

AM&T

Alliance for Manufacturing & Technology

www.amt-mep.org

HELPING MANUFACTURERS PLAN, PERFORM, PROFIT & GROW

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ED GAETANO RETIRES, JIM CUNNINGHAM SELECTED AS AM&T'S EXECUTIVE DIRECTOR

Congratulations to Ed Gaetano, who after many years of hard work and tireless dedication to manufacturing, has retired as AM&T's Executive Director. Through Ed's direction and our excellent staff of professional consultants, trainers and support staff, AM&T has made a real difference on manufacturing. As measured by an independent survey company and reported through our primary stake-

holder, the nationwide NIST Hollings Manufacturing Extension Partnership, AM&T has produced over \$818 million of measureable impact from our work with manufacturers and technology companies in the Southern Tier over the last five years. A job well done, and a retirement well deserved. When Ed is not spending time at home with his family, you can expect to see him on the ski slopes, golf courses, and sporting events around the area. Enjoy your retirement, Ed, and thank you for all you have done for so many, it has been a pleasure working with you.

I have been selected as Ed's successor as Executive Director. I came to AM&T sixteen years ago after almost twenty-five years in manufacturing and distribution. In my years as Busi-

ness Developer and Principal Consultant at AM&T, I have enjoyed working closely with our stakeholders, customers and partners to move us all ahead together. As Executive Director, I look forward to building on those past successes into new areas of opportunity. Under my watch, AM&T will continue our passionate focus on our mission to help manufacturers and technology businesses plan, perform, profit and grow. I look forward to working with each and every one of you to make good things happen. Thank you again for a job well done, Ed. I'll take the baton from here. It is an honor and privilege that I take seriously.

Jim Cunningham,
Executive Director





Alliance for Manufacturing & Technology

How We Help

- Business Assessments
- Strategic Planning
- Lean Enterprise
- Supervisory Training (TWI)
- Project Management
- ISO/AS Quality Systems
- Sales and Marketing
- New Opportunity Identification and Growth — Markets, Products, Services, Customers

AM&T is a not-for-profit economic development organization that receives significant financial support from the New York State Foundation for Science, Technology and Innovation (NYSTAR), and the National Institute of Standards and Technology (NIST) Manufacturing Extension Partnership (MEP). AM&T is a NYSTAR® designated Regional Technology Development Center for the Southern Tier and is one of nearly 50 MEPs located across the country. AM&T works directly with regional companies to increase their competitiveness and profitability.

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MEP • MANUFACTURING EXTENSION PARTNERSHIP



Division of Science, Technology & Innovation

HYBRID CNC MACHINING PROGRAM

A Successful Partnership

At the request of local employers, AM&T, GST BOCES Adult Education and Career Services, CSS Workforce NY and the Workforce Development Institute (WDI) have partnered to provide an enhanced machining program available to adult students in the Chemung, Schuyler and Steuben County areas. As a pilot project, the Hybrid CNC Machining Program provided classroom instruction braided with internships with local employers. Upon graduating our second class of machinists, the program will be rebranded and further referred to as the Accelerated Machinist Partnership (AMP).

The resulting program includes 440 hours of classroom instruction at GST BOCES in addition to 280 hours of hands-on experience in local businesses. Current participating businesses include IDM, SEPAC, Emhart Glass and Tobeyco Manufacturing. We anticipate that other employers will decide to be part of this exciting way to partner with educational institutions to create a skilled machining pipeline.

According to Debra Harrington, GST BOCES adult training and development specialist, internship experiences are interspersed throughout the 7 month course. Students attend class for four weeks, then spend a full 40-hour work week training with a local participating employer. Students return to the classroom for another four weeks, then complete an internship with a different participating employer. This cycle runs for the duration of the program and exposes the students to several different manufacturing environments.

WDI's input has been pivotal in the development of the machining program, as well as providing fiscal reimbursement to the participating employers. Reimbursement is for the time their incumbent workers dedicate to training the students in the internship setting.

As the course draws to a close, students will spend two days with each participating employer to evaluate how the student has progressed throughout the training program. At the end of this last rotation, the employers interview each student and give feedback on his/her work performance. At these interviews, employers may offer students an 80-hour internship that could lead to possible employment.

A graduation ceremony is planned for the end of the course in May. Representatives from the participating employers, as well as local dignitaries, will be invited to attend the event.

For more information about this program, please contact:

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Some Recent AM&T Activities Promoting Growth, Collaboration and Innovation

- Conducted Basic Project Management workshop at a company in Endicott. Trained six (6) participants on basic project management methods as part of the 2014 CFA Training Award.
- Conducted ISO 9001 Internal Audit at a company located in Rochester, NY. There were minor findings and a summary report was prepared.
- Provided Additional Quality Support to a company located in Endicott, NY. Assisted with implementing opportunities for improvement from the AS9100c Surveillance Assessment in December 2015.
- Conducted a Setup Reduction/Quick Changeover workshop at an Elmira company. Trained six (6) participants on SMED method and reduced setup times on the 200T Brake Press by 61%. This training was provided as part of the 2014 CFA Training Award.
- Conducted a TWI Job Method Improvement workshop at an Endicott company. Three (3) employees were trained in process improvement methods to build their supervisory skills.
- Completed a 5-day "Set-up Reduction" event. The team challenged the current process and identified opportunities for improvement. The new set-up process was designed, documented and its performance validated. The reduced set-up will result in increased equipment capacity, increase productivity and reduced inventory
- Conducted a 5-day "order to delivery" value stream mapping event on a major product family. It is anticipated that when implemented, the plan will result in a significant reduction in lead times, inventory, and floor space, and an increase in quality and productivity.
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- Conducted a 5-day "New Product Development" value stream mapping event with a team of ten people. It is anticipated that when implemented, the plan will result more effective product introductions which will improve on-time deliveries and reduce wastes.
- Conducted a five-day Leader Standard Work (LSW) event in Quality and Support Areas. The LSW will create greater process control, reduce variability, create stability and predictable outcomes, make abnormalities visible and set clear expectations, and most importantly, create a platform for individual and organizational learning.
- Provided ISO 9001 consultation to Genesee Global Group, located in Rochester, NY, in preparation for their Registrar Surveillance Assessment.
- Conducted an ISO 9001:2008 & ISO 14001:2004 internal audit at a Rochester, NY firm. Minor findings were noted and a summary report prepared. Their Quality Management System was deemed compliant and effective.
- Conducted two (2) 5S/Workplace Organization workshops at a company's Welding and Shipping Departments. Trained 11 participants on the Lean 5S method and organized both departments. This training was provided as part of the 2014 CFA Training Award.
- Briefed High Tech Rochester companies on the process of transitioning to the 2015 version of the ISO 9001 & 14001 Standards.
- Conducted an Internal Audit at a firm located Ithaca, NY. One (1) non-conformance was noted and a summary report was delivered. Their Quality Management System continues to be compliant and effective.
- Continued to work with the Workforce Development Institute (WDI) and other economic development entities to maximize our impact on manufacturers in the Southern Tier. Assisted several companies with grant applications.
- Completed project mentoring, monitoring and advising local manufacturer for Lockheed Martin under the US Department of the Navy Protégé Program.
- Worked with, and attended multiple meetings with NYS Rail & Bus Supply Chain Advisory Group to support Rail/Bus segments of the Transportation Cluster.
- Assisted a Binghamton company with preparation and documentation for AS 9100 certification effort.
- Conducted Internal Audits and Management Reviews at companies in Hammondsport, Bainbridge, Hornell, Elmira, Endicott and Endwell.
- Conducted Pre-Assessment Audits at companies in Norwich and Endicott.



Awesome Quotes on Collaboration

1. "It is the long history of humankind (and animal kind, too) those who learned to collaborate and improvise most effectively have prevailed."
—Charles Darwin
2. "Alone we can do so little; together we can do so much."
—Helen Keller
3. "If two men on the same job agree all the time, then one is useless. If they disagree all the time, both are useless."
—Darryl F. Zanuck
4. "If everyone is moving forward together, then success takes care of itself."
—Henry Ford
5. "Many ideas grow better when transplanted into another mind than the one where they sprang up."
—Oliver Wendell Holmes
6. "If I have seen further it is by standing on the shoulders of giants."
—Isaac Newton
7. "It takes two to speak the truth—one to speak, and another to hear."
—Henry David Thoreau
8. "If you have an apple and I have an apple and we exchange these apples then you and I will still each have one apple. But if you have an idea and I have an idea and we exchange these ideas, then each of us will have two ideas."
—George Bernard Shaw
9. "Politeness is the poison of collaboration."
—Edwin Land
10. "I never did anything alone. Whatever was accomplished in this country was accomplished collectively."
—Golda Meir
11. "It is literally true that you can succeed best and quickest by helping others to succeed."
—Napoleon Hill
12. "No matter what accomplishments you make, somebody helped you."
—Althea Gibson
13. "The strength of the team is each individual member. The strength of each member is the team."
—Phil Jackson
14. "Coming together is a beginning, staying together is progress, and working together is success."
—Henry Ford
15. "The lightning spark of thought generated in the solitary mind awakens its likeness in another mind."
—Thomas Carlyle

5 principles for remaking economic development to generate growth, prosperity, and inclusion

Fred Dewes – *Brookings Now*

"Embracing a broader vision of economic development is an economic and fiscal imperative," Amy Liu writes in her new report, *Remaking Economic Development: The markets and civics of continuous growth and prosperity.* Liu, vice president and director of the Metropolitan Policy Program at Brookings, continues that "Our nation's economic competitiveness and social cohesion remain threatened."

In the report, Liu presents a framework for and case studies of a deeper practice of economic development that generates "continuous growth, prosperity, and inclusion." All too often, she says, city and regional leaders focus too much on "top-line" growth—such as taxpayer-funded incentives for business relocation—that doesn't "ensure bottom line prosperity."

Liu lays out five action principles for regional leaders in all sectors to apply to put their regions on higher growth trajectories.

1. Set the right goals

"Leaders at the forefront of remaking economic development... set long-term goals that go beyond traditional headline economic indicators to achieve more robust measures of regional growth, productivity, and inclusion while also setting shorter-term metrics to monitor progress."

2. Grow from within

"Leaders in new approaches to economic development focus on

strengthening assets that enable their distinctive industries to flourish and grow from within, rather than rely primarily on marketing to recruit individual firms from elsewhere."

3. Boost trade

"Contemporary economic development leaders actively support and promote export growth and trade with other markets in the United States and around the world to deepen their industry clusters and bring new resources and income into the region."

4. Invest in people and skills

"With waves of retirements in the baby boom generation already underway—and increasing diversity amongst the youngest cohorts of workers—the economic potential of every metro region depends on its effectiveness at mobilizing talent and equipping workers with the skills demanded by the leading industries in their community."

5. Connect

"The most forward-leaning leaders are harnessing regional markets and connecting local communities to them. Markets— industrial, labor, and housing—are regional, but the people and assets that matter to markets are local... To create the market lift that raises incomes and opportunities for as many people as possible, economic development should focus on regional scale solutions to support strong, innovative industry clusters."

5 STRATEGIES FOR LEADING BREAKTHROUGH MARKET CHANGES

Marty Zwilling

Every entrepreneur realizes that change is now the norm, and they have to adapt their business quickly to survive and prosper. In fact, the best entrepreneurs seem to see breakthrough changes coming even before they really happen, and are able to turn them into huge new opportunities. In the trade, this rare capability is called the ability to see around corners.

While only a few people seem to be born with the right genes, I'm convinced that it is also a skill that can be learned and even institutionalized. In a recent book, *"The Attacker's Advantage,"* by world-renowned business advisor Ram Charan, I found some real guidance on what skills are required, what to look for, and how to react in time. Here is a summary of his five basic strategies:

1. **Always on the alert, sensing for signals and meaning of change.** Technically, this is known as perceptual acuity. Smart entrepreneurs compare perceptions with a diverse group of leaders and experts on a regular basis. They search for impending changes across multiple environments, and reflect on these to spark new ideas for growth.
2. **A mind-set to see opportunity in uncertainty.** Uncertainty is an invitation to go on the attack and entrepreneurs need to be always ready to take their business to a new place in the changing landscape. They should never be defen-

sive, and accept reality when core competencies are actually a hindrance to moving in a more promising direction.

3. **The ability to see a new path forward and commit to it.** Leading entrepreneurs don't wait for everyone to agree with their view of where to take the business, and have the courage of their convictions. They pursue new opportunities with tenacity, identify the obstacles they need to overcome, the blockages that stand in the way, and attack them.
4. **Adeptness in managing the transition to the new path.** These entrepreneurs stay connected to both external and internal realities to know when to accelerate and when to shift the short-term/long-term balance, with a sharp eye on cash flow and debt. They create and meet short-term milestones to win credibility with investors and stakeholders.
5. **Skill in making the organization steerable and agile.** No business leader can succeed in driving change without being able to bring key people on the team along. They learn to be agile, or steerable, by linking the external realities in real time to assignments, priorities, decision-making power, funding, and key performance indicators.

Too many entrepreneurs allow the pressures of daily crises and total immersion in tactical details to narrow their thinking and to lower the alti-

tude of their view. Everyone needs to find and hone the techniques that work for them in maintaining that perceptual acuity. Here are a few that both Charan and I recommend to get started:

- Set aside ten minutes of each weekly staff meeting for that purpose.
- Seek contrary viewpoints from people you respect, rather than compiling support.
- Regularly dissect the past, to look for change signals you and others missed.
- Continually increase your mental map of key changes in multiple industries.
- Evaluate who might use an invention, patent, or new law to create a bend in the road.
- Use outsiders to multiply your capacity to scan for disrupting patterns.
- Watch the social scene, looking for new consumer behaviors and trends.
- Be a voracious reader in all forms of media, both online and offline.

Even if you can't see around the corners, it helps to have the perceptual acuity to see bends in the road before others. With that, and the courage to accelerate towards them as opportunities, rather than slowing down to mount a defense, you too can be a winner, rather than a victim in today's uncertain but unlimited market.





Benefits of Becoming an AM&T Associate

- Four free hours of consulting services.
- Your company's profile will be featured in the "Associates' Corner" of our monthly newsletter, which is distributed throughout eight counties: Broome, Chemung, Chenango, Delaware, Schuyler, Steuben, Tompkins, and Tioga. Also, the newsletter is featured on our website giving your company worldwide exposure.
- Discounted fees at AM&T sponsored seminars & workshops.
- A free Performance Benchmark and Transformation Planner (\$2,500 value).
- A link to your company's website from ours.
- Assistance with Technology Transfer, Funding Sources, Venture Capital Investment, Networking, Research & Development Programs, etc.
- Highlighted in the "Made in the Southern Tier" directory of manufacturers.

Call Jim Cunningham at 607-725-1225 to ask about becoming an associate.

More information at www.amt-mep.org

10 Things to Make Your Business More Effective

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❖ Have a Vision

Your vision is that ONE thing you ultimately want from life and you are using your business as a vehicle to get you there. Vision also helps you communicate your direct to others and becomes a "litmus test" for all your decision making.

❖ Set Goals & Objectives along the Way

Goals & objectives help you create major milestones along the way to achieving your vision. They help you monitor progress and provide you with the focus needed to make sure your actions are directed toward the right things which is key to good business execution.

❖ Create a Plan to Achieve Your Objectives

Action plans are what drive your goals & objectives. They help you define who does what by when. It's just a project plan at its core which is what I've said a **business plan** is all along. It forms a scope of work for the next major skill to good business implementation – delegation.

❖ Learn to Delegate

You need a team to achieve your vision primary focus to create self-sustainability. Delegation is the way you get there. However, delegation is a skill that is underdeveloped in most small business owners and beginning entrepreneurs. You want to **improve your delegation skills** because it increases the values of your business

❖ Communicate Your Quality Standards

One of the most frequently forgotten aspects of delegating work is communicating expectations. That is how well do you need outputs to perform? This is all that a quality standard really is. But, it's often hard work to document your specification and communicate this to others. This is why this step so often gets left out. Or even worse, the owner decides "I'll just do it myself." In which case the lack of delegation in the business perpetuates itself even longer and the business loses value as a result.

❖ Lead Your Team

If you own a business you are a leader. The problem is owners don't always act that way. Good **leadership** means tearing down the barriers for you team. It means motivate your team toward the vision by helping your team members achieve their goals in the process. Are you doing these things? If not, read more on **leadership** to improve your skillset.

❖ Apply Discipline Every Step of the Way

Discipline is a term that gets used a lot but is not really well understood. In Scott Peck's book *The Road Less Traveled* he defines discipline as the ability to delay gratification. None of us do this very well. However, if you are not willing to endure the pain and discomfort necessary to accomplish your goals and objectives your vision has little chance of being realized. Discipline means staying focused on you vision!

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❖ Hold Yourself Accountable First and Then Others

Accountability is discipline in action. You have to walk the walk if you're going to talk the talk. If you tell your employees watch expenses, but you spend frivolously, chances are they won't listen. Implementing accountability means having humility first. Show your team that you have discipline. Then teach them how to have

discipline themselves. Everyone wins in this scenario.

❖ Change and Adapt When Necessary

Change is the only constant in the business. Things never go as planned, so **you have to be flexible**. But, in order to know when to change you have to monitor with frequency to notice deviation and shifts in your plans. Then you have to be disciplined enough to make the tough decisions when the situation warrants. Not doing so will

mean delaying success or possibly preventing it all together!

❖ Celebrate Your Victories along the Way

You've heard the old cliché, "all work and no play make Jack a dull boy." It's not different in business. When you have success, reward your team. It is a great way to show your team that you appreciate what they've accomplished and to create solid indicators for achieved milestones.



Around the Southern Tier

Apr 18	Lunch with State Senator Akshar - 8:30 - 10am Chenango Chamber - 607-334-1400
Apr 20	10th Annual Business Expo - The Watkins Glen Area Chamber- 607-535-4300
Apr 20	Business After Hours at Robinson Design - Tioga Chamber - 607-687-2020
Apr 21	Marketing for Small Budgets - Binghamton Chamber - 607-772-8860
May 20	Tioga Chamber Annual Golf Tournament - 607-687-2020
May 25	Cornell Center For Materials Research (CCMR)- 2016 Symposium- Cornell University
Jun 3	Tioga Chamber Business After Hours - Tioga Downs - 607-687-2020
Jun 8	19th Annual Golf Classic - Binghamton Chamber - 607-772-8863
Jun 10	AME & Hilliard - Lean Accounting Course - 7:15am - 5:00pm - at Hilliard - 607-733-7121
Jun 10	Commerce Chenango - Summer Golf Event - 607-334-1400
Jul 15	Tioga Chamber Night at B-Mets - 607-687-2020

Visit <http://amt-mep.org/index.php/news-and-events/training-and-events/> for additional events

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HELPING MANUFACTURERS PLAN, PERFORM, PROFIT & GROW

We are a team of experienced, skilled consultants and trainers dedicated to helping manufacturers in the Southern Tier of NY plan, perform, profit & grow. Our goal is to have manufacturers remain, grow and prosper in the Southern Tier.

AM&T uses a comprehensive, overall business approach to create significant and long-lasting business improvements. Our experience is that individual improvement methodologies will provide some measurable benefits on their own, but it is the combination of them across the whole value chain that will lead to dramatic gains.

WE HELP BUSINESS LEADERS:

- Assess their current state
- Articulate and define their desired future state
- Train their workforce in improvement methodologies
- Implement process improvements across the whole value chain
- Identify new opportunities
- Achieve and sustain growth and breakaway results

AM&T DELIVERS:

Third-party surveys for 2010-2015 reported impacts of:

- 2,839 jobs created or retained
- \$516 million in increased or retained sales
- \$15 million in cost savings
- \$35 million in investments
- \$749 million total impact
- 4.8 out of 5.0 Customer Satisfaction

OUR SKILLS:

- Business Assessments
- Strategic Planning
- Lean Enterprise
- Supervisory Training (TWI)
- Project Management
- ISO/AS Quality Systems
- Sales and Marketing
- New Opportunity Identification and Growth — Markets, Products, Services, Customers

Our integrated, comprehensive approach, applied to the whole value chain, can make a difference. We are "hands-on", roll-up-your-sleeves people and we're passionate about manufacturing.

Call Jim Cunningham at 607-725-1225 to ask how we can help.