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Session One: August 26-28, 2018

Cleveland, 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 effecting business law will be addressed as needed.

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 Two: November 11–13, 2018

Cleveland, Ohio

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.

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 policies and conflicts; building loyalty and employee recognition programs, and promoting teamwork and teambuilding.

Session Three: January 13–15, 2019

Cleveland, Ohio

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.

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.