

MANUFACTURING MATTERS

Wall of Fame and Innovator of the Year Awards - Nominate Today!



The Manufacturers Association

**INNOVATOR
OF THE YEAR**



The Manufacturers Association

**MANUFACTURERS
WALL OF FAME**

We are currently collecting nominations for our 2019 **Manufacturers Wall of Fame** and **Innovator of the Year** awards! Award recipients will be honored at MACNY's 106th Annual Dinner on May 23 at the SRC Arena & Events Center.

Visit <http://bit.ly/MACNYnominate2019> to submit your nomination by February 15.

Manufacturers Wall of Fame. Since 2001, MACNY has been honoring executive level leaders in manufacturing that have displayed exceptional leadership while navigating through today's complicated economic conditions. These leaders tend to share four key characteristics: They are humble, curious, caring, and dedicated.

Awards are chosen by former inductees on criteria including: revenue growth, capital investment, leadership, employee training programs, production quality, energy conservation, philanthropy, and other factors contributing to growth and sustainability. All of our previous inductees can be found at www.macny.org/about/wall-of-fame/.

Innovator of the Year. One of the many reasons our sector remains so strong is our ability to adapt and innovate with the help of individuals within companies who use their abilities, forward thinking, and ideas to help their companies thrive. Examples of innovators within a company may include Operations Managers, Project Managers, Engineers, Designers, or anyone within a company who has demonstrated their ability to innovate.

The award recipient will be chosen by a panel based on criteria such as: revenue growth, product development, process development, employee training programs, production quality, productivity, energy conservation, and any other factors contributing to growth within a company or industry. All of our previous inductees can be found at <https://www.macny.org/about/innovator-of-the-year/>.

Inside This Issue:

Page 3 | President's Message:

Leading Involves More Listening Than Telling

Page 4 | Workforce Development:

MACNY Ramping Up Pre-Apprenticeship Program

Page 6 | Leadership Development:

Is Noblesse Oblige Dead? - Part 1

Page 7 | Corporate Services:

Role Reversal

Page 8 | Government Relations:

Welcome, Tiffany!

Page 10 | HR Solutions:

Slips, Trips, and Falls

Page 12 | HR Solutions:

**Employers Interview Top College Students at PEB Event;
CNY STEM Scholarship Program Underway**

Page 14 | Growth & Development:

How is Your Change Coming?

Need Something Printed? Try Us Today!

Business Envelopes
Brochures
Booklets
Postcards / Mailing
Sticky Notepads

BUY
YOUR
PRINT
LOCAL

✓ Browse Our Templates Online

✓ See Our Pricing Online

✓ Design or Upload Files Online

✓ Purchase Online or Call Us

Use promo code:
MACNY for a
10% discount.



1 800 937-6535

Check out our offering at Morewithprint.COM

Maximize Your Membership

Do you want to...

- Learn more about MACNY's services and how to better utilize your membership?
- Meet our staff and, more importantly, have an opportunity to meet other MACNY members and learn more about what they do in our community?

We are excited to be holding **Maximize Your Membership** sessions on the second Thursday of each month from 9 - 10 AM.

Mark your calendars for our next three meetings...

February 14 March 14 April 11

Please contact Julianne Pease at jpease@macny.org or 315-474-4201 ext. 19 to sign up for any of our upcoming sessions!

WELCOME OUR NEW MEMBERS...

Airport Lighting Company

Airport Lighting Company offers an extensive inventory of airfield lighting equipment.

Visit them at: <http://www.airportlightingcompany.com>

Boundary Breaks

Boundary Breaks is a vineyard based along the shores of Seneca Lake.

Visit them at: <https://boundarybreaks.com/>

Treleaven Wines

Treleaven Wines is a producer and seller of wines based in King Ferry, NY.

Visit them at: <https://www.treleavenwines.com/>

WELCOME



Randy Wolken
President & CEO

Leading Involves More Listening Than Telling

The best leaders are great listeners. They have the best questions. They do not rush into the situation with “all the answers.” Great leaders are more often quiet than loud. I didn’t always believe this – but I do now.

When I attend the U.S. Military Academy at West Point, I was taught to be out front, know the answers, and go “all in” for my team. Good advice back then, or so I thought. I learned quickly that this technique had very limited application. As an actual Army leader, I was most effective when I asked questions and listened. I was more effective from within the group than out front of it. I learned these things the hard way, but I am glad I learned these important lessons.

The best part of my training was learning that I needed to be “all in” for my team. Leaders must be loyal. A cohesive team is essential for great performance and meaningful outcomes. I learned through experience that leaders need to be doers and not talkers. My example would speak volumes without saying a single word. If 90% of communication is body language (as research states), then doing is more effective than telling. Why it took me so long to learn this I will never know.

I get excited when I witness great leadership. I am blessed to see it so much in my job. I also get to see it in my personal life. I was recently in for my annual checkup. My doctor is a friend of mine and we got to talking about changes in our lives. He told me about his recent decision to focus on being a doctor and to step away from leading a 50-person group he was in charge of. It was a big step for him. Why did he do it? He was not the man he wanted to be for his family. What courage! I am a sucker for people who sacrifice for others. This was clearly a sacrifice for him. It was a selfless act of compassion for those he loves most. And yet, it was a great demonstration of leadership.

It was his last day as the “leader.” Or was it? Not in my mind. The team will see what he did and model it – living to serve others. He will still be there to help lead, and as a source of both insight and inspiration. We can lead from anywhere. The best place to lead from is within the team. He is now “one of them.”

As I asked him questions, the other thing that really caught my attention was how happy he seemed to be and where he got this “wisdom” from. He had been working with a life coach in Australia! She is a single, 30 something, psychologist born in Malaysia. And yet, she was able to help my friend understand his married life, his children, and his medical job in Syracuse, New York! Wisdom is everywhere! But, only if we are open to it and listening for it.

For us leaders, we need to ask ourselves some important questions. Do we listen more than we speak? Are we open to “wisdom” from anywhere? Are we doers modeling desired behaviors? How can we lead from within the team? All meaningful questions for us to reflect upon.

Leaders are listeners. Leaders are learners. Leaders serve others. I was reminded of this during my year-end medical checkup. When was the last time you witnessed selfless leadership?

Looking for more
articles like this?

Visit [macny.org/
presidentsmessage-
subscribe](http://macny.org/presidentsmessage-subscribe)



Martha Ponge
Director of Apprenticeship

MACNY Ramping Up Pre-Apprenticeship Program

Manufacturers across the country are immersed in a rapidly changing economy. They must constantly adapt to the latest innovations and technology. To remain competitive and profitable, they need the support of quality education and training programs that can adapt to their changing needs. Despite their ongoing struggles to recruit qualified workers, most employers do not participate in structured programs designed to train students who are poised to be the next generation of skilled workers. This is precisely where pre-apprenticeship programs can help! Pre-apprenticeship programs can support employers struggling to recruit workers they need by providing them with entry level employees, with requisite skills, who are ready to enter the workforce.

Quality pre-apprenticeship programs, designed to prepare individuals to enter traditional apprenticeship programs with advanced standing and minimum entry level qualifications, contribute to the development of a diverse and skilled workforce. Pre-apprenticeship training allows students to gain career and industry awareness, participate in job readiness courses, and get career specific training that leads to high demand career opportunities. Pre-apprenticeship programs should link directly to at least one registered apprenticeship sponsor and existing apprenticeship programs in the region. Partnerships between schools and companies expand students' career pathway opportunities. By actively participating in the development of programs, employers can improve the quality of the training, offering guidance and expertise directly related to industry standards and the basic skill requirements of their entry level positions.

Pre-apprenticeship programs are not simply a way for students to get jobs. Designed properly, they should incorporate a broad range of skills and knowledge that can be used to support multiple career pathways. The best programs are ones designed with flexibility in mind. This means they are designed to be recognized and valued across the entire manufacturing industry, not just for a single sector. Involving multiple employers and leveraging industry-wide standards ensures the most successful programs.

By creating a pre-apprenticeship program, MACNY hopes to provide entry level workers in our community with the opportunity to earn portable, stackable, industry-recognized credentials. We hope to provide our employer partners with direct access to qualified talent in the community and support their economic success by training the next generation of workers.

Our initial steps are complete. We have partnered with the Syracuse City School District to create a state approved program. We have assembled a cohort of companies interested in identifying critical work skills and credentials. We recently hired a new Pre-Apprenticeship Director. Our next steps require recruiting employer partners interested in providing mentoring and on-the-job learning experiences in the form of internships or part-time employment opportunities.

For more information on how to get involved with students who want to work for you, contact Martha Ponge at mponge@macny.org.

Source: <https://center4apprenticeship.jff.org/resources/adaptability-youth-apprenticeship-meeting-needs-students-and-employers/>



JOIN US FOR MACNY'S

106TH ANNUAL DINNER

CELEBRATING
MANUFACTURING

MAY 23

5 - 9 PM

SRC ARENA & EVENTS CENTER



The Manufacturers Association

For more information or to purchase tickets or sponsorships,
visit <https://www.macny.org/macnys-106th-annual-dinner/>.



Jim Beckman
Consultant

Is Noblesse Oblige Dead? - Part 1

I first heard the phrase “noblesse oblige” in an eighteenth-century history class during my college years. It was then defined as a French term that literally meant nobility obligates, referring to those born to European nobility who had the obligation to fulfill certain social responsibilities. It implies that with wealth and power comes the moral duty to act with honor and generosity to those less privileged. I also recall the example of Marie Antoinette as being the antithesis of noblesse oblige. Born of nobility, she had zero empathy for the starving French peasants. Hence her famous phrase, “let them eat cake” resonated her lack of compassion.

The concept of noblesse oblige came to America in the mid-nineteenth century and reached its height in the United States by the end of the century and into the early twentieth-century. While it is mostly remembered in political circles as exemplified by the Rockefeller and Roosevelt families, industrialists such as steel titan Andrew Carnegie tended toward this noble obligation as he pursued philanthropic endeavors later in life, giving away almost ninety percent of his fortune.

What brought this phrase to mind recently was the death and celebration of the life of President George H.W. Bush. He was born into a family of means and of political servitude. While not a perfect leader, he exemplified dedication to country and service to its people. A recent article in *The Wake Forest Review* and echoed by *The Wall Street Journal*, made the case that the forty-first President “had a higher loyalty that he relentlessly pursued and used his talents and blessings to heed the call to this loyalty...regardless of the results, he did it with a sense of class and pride gone in modern American politics.” It made me consider that the American interpretation of noblesse oblige may still have a place in our lexicon.

Today, it is considered by many to be an obsolete concept and has been discredited by many as elitist. In a 2017 *Psychology Today* article, the author comments that, “It seems the majority of our modern day ‘nobility’ propagate an ‘us’ against ‘them’ mentality and live by the credo of every man for himself and ‘greed is good.’” While this is a tough assessment, all of us can cite many examples that support this, especially if we equate noblesse oblige with the role of leadership.

I believe that our version of noblesse oblige has relevance in our leadership portfolio. Next month, I will make the case for this, so stay tuned!

Sources:

www.wakeforestreview.com/george-bush-noblesse-oblige-and-the-death-of-american-leadership

www.psychologytoday.com/blog/the-athletes-way/201701/noblesse-oblige-in-let-them-eat-cake-nouveau-riche-era



Cindy Oehmigen

Director of Energy and Corporate Services

Role Reversal

As a little kid I spent hours playing with plastic food (fake food made out of plastic). Who knew that as an adult I would be talking about food plastic (real food made into plastic).

I was inspired by the recent *60 Minutes* episode featuring Marshall Medoff, an unusual non-science inventor of a process that can economically convert non-food biomass into energy. By bombarding the bio-mass using electron accelerators, the bio-mass is broken down into sugars. According to the report, this fuel works in our cars without having to change engines or the pumps that refuel our cars. Xyleco has several patents for processes that restructure bio-mass sugars that are then turned into food, clothing, medicines, and clean energy. Mr. Medoff has attracted some notable investors. This may well prove to be an effective approach to solving greenhouse gas emissions and any semblance of oil dependency. What a coup for our environment, which is exactly the reason he buried himself in his garage for 20+ years to figure this out.

It got me thinking about all the other scientists that are working on bio-fuel solutions to energy production, which lead me to a recent article by Haley Zaremba. In the article, Zaremba highlights a breakthrough by India that has developed a new zeolite catalyst. Now I have no idea what that means to us lay folks, but suffice it to say, this catalyst helps to breakdown bio-mass into “furfural,” a compound that is made from agricultural waste (cotton seed hulls, oat hulls, sawdust, etc.). Through a complicated process, this becomes an alcohol (sugar that can be burned). The zeolite catalyst uncomplicates and speeds up the conversion process. This work is being done at National Chemical Laboratory (NCL) in Pune, India and India was a perfect host for this invention to occur. According to Zaremba, “It could mean major economic opportunity and additional income for farmers in India.”

These are only two of the articles that I found. Now it appears to be a race to the finish as to whose process will win out for being more productive, less costly, and more efficient.

I did wonder, what happens when you bombard a plastic bag made the Xyleco way? Does it turn back into a tree?

Sources:

<https://www.xyleco.com/>

<https://oilprice.com/Alternative-Energy/Biofuels/India-Makes-Breakthrough-In-Biofuel-Development.html>

GOVERNMENT RELATIONS

Welcome, Tiffany!



MACNY is pleased to announce the addition of Tiffany Latino-Gerlock, who has joined the organization as the Director of Government Relations & Communications. In her role, Tiffany will manage the advocacy efforts of MACNY and The Manufacturers Alliance of New York State in both Albany and Washington, manage communications regarding public policy issues, coordinate MACNY's state and federal political action committees, and keep all of MACNY's 330+ members informed of important issues and legislation. She will also be focused on growing the alliance's statewide visibility and influence.

Tiffany previously worked in State Senator John DeFrancisco's Syracuse office for close to eight years, during which time she served as Communications Director. Prior to that, she was a television and radio news reporter in the Syracuse community and elsewhere for about 10 years. Tiffany also has had experience in sales and non-profit work.

MACNY's President & CEO Randy Wolken states, "On behalf of the entire team at MACNY, I would like to express how thrilled we are to have Tiffany joining us. Tiffany's extensive experience in both government relations and communications is a wonderful addition to the MACNY team, and will certainly come as an incredible asset to MACNY membership and our sector's collective voice in Albany. We hope that you will join us in welcoming Tiffany to the team!"

Tiffany is eager to get to know MACNY's member companies and is currently scheduling facility tours throughout the region. If you would like to invite Tiffany to come visit your facility and discuss how she can assist you in her new role, please contact Tiffany directly via email at tiffanylatinog@macny.org or phone at 315-474-4201 ext. 13.

FOCUSED ON YOU

- Saving Accounts
- Checking Accounts
- Credit & Debit Cards
- Auto & Home Loans
- Online Access
- Mobile App


Contact us to learn more.
800.462.5000 • empowerfcu.com



Join Today! Insured by NCUA. Membership eligibility required. Loan approval based on creditworthiness.



LET YOUR VOICE BE HEARD!



MANUFACTURING LOBBY DAY

ALBANY, NY

**MARCH 6, 2019
8 AM - 4 PM**

Lobby Day kicks off at the Fort Orange Club with breakfast, networking, guest speakers, and a legislative update, followed by legislative visits at the Capitol. The event will conclude in the afternoon with lunch, keynote address, working session, and dialogue.

Visit bit.ly/mfglobbyday2019 to register!



Patty Clark
HR Services Manager

Slips, Trips, and Falls – What you can do to prevent them in the workplace

Slips, trips, and falls make up the majority of general industry accidents, causing 15% of all accidental deaths. Fortunately, most slips, trips, and falls in and out of the workplace can be avoided.

To help prevent falls, OSHA (Occupational Safety and Health Administration) suggests employers should work with employees to plan ahead, provide the right equipment, and train all employees to use safety equipment correctly.

PLAN ahead to get the job done safely. Decide on a plan to ensure the job will be completed safely. This includes determining the steps needed to complete the job and selecting what equipment (if any) will be needed.

PROVIDE the right equipment. If the job will take place six feet or above lower levels, employers must provide fall protection and all of the right equipment to be safe. If a worker falls from six feet serious injury or death could occur, so it is vital that employers provides the proper equipment.

TRAIN everyone to use the equipment safely. Not only is it important for an employer to provide the proper equipment and train the employees on how to use it, it is also important for employees to be able to recognize hazards on the job. Not only will they be safe but they will help their fellow employees be safe too.

The National Safety Council and OSHA have developed a fall safety program titled National Safety Stand-Down taking place May 6-10, 2019.

The program began on Workers' Memorial Day in 2012, to raise awareness of fall hazards in construction—and how to prevent them. It was so successful it continues annually at the start of every construction season. Employers nationwide and more than a million workers participate in the annual Safety Stand-Down.

Fatalities caused by falls continue to be a leading cause of death for construction workers. According to the Bureau of Labor Statistics, 370 of the 991 construction fatalities in 2016 were caused by falls from elevation. All of these deaths are preventable.

OSHA, with support from the National Safety Council, encourages employers to discuss fall protection and safety when working from heights during the National Safety Stand-Down.

Although this event is geared towards the construction industry, any employer can benefit from reminding employees to practice safety every day and provide the necessary tools.

A Fall Safety Stand-Down can be as simple or involved as you'd like, incorporate what works best for your workplace. Suggestions include:

- Discussing ladder, scaffold, or roof safety
- Conducting a safety inspection with employees
- Developing a rescue plan
- Holding a training session incorporating a presentation and safety video

OSHA is a great place for additional educational materials and resources to develop and maintain a safe workplace. Learn more by visiting www.osha.gov.

Educational materials and resources for posters, factsheets, and other training materials can be found at <https://www.osha.gov/stopfalls/edresources.html>.

Sources:

www.osha.gov

<https://www.nsc.org/work-safety/safety-topics/slips-trips-falls>

Hot Off The Line

Q - Where can I get my Workers' Compensation questions answered for free?

A - In partnership with Brown & Brown Empire State, MACNY is now offering a free Workers' Compensation Question Hotline. Simply complete the form and a representative from Brown & Brown will be in touch to discuss and answer your question.

Any additional services completed by Brown & Brown at your request will be at the expense of the requesting company.

Access the form at <https://www.macny.org/workers-compensation-hotline/>

DID YOU KNOW?

If you are a first-tier government contractor with \$50,000 or more in federal government contracts and 50 or more employees at one location; or, a second-tier government contractor (supplies to a first-tier contractor) with \$50,000 or more in contracts and 50 or more employees at one location you are required to have an Affirmative Action Plan. MACNY can audit your plan, rewrite it, or create one for you as well as complete your Adverse Impact. If you are interested in receiving a quote or would like additional information please contact Patty Clark, HR Services Manager at 315-474-4201 x 10 or pclark@macny.org.

Stats & Facts

- As of 12/31/18, the minimum wage in the Capital Region and Upstate New York is \$11.10. The poster is available at <https://www.labor.ny.gov/formsdocs/wp/LS207.pdf>. Source: www.labor.ny.gov
- Paid Family Leave has increased to 10 weeks of leave paid at 55% of the employee's average weekly wage (up to a maximum of 55% of the current Statewide Average Weekly Wage of \$1,357.11). The maximum weekly benefit for 2019 is \$746.41. Source: <https://paidfamilyleave.ny.gov/2019>

C P I

| Wage/Clerical | November | October | Pt. Chg. (Mo.) | % Chg. (Mo.) | % Chg. (Yr.) |
|--|----------|---------|----------------|--------------|--------------|
| 1967=100 | 732.6 | 735.9 | -3.3 | -0.4% | 2.2% |
| 1982-84=100 | 245.9 | 247.0 | -1.1 | -0.4% | 2.2% |
| Urban | | | | | |
| 1967=100 | 755.0 | 757.5 | -2.5 | -0.3% | 2.2% |
| 1982-84=100 | 252.0 | 252.9 | -0.8 | -0.3% | 2.2% |
| Unemployment Rates | | | | | |
| November - Onondaga County: 3.3; Metropolitan Syracuse Area (MSA): 3.5 | | | | | |



Joe Vargo
Executive Director
Partners For Education & Business

Employers Interview Top College Students at PEB Event *CNY STEM Scholars Connection Helps Employers Recruit Local Talent*

PEB organized its latest employer networking session by inviting students who had previously applied for the CNY STEM Scholarships to network with companies who are members of the CNY Tech Sector to try and secure internships and employment. Through the years, PEB has invited the STEM Scholar applicants to attend employer networking events twice a year. The latest event was held on January 3rd at SRC, Inc. Fifty top-achieving college students attended, representing college majors in Computer, Mechanical, Electrical, Biomedical, and Civil Engineering as well as other fields including Digital Media & Communications, Cybersecurity, Information Technology, Bio-Chemistry, Computer Science, and more.

The afternoon's activities featured speed interviews with employers for the college juniors and seniors, a panel discussion from young employees talking about their navigation from college to employment, and what employers are looking for in a candidate. A Resume and Interview Workshop was conducted by Fran Emmi, Corporate Recruiter from INFICON. The panel was facilitated by Sydney Chalifoux from SRC, Inc. Panelists included Molly Niblo, SRC's College Recruiter; Lauren Morehouse, a CNY STEM Scholar and new employee at SRC; Jim King of King + King Architects; and Matt Wilkowski, Engineering Systems Manager at Lockheed Martin.



Matt Wilkowski of Lockheed Martin interviewing a STEM Scholar.



Huhtamaki representatives, Greg Hilton and Steve Steiner, recruiting students.

East Syracuse Minoa School District Superintendent, Dr. Donna DeSiato, briefly informed the students how the STEM Scholarships and STEM Scholar Connection events grew from strategies initiated by local business representatives through the CNY Technology Sector.

Many thanks to all of the business representatives who made this event possible, including those that participated in the speed interviews: SRC, Inc., King + King Architects, INFICON, Huhtamaki, Critical Link, Novelis, Marquardt Switches, Teracai, Lockheed Martin, and the New York State Department of Environmental Conservation.

Prior STEM Scholar Connection events have been hosted at King + King Architects, C&S Companies, The Tech Garden, SRC, Inc., INFICON, Lockheed Martin, and MACNY. If your company would like to participate, contact Joe Vargo at joev@macny.org.

CNY STEM Scholarship Program Underway

The Central New York STEM Hub is once again promoting the CNY STEM Scholarships. This is the 6th year with nearly 30 scholarships already awarded by local companies offering scholarships for students majoring in STEM fields. Over \$300,000 has been invested to date by the following company sponsors: SRC, Inc., C&S Companies, Carrier, Marquardt Switches, Schneider Packaging, King + King Architects, INFICON, and Ephesus.



This is no small undertaking and its success is due to the efforts of many partners. The CNY Tech Sector oversees the program, Partners for Education & Business, Inc. (PEB) coordinates the download of applications and assembles additional documentation (e.g., official transcripts and letters of recommendation), and recruits impartial judges to review top candidates to narrow the field down to an elite group that will have in-person interviews to determine final selections.

Top seniors from 57 school districts in a seven-county area who plan to major in a STEM career in engineering, computer science or architecture can apply for the \$30,000 in scholarship awards. Go to cnystem.com, under the students-parents tab for the online application. **The application deadline is March 1, 2019.**

It is extremely rewarding to see the program working. Over 100 students typically apply in their senior year; 4-6 receive a scholarship and an internship with a sponsoring company. The payoff is when the students are first in line leading to employment at some of the sponsoring companies. This endeavor seeks to keep our best and brightest right here in our community and we have a growing number of success stories to prove it.

Volunteer judges come from the engineering, architecture, and educational fields. To volunteer, call Marianne Ferris at PEB at 315-474-4201 ext. 47. If your company is interested in sponsoring a STEM scholarship from \$1,000-\$5,000 per year, contact Joe Vargo at joev@macny.org.

SAVE THE DATE!

PEB's Annual Awards Program

June 12, 2019
7:30 - 9:15 AM
Le Moyne College

Join us in honoring students, families, educators, and the business community!

2019 CNY STEM Scholarships

CNY Women in STEM
STEM Business Champions
Mentor Program

Students of The Year
P-TECH Recognition
Parent University



To sponsor this event, or to learn more, contact Joe Vargo at joev@macny.org or 315.448.1012



David Freund
Chief Leadership Officer

How is Your Change Coming?

2019 is fully underway and with January now in the books, how are your changes coming? Are you still on track with your goals and resolutions? If the answer to these questions is not so good, perhaps it's time for a root cause analysis. As all of my friends in the quality professions know, a root cause analysis is the only way to determine what happened so we can mistake-proof the process, so failure isn't repeated. Let's unpack my idea.

You had the best plans in the world, but you weren't able to stay the course and make the change permanent. The first week or so was great, and then life got in the way. Pressures from home and/or work became too much to resist, and you slipped back into old habits. The first step in this process is to collect the data through reflection.

1. When did you first go off track?
2. What was happening at that time?
3. What influences were applying pressure at the time you first gave in to the old way of doing things?
4. How were you feeling physically at that time?
5. How were you feeling emotionally at that time?

The key at this point is to gather as much data as you can. Don't evaluate it yet, just reflect and get the data. If we begin evaluating before all the data is gathered, we will miss data points that just might be the key to our success. For example, you had committed to exercising four times per week and quit after two weeks. If one of the early factors was a heavy workload, you might miss that fact that you developed a cold that sapped all your energy. Had you not had a cold, the heavy workload might not have had such an impact.

Once you have gathered all the data, begin to look for patterns. Is there a pattern of giving in to pressures at a particular time of day, or day of the week? For example, you find that Wednesdays were the days you missed your workout. What happened on those days? Do you have meetings that run late or perhaps an early meeting which disrupts your normal morning routine? The key is to find out what is different about those days. When I began my practice of daily reflections, I committed to reflecting each evening. For about a year, I struggled to reflect on a continuous basis. On more than one occasion I would already be in bed and then remember that I still needed to reflect. I would drag myself out of bed and pencil whip a reflection that had little or no value. All I managed to do was aggravate myself. What I learned after my root cause analysis is that I'm a morning person and by the time I am heading to bed my brain is shutting down. The solution to getting back on track was to move my reflection time to the morning. Each morning I reflect on the previous day. Problem solved.

Another area of influence will be people. If you find that certain people are having a negative impact on your goals, have a conversation with them. Try to change their influence from negative to positive. Perhaps you will need to invite others into your life to help you stay on track as accountability partners. I have several people in my life that help me stay on track. Don't go it alone. Invite others to join you on your journey.

Lastly, remember when you have a setback it wasn't you that failed it was the plan. Adjust the plan and start over.

Month at a Glance... FEBRUARY

- 4 OSHA 30-Hour General Industry (5-day Training)**
Dates: 2/4 - 2/8; Time: 8:30 am - 3:30 pm; Registration required.
- 5 Transformational Leadership (5-day Training)**
Dates: 2/5, 3/5, 4/2, 5/7 & 6/4; Time: 8 am - 12 pm; Facilitator: David Freund, Chief Leadership Officer, MACNY; Registration Required.
- 6 Advanced B2B Consultative Selling**
Time: 8:30 am - 4:30 pm; Facilitator: Joe Morone, CEO, Worldleaders, Inc.; Registration required.
- 7 HR Council: Training and Development Panel**
Time: 8 - 10 am; Presenters: Diane Contri, Currier Plastics; Eric Pietrowski, KrisTech Wire; and Laury Ferguson; Registration required.
- 12 HR Breakfast Briefing: Employment Law Update & Hot Topics**
Time: 8 - 10 am; Presenter: Chris Harrigan, Attorney with Barclay Damon, LLP; Webinar option available; Registration required.
- 12 Continuous Improvement Council: Tour of INFICON**
Time: 3 - 5 pm, dinner to follow; Presenters: Adam Gadway, VP Operations and Scott Grau, Order Services Manager; Location: INFICON - Two Technology Place, East Syracuse, NY 13057; Registration required.
- 12 Lean Six Sigma Green Belt (8-day Training)**
Dates: 2/2, 2/26, 3/12, 3/26, 4/9, 4/26, 5/14 & 5/29; Time: 8:30 am - 4:30 pm; Registration required.
- 13 Forklift Operator Safety Train-the-Trainer**
Time: 8:30 am - 3:30 pm; Registration required.
- 14 DISC: Understanding Yourself and Others (New Format!)**
Time: 8:30 am - 12:30 pm; Facilitator: David Freund, Chief Leadership Officer, MACNY; Registration required.
- 14 Maximize Your MACNY Membership Session**
Time: 9 - 10 am; All are welcome!
- 15 Technology Council: IoT - The Future of Customer Expectations**
Time: 8 - 10 am; Presenters: Terry Zarnowski, Director of Business Development, Unimar and Brent Conley, Chief Strategy Officer, Unimar; Location: Unimar - 3195 Vickery Rd., N. Syracuse, NY 13212; Registration required.
- 20 Safety Council: OSHA Standards w/ Industrial Hygiene & Medical Surveillance Requirements**
Time: 8 - 10 am; Presented by Greystone/Partners Environmental Consulting and Five Star; Registration required.
- 22 Supply Chain Management**
Time: 8:30 am - 4:30 pm; Registration required.
- 26 Sexual Harassment Webinar for Employees**
Time: 9 - 10 am; Facilitator: Hilary Hext, Training Manager, MACNY; Location: webinar; Registration required.
- 27 ISO 9001:2015 Internal Auditor Training**
Time: 8:30 am - 4:30 pm; Registration required.
- 28 Factory Managers & Plant Engineers Council: Tour of Giovanni Foods**
Time: 4 - 6 pm, dinner to follow; Registration required.

Please visit www.macny.org/events to register. Details are subject to change.

Unless otherwise noted, all events and classes are held at MACNY, 5788 Widewaters Parkway, Syracuse, NY 13214.



5788 Widewaters Parkway
Syracuse, NY 13214
www.macny.org

Non-Profit
U.S. Postage
PAID
Permit No. 4015
Syracuse, NY

MACNY STAFF
(315) 474-4201



Randy Wolken, Ext. 15
President & CEO



Cindy Nave, Ext. 11
Chief Operating Officer



Tiffany Latino-Gerlock, Ext.13
Director of Government Relations & Communications



Marisa Norcross
Communications Manager



Julianne Pease, Ext. 19
Manager of Membership Engagement & Community Outreach



David Freund, Ext. 20
Chief Leadership Officer



Hilary Hext, Ext. 24
Training Manager



Jim Beckman
Senior Consultant



Cindy Oehmigen, Ext. 14
Director of Energy & Corporate Services



Patty Clark, Ext. 10
HR Services Manager



Mary Rowland, Ext. 21
Controller



Arlene Hiltbrand, Ext. 17
Operations Coordinator



Andrea Riccelli, Ext. 25
Accountant

WORKFORCE DEVELOPMENT TEAM
(315) 474-4201



Joe Vargo, Ext. 12
Executive Director, PEB



Martha Ponge, Ext. 16
Director of Apprenticeship



Martha Ponge, Ext. 18
Apprenticeship Coordinator



Kathy Birmingham, Ext. 26
Work-based Learning Coordinator



Jason Bjork, Ext. 28
P-TECH Business Outreach Coordinator



Marianne Ferris, Ext. 47
P-TECH Business Outreach Coordinator



Yael Miller, Ext. 29
CNY STEM Program Coordinator