

### Basic Project Management Training

A “train and do” workshop introducing the basics of Project Management, including classroom presentation and exercises on how to organize and manage projects and bring them to a close – on time and on budget.

#### WHO SHOULD ATTEND?

This training is for manufacturing, engineering, and installation personnel with project leadership responsibilities, whether in a new role or just in need of a refresher.

#### COURSE OUTLINE:

- Introduction to Project Management
- Individual Roles and Responsibilities
- Defining the Mission & Approach
- Methodology Overview
- Work Plan Review and Sign-off
- Project Tracking (Working the Schedule)
- Action and Contingency Plans
- Project Status Reporting
- Book shelving Project Management Data

(Course materials are based on methods described in the Program Management Body of Knowledge (PMBOK), published by the Program Management Institute)



**Date:** November 11th, 2014

**Time:** 8:00 am to 4:30 pm  
Sign-in and continental breakfast at 7:30, lunch also included

**Location:** Treadway Inn, Owego, NY

**Cost:** \$150 (\$100 for AM&T Associates)

Register at [www.amt-mep.org/events](http://www.amt-mep.org/events) or contact Kathy Peacock at 607-774-0022 x308

**Registration Deadline:** November 05, 2014



**Meet your Instructor:** Lloyd Johnson is a graduate of Syracuse University where he earned a B.S.E.E. and an MBA. Lloyd has over 30 years of experience in manufacturing, quality and program management. Lloyd is a Professional Business Advisor (PBA), a certified Project Management Professional-certified by the Project Management Institute, and is certified to teach Training Within Industry (TWI).



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



Empire State Development  
Division of Science, Technology & Innovation

# Leaders, Principles and the Pursuit of High Performance Teams

By: Art Petty

“In high-performance teams, the leaders managed the principles and the principles managed the teams.” – Carl Larson and Frank LaFasto via Jim Highsmith in Agile Project Management - Creating Innovative Products.

Larson and LaFasto in their assessment of high performance teams offer us a profoundly powerful and simple to comprehend answer to the question of how to support the emergence of effective teams: clear, strong, actionable, livable principles beget an environment for effective collaboration and innovation.

Every high performance team I’ve experienced as a participant, a sponsor or an outside advisor, was governed by an overarching set of principles or values that formed and framed the culture. And while good words alone don’t create success, the combination of the leaders and participants living and acting according to those words every day made things work.

On successful teams, the team leaders...and ultimately the participants eat and drink the principles for breakfast, communicate them constantly and most importantly, they live them in how they collaborate, problem-solve and challenge themselves and their team members forward in pursuit of success.

And since as we all know, even the best of teams face dark days when nothing goes right, the guiding principles serve as bedrock for self-reflection and guidance for navigating the way forward.

There’s a cautionary tale here. As Highsmith warns us,

“Grand principles that generate no action are mere vapor.” When engaging with an organization for the first time, I make it a habit to understand a firm’s values, and all too often, what I find are nice words...unarguable in their intent, that serve only to occupy space on a wall in a conference room. It’s a wholesale failure on the part of the leadership of an organization, when the guiding principles aren’t a visible part of everyday life.

Teams are a fact of life. We execute strategy via projects. We innovate on teams. We develop new products, improve processes and search for ways to better serve our customers via projects and teams. We darned well better figure out how to succeed at this more often than not. Right now, in too many organizations, “not” is winning.

The Bottom-Line for Now:

This intangible, sticky, squishy topic of operationalizing guiding principles or values doesn’t lend itself well to a prescriptive list of steps-to-success. The onus is on you as a team leader, project leader, functional leader, informal leader or organizational leader to ensure that your best efforts are supported by meaningful, actionable guiding principles. If you can’t articulate what those principles are and what they mean for behavior, accountability and performance, then it’s time to take a step back and tackle this issue. The effort will pay dividends going forward. Larson and LaFasto are right... leaders should manage the principles and the principles will manage the team.



**MANUFACTURING DAY**  
is **OCTOBER 3, 2014.**

Join the Movement

### Come Join the Celebration!

As we near MFG DAY, we wanted to share some changes we've made to the event registration process in order to accommodate as many hosts as possible.

- Registration has been streamlined and now takes just 5 minutes.
- Multiple events can be created under one user account.
- An event can be designated "invitation only."
- Dates other than October 3 can be selected — and are encouraged!

We've also made a number of technical improvements. Uploading logos is easier. And hosts can generate reports to see who plans to attend their events.

So if you haven't already, we invite you to check out the new registration process and put your MFG DAY event on the map. Let's show the world what manufacturing is all about!

### Register Your Event

- <http://www.mfgday.com/user/register>

### Register by Phone:

- If you still need a little help registering your event, you're welcome to call Fabricator & Manufacturers Association, International (FMA) Customer Service toll free at 888-394-4362.

### Event Planning:

- Once you've registered your event, you may want some tips for running it. Get started with the Manufacturing Day Host Toolkit.
- Get the Toolkit at <http://www.mfgday.com/resources/manufacturing-day-host-toolkit>

**AMERICA NOTICED: 2013 MFG DAY RESULTS**

<p><b>834</b> Organizations hosted open houses and events</p> <p><b>35,000+</b> Attendees</p>	<p><b>80 million:</b></p> <p>Learned about Manufacturing Day through Discovery Communication's Science Channel and "How It's Made"</p>	<p><b>+Thousands:</b></p> <p>News articles published: Huffington Post - Wall Street Journal Industry Week - US News and World Report - Thomas Net - Boston Globe</p>
<p><b>22</b></p> <p>Penske Racing No. 22 Shell-Pennzoil Ford Fusion race car deck lid featured the Manufacturing Day logo at NASCAR® Sprint Cup</p>	<p><b>15</b></p> <p>Governors issued proclamations officially recognizing Manufacturing Day</p>	<p><b>9</b></p> <p>Floor speeches delivered in Congress</p>

# Four Steps for a Successful Brainstorming Session

By: Fast Company

- 1. Don't filter.** If you start a meeting and you say, 'Okay, we're gonna come up with really good ideas,' that can be a really bad way to start. With that kind of pressure to come up with the best ideas right away, you don't have a sense of exploration. Things will kind of run dry.
- 2. Don't start with an example.** Planting a solution which worked in the past in someone's mind makes them much more likely to come up with similar solutions rather than new ones.
- 3. Use analogies.** They allow you to step between worlds that seem disconnected and connect them based on some structure to help you come up with new ideas, even if they're not radical, and then build on them.
- 4. Beware of incentives.** When you give people incentives (like cash) for ideas, they come up with lots of ideas and they tend to be very similar to each other but not a lot of creative ideas.



# Creating Strategic Impact - Do You Need a Strategic Plan?

By Mike Brown

If you're interested in creating strategic impact, now is a natural time to be asking if your organization needs a strategic plan. The question makes sense whether you are considering an update to a previous strategic plan or something completely new.

From our perspective, it's not a question you ask and answer as some type of check box, i.e., "We have a strategic plan, so we can check that off the list!"

Instead, you should address the question of whether you need a strategic plan in light of important aspects of how it would help your organization in creating strategic impact. Some of the questions to consider include:

- Given your situation, is it essential to your organization's success that you take the time to look ahead and consider dramatically new opportunities and directions?
- Does your organization need stronger alignment for its direction?
- Is there a need for more strongly communicating the organization's strategic direction to everyone in the organization?
- Do you need to need the guidelines and impetus to



change the management discipline in your organization so you accomplish the important activities you spend more time talking about than addressing?

Yes answers to any of those four questions could indicate it's time to take on developing a new strategic plan for your organization.

If you want to get the maximum value from a strategic planning process, any of the reasons above should suggest a different type of planning process geared to deliver those organizational results.

Not sure where to start with accomplishing that?

Let us know. It's what we deliver for clients so strategic planning creates real results and beneficial impacts throughout their organizations. All that, plus we make it a rewarding, stimulating, and fun experience.

We can help you develop your Strategic Plan.  
Contact Jim Cunningham at 607-725-1225 or  
[jcunninghamton@amt-mep.org](mailto:jcunninghamton@amt-mep.org)

# Growing Sales and Maximizing Profits

If your Sales and Profits are Down or Stagnant  
and you're not sure what to do about it  
this seminar is for you!

## Section 1: Is your Company prepared for growth?

Everything starts and ends with the value your company provides. It's easy to blame the sales team when business is down and profits are eroding, but you can't sell what you don't have and you really shouldn't expect significant sales growth or high profitability if your company, products and services are not meaningfully unique in your target markets.

In this section we will take a comprehensive overview of what consistently drives sales and profitability in successful growth-oriented companies... and how you can do the same.

## Section 2: Is your Sales Team prepared for success?

In this section, we will discuss Sales Systems, Processes, Tools, Skills, and Knowledge required to build and manage a high-performance sales organization that can quickly identify and develop high-potential opportunities that will consistently grow your top-line sales and maximize your bottom-line profits.

## Who Should Attend?

Companies of all sizes and industries. Whether you are a company of 1, or you are a large corporation, the principles in this seminar apply to you.

- Smaller companies should send Owners, Managers and Sales personnel.
- Larger companies should send Company Executives, Sales Managers, and Professional Salespeople. To get the most out of this seminar, we recommend that you bring a cross-functional team.



**Date:** Wednesday, September 17, 2014  
**Time:** 8:00 am to 12:00 pm  
(Sign-in and full breakfast at 7:30 am)  
**Location:** Owego Treadway - Owego, NY  
**Cost:** \$75 (\$50 for AM&T Associates)

For questions about this seminar contact:  
Jim Cunningham at 607-725-1225 or  
jcunningham@amt-mep.org

Register at [www.amt-mep.org/events](http://www.amt-mep.org/events) or  
contact Kathy Peacock at 607-774-0022 x308

**Registration Deadline: September 10th**



**Meet your Instructor:** Jim joined AM&T in 1999 with many years of experience in the manufacturing and distribution industries. In addition to previously owning his own industrial marketing agency, Jim has been involved with several company start-ups and corporate reorganizations and has held various management positions in Sales, Marketing, Quality Assurance and Operations with a number of hi-tech companies. In addition to delivering client services, Jim is responsible for the development of new business, grant management, and expansion of AM&T's outreach to small and mid-size manufacturers in the Southern Tier, and is a PBA and has been trained in Solutions Selling and Innovation Engineering Leadership.



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## 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

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

More information at [www.amt-mep.org](http://www.amt-mep.org)

## Associates' Corner

### Crowley Fabricating & Machining Co., Inc.



Crowley Fabricating was established in 1985 and has recently received AS 9100 and ISO 9001 certifications and are ITAR registered. They have the ability to receive and send encrypted documentation. Their customer base consists of 60% Commercial, 35% Prime Contractors and 5% Department of Defense customers, and they are proud of their very diverse customer base which has allowed them to continue to grow.

Use of an MRP System allows them to manage and standardize administrative activities and track all information on a real time basis.

Crowley Fabricating has two manufacturing locations and one warehouse. Machining and offices are located at 403 N. Nanticoke Avenue in Endicott, New York. This location houses Sales and Manufacturing Engineers, Customer Service, Shipping/Receiving, CNC Programmers, and Administration Departments as well as twenty CNC Mills, seven CNC Turning Centers, Waterjet, Coordinate Measuring Machines (CMM), Cut-off Department and a Mechanical Assembly area.

Sheet metal fabricating is located at 2 N. Nanticoke Avenue in Endicott, New York which is two blocks away from the main office. Last

year over one million dollars was invested in new state of the art fabricating equipment such as a new Amada FOM2 NT 4000 Watt Laser Cutting System with Shuttle Table, a new Amada HD 1303 NT CNC 143 Ton x 122" Long Bed Press Brake, a new Amada ID 4045T Spotwelder and a new Series 4 Pemsertter for hardware insertion. Amada's latest software, which is used by CNC Programmers to program the CNC sheet metal equipment, was also purchased. This software enables quick turn work. New equipment was added to help support our other sheet metal equipment such as Turret Press, Press Brakes, Timesaver, MIG and TIG Welding Equipment along with Assembly. Certification has been obtained to several welding specifications.



Crowley Fabricating is a certified Service Disabled Veteran Owned Small Business that has received numerous awards and recognitions for performance throughout the years.

Please contact Tom or Mike Crowley at 607-484-0299 or visit [www.crowleyfab.com](http://www.crowleyfab.com) for more information.

## Associates' Corner



Courser Incorporated is an Elmira, NY contract CNC machining and general machining company. Incorporated in 1974, Courser produces customer's products to their specifications with special attention to on-time delivery and quality. Their experienced and friendly customer service staff makes procurement of machined components an enjoyable process for their customers.

Courser utilizes military quality standards for measurement equipment calibrations and quality systems. Customer speci-

fications are verified with 1st article, in-process, and final inspections supported by automated coordinate measuring machines that utilize solid modeling inspection routines. Solid modeling systems are integrated into each phase of manufacturing, from providing quotations to CNC programming creation to final inspection routines. These capabilities reduce the lead time and cost of manufacturing both simple and complex products.

Courser continues to expand their impressive machining capabilities and support systems. Two 5-axis vertical machining centers produce complex components with close tolerances and have produced a wide array

of complex aerospace components that could not have been produced on 3-axis machines. Their most recent addition is a new large vertical machining center with a 10 foot bed and 10 feet of X-travel that allows large components to be machined. A new tooling crib and bin system provides the shop floor with all the proper tools and fixtures at exactly the right time. The updated shipping and receiving area provides a clean and efficient area for packing outgoing shipments.

For more information, contact:  
Daniel Herman at  
dherman@courser.com,  
1-800-568-0045, ext. 215, or visit  
www.courser.com

## Around the Southern Tier

Sep 16	After Hours Networking - Greater Binghamton Chamber - 607-772-8860
Sep 17	Growing Sales and Maximizing Profits - AM&T - See Page 5
Sep 17	Export Workshop - Syracuse Center of Excellence - 315-453-4070
Sep 23	NYSERDA Round Table - Corning Area Chamber - 607-936-4686
Sep 24	Women Business Owners - SBDC at Binghamton University - 607-777-4024
Sep 25	Business After Business - Chemung County Chamber - 607-734-5137
Sep 25	Simple Strategies for Better Event Marketing - Watkins Glen Area Chamber - 607-535-4300
Oct 01	Small Business Training Part 1 - SBDC Binghamton - 607-777-4024
Oct 01	Business Planning Workshop - SBDC at Corning Community College - 607-937-6861
Oct 03	Manufacturing Day - See Page 3
Oct 09	Annual Business Show - Tioga County Chamber - 607-687-2020
Nov 11	Basic Project Management Training - AM&T - See Page 1

Please add [mailbot@amt-mep.org](mailto:mailbot@amt-mep.org) to your address book or safe list to receive AM&T e-News. To subscribe to electronic or paper versions of our newsletter or to update your mailing address visit: [www.amt-mep.org](http://www.amt-mep.org) then select News and Events from the menu.

Return Service Requested

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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:

A third-party survey for 2008-2013 reported impacts of:

- 3,461 jobs created or retained
- \$622 million in increased or retained sales
- \$15.0 million in cost savings
- \$44 million in investments
- \$845 million total impact
- 4.6 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.**