Commerce, and the U.S. House of Representatives.

Program Location

All Sessions

All three days of each session will be held at the FIA headquarters building located at 6363 Oak Tree Blvd, Independence, Ohio, 44131.

MDI PROGRAM INFORMATION

Cost to Attend

FIA member: \$5,000

Non-member: \$9,000

Registration fees are non-refundable. Substitutions are allowed if submitted to FIA in writing.

Registration

To register for the MDI, visit www.forging.org and complete the online registration form. If you would like a paper registration form, please contact Kathy Edwards at kathy@forging.org.

Forging Industry Association
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