



POWERED BY FIA

2019-20 PROGRAM

# WELCOME

Dear Members of the Forging Community:

Mid-level managers hold very important roles in our companies. Organizations that invest in professional development for their mid-level managers see improved engagement, retention and productivity. By providing leadership training for your mid-level managers, you are positioning them for success and preparing them for senior management roles when those opportunities arise. Now, more than ever, it is critical for us to invest in our industry's future leaders.



FIA is now accepting applicants for the fifth offering of its Management Development Institute (MDI). MDI is a three-part series of lectures, case studies, roundtable discussions, expert panels and structured networking specifically designed to provide mid-level managers with the tools they need to advance their careers. With more than 90 graduates, the MDI program focuses on strategic planning, delegation and time management, effective business communication, marketing and sales, managing human resources, business law, financial management and networking in the forging industry.

**NEW PROGRAM FEATURES:** **plant tours** are incorporated at **new locations** in Chicago (August) and Los Angeles (November).

Included in this brochure is a detailed description of each MDI session topic and sample schedule along with the dates for the upcoming sessions.

FIA is proud to present this highly regarded program to the forging industry and its suppliers. I encourage you to send your next generation of leaders to FIA's Management Development Institute. Invest today in the future leaders of tomorrow!

Sincerely,

A handwritten signature in black ink, appearing to read 'James Warren', written over a light gray circular stamp or watermark.

James Warren  
President and CEO  
Forging Industry Association

# MDI SESSIONS

## Session One: August 11-13, 2019 Chicago, Illinois

### 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

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: November 17-19, 2019 Los Angeles, California

### 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.

# MDI SESSIONS

## Session Three: January 12-14, 2020 Cleveland, 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 SCHEDULE

## DAY ONE (SUNDAY)

- 4:00 p.m. Welcome and Introduction to MDI
- Session Overview and Logistics
  - Group Introductions and Orientation
- 6:30 p.m. Networking Reception and Dinner Provided by FIA

## DAY TWO (MONDAY)

- 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 of Host Manufacturing Facility
- 2:00 p.m. Topic Two
- 6:00 p.m. Adjourn

*Attendees will be on their own for dinner.*

## DAY THREE (TUESDAY)

- 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

### 2019-20 MDI Program Schedule

Session One - August 11-13, 2019

Session Two - November 17-19, 2019

Session Three - January 12-14, 2020

# MDI PROGRAM INFORMATION

## Curriculum Coordinator

Forrest A. Large  
Program Navigator

Forrest Large is an enthusiastic training and development professional with over 25 years of experience in the business of learning. He has held global leadership positions within Fortune 100 organizations, as well as establishing his own 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, measureable 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

### **Session One**

The Sunday afternoon session will be held at the Chicago Marriott Northwest located at 4800 Hoffman Boulevard Hoffman Estates, Illinois, 60192. Monday and Tuesday's sessions will be held at TRUMPF Inc. located at 1900 West Central Road Hoffman Estates, Illinois, 60192.

### **Session Two**

The Sunday afternoon session will be held at the Embassy Suites by Hilton Santa Ana Orange County Airport located at 1325 E. Dyer Road Santa Ana, California, 92705. Monday and Tuesday's sessions will be held at Aluminum Precision Products, Inc. located at 3333 W. Warner Ave. Santa Ana, California, 92704.

### **Session Three**

All three days of session three will be held at the FIA headquarters building located at 1111 Superior Avenue, Cleveland, Ohio, 44114. The session will take place in the building's fourth floor conference center.

# MDI PROGRAM INFORMATION

## Hotel Accommodations

### **Session One**

Chicago Marriott Northwest  
4800 Hoffman Boulevard  
Hoffman Estates, IL 60192  
847-645-9500

### **Session Two**

Embassy Suites by Hilton Santa Ana Orange County Airport  
1325 E. Dyer Road  
Santa Ana, CA 92705  
714-241-3800

### **Session Three**

DoubleTree Cleveland Downtown - Lakeside  
1111 Lakeside Avenue, East  
Cleveland, OH 44114  
216-241-5100

## Cost to Attend

FIA member: \$5,000  
Non-member: \$9,000

*Fees are non-refundable after August 1, 2019, but substitutions are allowed.*

## Registration

To register for the MDI, visit [www.forging.org](http://www.forging.org) to complete the online registration form or contact Kathy Edwards at [kathy@forging.org](mailto:kathy@forging.org) or fax it to 216-781-6260.

**Forging Industry Association**  
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