



## Leadership

The Forging Industry has helped make the United States of America the most prosperous, secure and free market in the world. With the right leaders at the helm of our nation's forging companies and suppliers, our industry will continue to prosper and ensure America's economic leadership.

The Forging Industry Association (FIA) understands the importance of developing future leaders for our industry. That development starts with middle managers who have the potential to become our industry's future leaders. The challenge is how to enable those middle managers to acquire the skills, knowledge and insights to become effective leaders in a cost-effective manner. The answer is the FIA Management Development Institute (MDI).

FIA is now accepting applicants for the third class of its Management Development Institute (MDI). This program helps middle managers learn practical skills and strategies, including: planning strategy and business models; objective setting, delegation and time management; effective business communication; industrial markets, marketing and sales; managing and developing your human resources; business law – contracts, terms and conditions; financial management and non-routine decision making; negotiations when developing and managing the supply chain; and professional development and networking in the forging industry.

The MDI consists of three multiday sessions during which attendees learn through lectures, case studies, roundtable discussions, expert panels and guest speakers. Included in this brochure is a detailed description of each MDI session topic and sample schedule along with the dates for the inaugural class sessions.

FIA is proud to work on behalf of the forging industry and its suppliers. I encourage you to nominate a middle manager in your organization to attend the MDI.

Sincerely,

Jeffrey T. Jones  
Chairman

# SESSIONS

## Session 1: July 30–August 1, 2017

Cleveland, Ohio

### **Topic One: 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.

### **Topic Two: 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 effecting business law will be addressed as needed.

### **Topic Three: Effective Business Communications**

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.

## Session 2: October 1–3, 2017

Cleveland, Ohio

### **Topic One: Planning Strategy & Business Models**

This topic focuses on the underpinnings, nuances and strategies when developing and implementing successful business models. Topics covered include: analyzing external and internal environments, opportunities and threats; differences between strategic planning and business planning; benchmarking against industry standards and competitors; and communicating the plan and business model to stakeholders, co-workers and subordinates.

### **Topic Two: 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 VAVE; and promoting the company locally, nationally and globally.

### **Topic Three: 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 policies and conflicts; building loyalty and employee recognition programs, and promoting teamwork and teambuilding.

# SESSIONS

## Session 3: December 3–5, 2017

Cleveland, Ohio

### Topic One: Financial Management & Non-Routine Decision Making

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.

### Topic Two: 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?

### Topic Three: 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.

# FORMAT

## Sample Schedule

### Day 1 (Sunday)

4 p.m.: Introduction

- Welcome to MDI
- Session logistics and news
- Group introductions
- Orientation

6:30 p.m.: Social hour and dinner provided by FIA

### Day 2 (Monday)

8 a.m.: Continental breakfast at FIA conference center  
(provided by FIA)

8:30 a.m.: Topic 1

- Topic introduction and orientation
- Guest speaker

12:30 p.m.: Onsite lunch (provided by FIA)

2 p.m.: Topic 2

- Topic introduction and orientation
- Guest speaker

6 p.m.: Adjournment (dinner on own)

### Day 3 (Tuesday)

8 a.m.: Continental breakfast at FIA conference center  
(provided by FIA)

8:30 a.m.: Topic 3

- Topic introduction and orientation
- Guest speaker
- Wrap-up and evaluation

12:30 p.m.: Adjournment



**Application for Enrollment into the  
FIA Management Development Institute**

Applicant's First Name: \_\_\_\_\_ Applicant's Last Name: \_\_\_\_\_

Contact Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Company Name: \_\_\_\_\_

Position/Job Title: \_\_\_\_\_ Years/Months in this Position: \_\_\_\_\_

Company Address (if different than above): \_\_\_\_\_

FIA Member:  Yes  No

FIA Member MDI Enrollment Fee:  \$5,000

Non-Member MDI Enrollment Fee:  \$9,000

**Recommendation from Employer for MDI Enrollment**

*I hereby recommend the above-named applicant for enrollment in the FIA Management Development Institute. He/she has demonstrated professionalism, a willingness to learn and understands the value of superior customer service, leadership and business acumen in the forging industry.*

Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Title: \_\_\_\_\_ Date: \_\_\_\_\_

**Method of Payment**

Total Payment: \$ \_\_\_\_\_ Enrollment will not be processed if payment does not accompany application form.

Check Enclosed  Visa  MasterCard  American Express

Card Number: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

Signature: \_\_\_\_\_

FIA reserves the right to amend the program should circumstances warrant. In the event of session cancellation, FIA will notify you within seven days of the program date, and will refund session fees. Liability of session cancellation is specifically limited to the amount of application fees and excludes any incidental or consequential damages. Individual session cancellations must be made in writing. Application fees are nonrefundable for cancellations received less than ten days prior to the session. Substitutions and exceptions will be considered on a case-by-case basis. MDI is an open entry program and enrollment is limited.

**Return to: Forging Industry Association (FIA) • 1111 Superior Ave., Suite 615 • Cleveland, OH 44114**

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