



Thoughts from the Editor

We've arrived at the time of year when my focus turns to two related events—The TTMA Golf Outing and the TTMA Scholarship Award Process. As you know, the former supports the latter, and both are high priorities on the TTMA agenda—especially with our current efforts in the interest of workforce development.

Last year we were able to award \$6,000 to three area students with manufacturing career tracks, and that was made possible by your participation in the Golf Outing and your generous donations of time and money.

With the 2007 Workforce Development initiative, we have broadened the scope of the Scholarship Fund to include additional educational efforts; i.e. the donation we made to the Live Oaks' F.I.R.S.T. Robotics Team. We also changed the name of the fund to reflect the wider scope—it is now the Educational Fund.

We hope that you will join us at Crooked Tree on Monday, May 21st for this year's Golf Outing! You can participate by playing in a foursome, sponsoring a hole, donating a door prize, or all three activities! Announcements and registration forms were sent out in early March, but you can contact the TTMA office at the phone number or email address listed on the last page of this newsletter to get more copies if you need them. Invite your colleagues, customers, and vendors to join us for a great day of golfing, networking, and lots of prizes and fun!

Business Matters...

Tight Tolerance Parts and a Tolerant (and understanding) Woman

By Joe Romanowski

Chairman & CEO

Machinery Systems, Inc.

Allied Specialty is a job shop 100% owned by a woman—Pam Rubenstein. In my whole career, I would have trouble counting the number of woman job shop owners on my two hands. Pam's business is not "just" a job shop: it's an aerospace job shop! Their parts have been to the moon and back, flown in combat and on commercial aircraft, and are in the space shuttle. They work to everyday tolerances of .0002" diameter but many times they have to go to .0001". In Allied's case, the process is everything, but as we all know, processes for very tight tolerance parts cannot be developed without extremely talented and creative staff members. Their President, Ken Holderman, started with Allied right out of high school and has been with them for over 50 years.

I was very interested in Pam's insight as a woman functioning in what has traditionally been a man's world. I asked her what she sees as her primary role as CEO of Allied Specialty. "I make people think, I challenge them to look at things differently than they ever have. If someone says, it can't be done, I always ask why not and ask more questions and more questions."

The company was founded in 1954 by three partners. In 1964, Pam's father became a partner and in 1989, when the surviving partners wanted to retire, he bought them out. Pam is a very bright and well-educated former school teacher and professor who started with the company in 1989 after being recruited by their president, Ken. She purchased the company from her father almost two years ago. Pam loves to network in the industry and will never refuse an opportunity to tour a machine shop or to give a tour of Allied.

I asked Pam if she has had any negative experiences as a woman job shop owner. She said that generally her experiences have been positive except for the 2006 IMTS. She related horror stories that I consider downright embarrassing for our industry. In one case, as Pam was walking down an aisle with a woman she works with, a salesman passing out freebies lunged out and around them to give that freebie to a man on the other side of the aisle. He

ignored the women completely. In another instance, Pam was in one of the show booths looking at machinery and a salesman came up and asked "What do you want?" A woman in our industry must be tough and willing to ignore insults like these. They have to be so much better than men.

Because Allied is so process-driven they understand how important it is to hold the part as few times as possible. Tolerance build up is a huge issue for the tight tolerance aerospace industry. They recently installed a Mazak Variaxis 5-Axis machining center. The part I saw in the machine was formerly eight operations—it now runs in three. Allied has another Variaxis along with a Mazak integrex with a gantry loader on order. They hope to reduce many processes to one machining set-up.

Allied Specialty is one of the most vertically integrated job shops you will see. The only things they don't do are part coating and some magnetic testing. Their culture is very entrepreneurial. As Pam said, "We want our customer's problem parts." Allied Specialty builds all of their own dies, fixtures and special test equipment.

I asked Pam and her management team, "Why did you select Mazak and Machinery Systems?" They responded, "Increase our throughput, reduce wip, rework and scrap." Also, since it's getting harder to find and hire skilled people, they want to use today's technology and their current labor pool to produce more parts faster.

One last thing. Pam had to leave the room for a few minutes and I was with Ken Holderman, President, Larry Delaer, Vice President and Ken Ragle, Manufacturing Engineer and unsolicited they told me how much they enjoy working with Pam. They described her as open to new ideas and a visionary. Also, they have high regard for the fact that she respects the "old timers" for their knowledge and experience and that she listens to them.

Pam is a pioneer of our industry. While our industry has been slow to accept and respect women, it is changing. Pam is a wonderful role model for all of us. I am proud to know Pam and to have Allied Specialty Precision, Inc. as our customer.

Copied from NTMA Record, February 2007

Plant Manager for TTMA Member, General Tool Company – Panelist at Barnes Dennig Manufacturer’s Roundtable

On Wednesday, March 7, 2007 Barnes Dennig presented a morning Manufacturer’s Roundtable Discussion held at the Clarion Hotel in Blue Ash.

The focus of the discussion was in response to the growing perception that “there are no careers in manufacturing anymore” and the reality resulting from this perception that there is a skilled labor crisis that is projected to worsen.

The Roundtable provided a platform for area manufacturers to discuss and share ideas related to training the manufacturing workforce of the future.

While many area manufacturers attended, there were three panelists:

- ❖ John Wood, Vice President – **American Micro**—John oversees all manufacturing operations for this Batavia precision machining company serving major OEMs in the diesel, medical, aerospace, and fluid power industries. American Micro employs over 200 CNC turning, milling, and grinding machine operators, working three-shift seven-day work weeks. John has Masters degrees in both engineering and

business management and has over 30 years in design and plant operations with several mid to high volume product manufacturers based in Ohio.

- ❖ Tim Waldron, Plant Manager – **General Tool Company**—Tim is the Plant Manager in charge of all machining, fabricating, and assembly operations at General Tool Company and is a graduate of the University of Cincinnati’s Executive Program. Tim has over 27 years experience in the metal working industry and works closely with the Great Oaks Career Development Campuses helping young people who desire a career in the manufacturing field and promoting the opportunities available in the manufacturing industry.
- ❖ Peter Feil, General Manager – **Stober Drives, Inc.**—Peter serves as General Manager of Stober, a family-owned manufacturer of precision gear reducers, based in Germany. Stober strives for a culture of leadership and empowerment as the key to providing excellent service to their customers. Employee development and continuing education are a big part of the culture at Stober.

According to panelist, Tim Waldron of General Tool Company, the roundtable was a good idea and a beginning to address the workforce crisis at hand. It accomplished the goal of opening communication among manufacturers in the tri-state area.

Safety & Health Classes for Ohio Employers & Employees

The Ohio Bureau of Workers’ Compensation, Division of Safety & Hygiene Training Center offers occupational safety, health, and ergonomic courses in ten locations across the state. All courses are offered at no additional cost to Ohio employers and employees. Courses are designed to emphasize practical application of safety and health principles, development of a safety culture, and regulatory standards.

For course descriptions, dates, and locations, go to www.ohiobwc.com or call 1-800-644-6292, option 2, 2.

Drug-Free Workplace Program Reminder

Would you like to qualify for an additional discount of 10, 15, or 20 percent off your workers’ compensation premium? Check out the Drug-Free Workplace Program (DFWP) from the Ohio Bureau of Workers’ Compensation (BWC). All qualifying employers can combine the DFWP with other available premium discounts as long as the total discount does not exceed 90%.

Also, with a BWC Safety Grant, employers can be reimbursed \$2 for every \$3 they spend on the requirements of the DFWP including: a written policy, legal review of the program, employee education, supervisor training, and assessment of an employee with a possible drug or alcohol problem. The maximum reimbursement is \$10,000 for private sector employers and \$15,000 for public sector employers.

For more information with a DFWP, contact Frank Gates Service Company at 800/777-4283.

If You Weren't at March's TTMA Meeting, You Missed...

Jeff Smith and Gary Simms from the Live Oaks Career Development Institute who gave an exciting presentation about the F.I.R.S.T. Robotics Competition that included the actual robot the Live Oaks students built for the 2006 competition. While the operating controls for the robot were being used for the 2007 model that was on its way to a competition in Pittsburgh, the robot itself was impressive considering that it was built entirely by the students themselves.

Jeff and Gary explained that many of the competing students from around the country have huge sponsors and contributors who donated thousands of dollars and countless man hours to create professionally built machines that performed extremely well. While the Live Oaks team had limited resources (even with the support of the TTMA and other area companies), they were proud of their finished product and the fact that they built it themselves.

According to Gary Simms, the F.I.R.S.T. Robotics competition not only promotes the idea of craftsmanship in the building of the robot itself, but the rules of competition are designed to foster and teach the competitors the importance of personal integrity, fair play, and teamwork in business.

Jeff thanked all the TTMA members who contributed money, time, and/or material and presented those companies who gave their support to the 2007 competition efforts with an appreciation plaque and F.I.R.S.T. Robotics golf shirts with the individual company's name embroidered on each shirt.

So you don't want to miss the....

Shop Tour of Auto-Valve and Luncheon

on Monday, April 16th. The shop tour will begin at 11 a.m., and it will be followed by lunch at Shaker Run Golf Club and a round of golf afterwards.

Take this opportunity to get better acquainted with a fellow TTMA member company and join your industry colleagues for a tour of the Auto-Valve facility in Dayton, Ohio. Then, if you wish, continue the camaraderie with lunch at Shaker Run and golf afterwards.

Registrations for the Shop Tour will be accepted through Friday, April 13th, and registrations for lunch and golf should be submitted immediately since Shaker Run needs to reserve tee times in advance. A registration form with complete details accompanies this newsletter.

The TTMA Newsletter welcomes news from members and associate members. If your company has recently received special accreditation or recognition, or has developed innovative business practices or equipment; and you would like to share that accomplishment with the Membership, please e-mail your article in MS Word format to TTMA@fuse.net, or send it to TTMA, P.O. Box 154, Bellevue, KY 41073-0154, and it will be considered for publication.

Human Resource Bits

Get Out of Your Own Way: Recognize and Overcome Self-Defeating Behaviors in Yourself and Others

Do you know the difference between a calamity and a tragedy? A calamity—like an earthquake, tsunami, hurricane or flood—is an unavoidable disaster. A tragedy—like getting killed because you weren't wearing your seat belt—appears preventable. That's what makes it *tragic*. One of the greatest tragedies in your professional life is coming to the end of your career—something you often put more time into than your marriage, your family or your health—and discovering that it has been mediocre and then realizing that it was nobody else's fault. You did it to yourself. What you could have prevented, you failed to avoid because you got in your own way.

As Warren Buffet said: "Everybody here has the ability to do anything I do and much beyond. Some of you will, and some of you won't. For those who won't, it will be because you get in your own way, not because the world doesn't allow you to." Forget about excuses such as you don't have enough education, or you're never in the right place at the right time, or you're stuck in a dead-end job. How much potential success have you and your subordinates already missed out on by engaging in self-defeating behaviors such as taking things too personally, not learning from your mistakes or not preparing? How much of a positive difference would it make in your and their careers if you all could overcome the most common self-defeating behaviors (SDBs)?

SDBs as Obstacles: What exactly is self-defeating behavior, and why do intelligent people engage in it when it is so injurious to their careers? Self-defeating behavior is any repetitive behavior that derails you from moving forward in life. Why do you engage in this behavior? SDBs are distress relievers. Distress occurs when the pressure in any of these areas is so overwhelming that your focus switches from pursuing your goals to seeking immediate relief. All SDBs relieve or distract you from being distressed, but derail you from achieving your long-term objectives. Self-defeating behavior hurts you in more ways than you know. Your competitors who manage or deal more effectively with distress pass you by. As superiors lose faith and confidence in you, as well as respect for you, promotions and pay raises also pass you by. Since others depend on what you do, you become the weak and resented link in the chain.

SDB in the Workplace: The most obvious manifestation of SDB in the workplace is that goals are repeatedly set and not met. Productivity, results and growth come to a standstill or decline. Even more destructive to the company is when solidly performing people—those without SDBs—feel frustrated by those who do engage in SDBs and these high performers leave the organization. Do you or your employees engage in SDBs that impede productivity and success? The following are common SDBs in the workplace:

- ❖ Procrastinating—This impairs your performance and causes others who depend on you to do your work in a timely manner to resent you.
- ❖ Not delegating—To get ahead, you often take on increasing responsibility and try to do it all yourself. You believe it's easier than training someone and preferable to letting someone else do something beneath your standard.
- ❖ Not listening—When you talk much more than you listen, you are setting yourself up to be resented, rooted against and defied.
- ❖ Getting defensive—When you take things personally that aren't meant that way, you appear easier to upset than you are to please and people avoid you.
- ❖ People pleasing—If you sacrifice being respected for being liked, you won't be either.
- ❖ Fear of learning new things—Many people harbor a secret fear that they can't learn new things so, they continue to avoid learning new skills and exasperate people around them.

Human Resources Bits

These types of SDBs take people off track and off task, resulting in work that is of a lower quality and that isn't submitted on time. Since most people in the workplace work interdependently, the productivity of an entire group can be adversely affected if a "weak link" individual is engaging in an SDB. This can then have a snowball effect as others become frustrated and either have to confront this individual or engage in their own SDBs.

Overcoming SDB: You are most motivated to overcome an SDB when you are lying facedown in the negative consequences of engaging in one—for example, a missed promotion, a lost client or a lost job, perhaps due to procrastination, not being prepared or some other SDB. Rather than blame others, duck your culpability or make excuses for it, let go of your denial and anger toward others and yourself. Take out an index card, write down the following and fill in the blanks:

"If I had this to do over again, instead of what I did, I would have done _____. If I had done _____, it would have prevented these negative consequences because _____. The best way to catch myself before I engage in this SDB and then try this alternate behavior would be to _____."

When you are next in a distressed state, take the card out, read it and heed it before you engage in the same SDB. How do you help others get out of their own way? Try these:

- ❖ Think of the people you interact with and select individuals whose performance most directly affects you and also whose performance is most directly affected by you, whom we will refer to as "stakeholders." (Think ahead of time of people you interact with who also are motivated to develop themselves professionally. It would be self-defeating to select people that you know will adamantly refuse.)
- ❖ Approach these stakeholders and tell them you have committed yourself to working on your professional development and would like their assistance. (By owning up to your own SDBs and making a commitment to overcome them, you trigger "reciprocal humility" and willingness in others to do the same.)
- ❖ Select no more than two SDBs that you engage in and believe most significantly hinder your performance. To help select them, seek the input of trusted friends and family members who want you to succeed. Also, select SDBs that you believe your stakeholders engage in that negatively affect you.
- ❖ Ask your stakeholders if they agree with your choice of an SDB to work on or whether they would select a different behavior that you should focus on to improve the results of your working together.
- ❖ Figure out with your stakeholders what your "new and improved" behavior would look like so that you and they can tell if and when you're making progress.
- ❖ Set up a regular time every two weeks to informally check in with your stakeholders to see how you are progressing, and make refinements and adjustments as needed.
- ❖ Enthusiastically invite them to join you in overcoming some of their SDBs and suggest that you hold each other accountable and become each other's stakeholders.
- ❖ Ask them to select two SDBs that they would like to overcome.
- ❖ Or, if they prefer, tell them you'll select SDBs that you see them engaging in that you believe are lowering your productivity together.
- ❖ As you and they both make progress in overcoming the identified SDBs, select additional ones to work on.

Recovering from SDB: Keep in mind that it takes 21 days for a change in behavior to become a habit and a minimum of six months to a year for a habit to become internalized and integrated into your personality. Take heart: Just as there are few things that make you feel worse than wasting your potential by engaging in self-defeating behaviors, few things make you feel better than overcoming them.

Mark Goulston, M.D., HR Magazine October 2005



2007 Annual Golf Outing

**Monday, May 21st
Crooked Tree Golf Course
Mason, Ohio
Registration Starting at
11:30
Shotgun Start @ 1:00p.m.**

**Foursome & Hole Sponsor \$500
Cost per player: \$90.00
Foursome: \$350.00
Hole Sponsorship \$150.00**

SCRAMBLE FORMAT, DINNER INCLUDED, PRIZES, FREE BEER

**More than a game—It's an investment in the future of Manufacturing
in the Tri-State! This outing benefits the Educational Fund!**

Don't Forget!!

**By now you should have received the 2007 Scholarship
Guidelines and Application.**

**Post the Scholarship Guidelines and Applications
throughout your workplace so that your
employees and their families may benefit!!**

**The deadline for submitting
Scholarship applications to the TTMA
office is Monday, May 7, 2007**

2007 TTMA Calendar of Scheduled Events

- April 16, 2007** **Tour of Auto-Valve, Inc. facility and Luncheon and Golf at Shaker Run Golf Club**
- May 21, 2007** **Annual Golf Outing –Crooked Tree Golf Club - Revenue Supports the TTMA Educational Fund**
- June, 2007** **Visit/Tour Clifty Engineering**

Except where otherwise noted, meetings will be held in the Redwood Room at the Embassy Suites Hotel in Blue Ash:

**4554 Lake Forest Drive
Cincinnati, OH
513/981-3763**

Monthly Meetings are suspended from June through August and will resume in September, 2007

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The TTMA mission is to be the best metalworking and manufacturing trade association with comprehensive information resources for its members and interfacing with community partners.