

MANUFACTURING MATTERS

MACNY's 107th Annual Celebration of Manufacturing

This month, we are excited to be hosting our 107th Annual Celebration of Manufacturing virtually. We have transitioned our traditionally-celebrated-in-May Annual Dinner to a two-week-long virtual celebration of manufacturing that will be able to breakdown geographical barriers and engage MACNY and community members throughout the entire State of New York.

Throughout the upcoming weeks of September 21 and September 28, we will be releasing a series of videos featuring our Innovator of the Year Award recipient, Wall of Fame Inductees, and special updates on the past, present, and future of manufacturing from our President & CEO, Randy Wolken.

In addition to the video series, we will be hosting LIVE virtual events via Zoom to offer viewers a greater look at the current state of manufacturing, the future of manufacturing, and discussions with this year's award recipients!

Here's a look at the full schedule of events:

September 21: The State of Manufacturing (video)

September 22: The State of Manufacturing LIVE with Randy Wolken, MACNY's President & CEO

September 23: Innovator of the Year Award Ceremony (video)

September 24: Innovation in Manufacturing: A conversation with Dan Brown, MACNY's 2020 Innovator of the Year

September 28: Manufacturers Wall of Fame Induction (video)

September 29: Leadership Excellence: A conversation with this year's Wall of Fame Inductees, Kathy Alaimo & Lou DeMent

September 30: The Future of Manufacturing (video)

October 1: The Future of Manufacturing LIVE with Randy Wolken, MACNY's President & CEO

We are excited to venture into a new format so that we can continue to celebrate all that manufacturing and our community have accomplished in 2020, despite the challenges we have all faced in this pandemic.

This event would not be possible without the support of our generous sponsors. For additional event details, visit <https://www.macny.org/107th-celebration-manufacturing/>.

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Randy Wolken
President & CEO

Manufacturers are Prepared to Safely Spur Our Economic Revival ...and We're Here to Help

Essential manufacturers have been open safely since the beginning of the COVID-19 pandemic. How? They have used their innate skills for quick process change and adaptation to create safe work environments in a rapidly changing and challenging environment. It's time we both recognize this and learn from this as a nation.

Manufacturing is vital for our recovery on two levels. Manufacturers can define and model safe reopening. And, more important in the long term, they must lead the way to a robust and sustainable economic revival.

We also need to acknowledge that they are on the front lines of keeping our communities moving forward. They have risked much to stay open safely – in many cases, completely revamping their operations to protect their workers. Quietly, without fanfare, they have lived the credo that people come first while they make essential products. It's time we applaud them. It's also time we learn from them.

MACNY has been working with an innovative subgroup of manufacturers in the Mohawk Valley and Central New York to help form the *Keeping People Safe and Factories Running* program. This state-of-the-art approach is now available to any manufacturer in our region – and soon throughout New York State. It is built on solid safety procedures, process change, and an employer pledge that links innovative manufacturers together to learn and to implement best practices to keep their people safe and run their operations. I am convinced that this complex problem needs an integrated solution, such as this one. We now can offer that to you and those in our state and country. (To learn more, visit macny.org.)

MACNY has also completely revamped our approach to helping you be successful. We are offering our programs virtually and increasing the number of offerings. We are also working very closely with our Manufacturers Alliance partners to leverage our joint efforts to both advocate and to begin to offer services state-wide. We are adapting and changing daily to meet your needs during this crisis and we will continue to do this into the future.

Please review our website to see the myriad of ways we can help you with nearly any challenge you have. And, if it is not listed, just reach out to any of our team members to see if we can find a way to help you. We have been here for you for over 107 years by adapting, changing, and making sure you are assisted. That is our commitment to you now and always.



David Freund
Chief Leadership Officer

Do You Suffer from “Low T”?



On a recent early morning walk, I happened to look down to see a few blades of grass sticking out of a crack in the pavement. The fissure, mind you, was tiny; yet somehow a seed had worked its way in, found some soil, a bit of water, and is growing despite its impossible environment.

I gazed upon what might justifiably be considered a weed. Indeed, had it appeared in my own sidewalk, I'd have yanked it out, roots and all. On this day, I took its picture, aware of the lesson it was teaching me about tenacity.

The day progressed the way so many do lately: a lot of meetings, endless emails, more work than can rightfully be accomplished in the available time. As I started having myself a bit of a pity party, I remembered my little plant and felt a twinge of shame. Maybe what I needed to focus on was tenacity, like the seed in my photo. How could I start feeling sorry for myself when I could summon tenacity?

That tiny plant was showing me that extra something that it takes to achieve great things, especially when the going gets rough. You have heard me say this before: everything worthwhile is uphill. If what we are doing seems hard, it could well be that it is a worthwhile endeavor, and we just need an extra dose of tenacity. Too bad you can't just take a pill or get an injection of tenacity, especially now with all the uncertainty we face. Well, cheer up; all is not lost, and with a little effort, you won't need to suffer from “Low T” for long.

If we were to ask Simon Sinek, he would tell us to start with Why. Perhaps in all the turmoil that is the year 2020, we have forgotten why we do what we do. If this resonates with you, take some time to think about your purpose in life. What are your values? Are you living out those values on a day-to-day basis? Why power is much stronger than willpower because it's grounded in who we are. When we lose our why, we lose our way.

Our why fuels our passion; it is transformative and powerful. We all know what it feels like to be passionate about someone or something. When passion is there, nothing can stop us. What if the passion is gone?

Well, more good news: you can get it back. The passion equation looks like this: *(interest + engagement) x time = passion*. Get interested again; spend some time researching the topic, and passion will develop.

The times we are living in distort our vision. Perhaps your goals have gone fuzzy. When was the last time you revisited them? Are they written down? Once again, set some time aside to review your goals. Make sure they are clear, and that you know exactly what you want, and by when. Make sure they are visible. In fact, review them daily if possible. Pictures

LEADERSHIP DEVELOPMENT

are also great for this. Find one that personifies what achieving your goal would look like; put it in a place where you see it multiple times throughout the day.

Have you lost some perspective and started focusing so much on what you can't do that you are unable to see what you can do? Don't feel bad; we all fall into this from time to time. The difference between those who achieve their goals and those who don't is how long they allow the wrong perspective to stick around. Mentors and coaches are critical for maintaining the right perspective. They challenge our thoughts and beliefs to make sure we are stepping out of the fog, seeing reality, and moving forward.

Get comfortable being uncomfortable. This isn't a play on words; you really need to get comfortable being uncomfortable because everything you are looking for in life is outside of your comfort zone. Whether it's a new market, job opportunity, skill, or relationship possibility, you need to step outside your comfort zone and engage with people. The more you do this, the easier it becomes. If you wait to get good at it before trying it, you will never make any progress. We are never good the first time. So what do you have to lose by just giving it a try?

Who is holding you accountable? Growth is always accelerated in an accountability environment. Share your plans with a friend, loved ones, or coach. When Thomas Edison would have an idea that he felt was worthy of invention, he would call a press conference and make a public statement. Now that's accountability! It should be one of our best friends, that little extra pressure that will keep your tenacity levels up when the world seems to be against you.

I hope these tips on rebuilding tenacity have been helpful for you. It helped me just to think about them and write them down. If all else fails, I have this lovely picture of the brave little seedling, insinuating itself up through the pavement, full of tenacity, showing me what it takes. In its honor, I commit to finishing 2020 out strong and to setting the table for a great 2021. Shake off your "Low T" and join me.



A ONE-DAY EVENT FOR YOU TO INVEST IN YOUR GREATEST RETURN

Live2Lead is a half-day leadership and personal growth event broadcasting live from Atlanta, Georgia, on October 9. This simulcast event is an annual leadership gathering developed by The John Maxwell Company.

Attendees learn from renowned leadership experts from a variety of industries, gain a new perspective on relevant topics, and get practical tools to implement. This year's speakers include Leadership Expert and Best-Selling Author, John C. Maxwell; Kat Cole, COO & President, Focus Brands; Steve Harvey, Comedian, Businessman, Award-Winning Show Host; and Alan Mulally, Former CEO of Boeing Commercial Airplanes & Ford Motor Company.

Join a worldwide audience through our exclusive virtual host site for an exciting day of growth, as John and other high caliber speakers teach you relevant and applicable leadership tools.

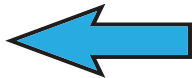
[TO LEARN MORE OR TO REGISTER FOR THIS YEAR'S EVENT, CLICK HERE!](https://leaderpass.com/pass/live2lead-2020/?ref=RGV643F3)

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Cindy Oehmigen
Director of Energy & Corporate Services

The Flash Mob, Iowa Style

Growing up in Iowa, where cornfields surrounded my hometown, I counted on these certainties to occur in August: heat and humidity; corn for dinner; and lightning bugs. I have very fond memories of those days. It was also a time, before recycling/renewables/green was even a thing. That doesn't mean we didn't know how to conserve.

We lived only a few blocks from the grocery store. Even though that was a short walk, no one ever had to run to the store for milk. We had an insulated Anderson Erickson tin box beside the back door. A couple of times a week, we left the list of dairy products we needed for the milkman; and a day or two later, he showed up with the milk, cottage cheese, cream, cheese, whatever. The milk bottles, glass with a cardboard top, were 'recycled.' You just left the empties in the box and the milkman took them.

One may be wondering how these two thoughts are related. Well first it will be helpful to understand that my older sister was a bit of a troublemaker (that's right, it wasn't me). On those sizzling summer nights, my sisters and I would collect lightning bugs in a glass milk container and release them in the small bedroom we shared. It made for a lot of laughs; the humor of which Mom never saw.

Over the past several years I have wondered what happened to all those fireflies. When was the last time I'd seen them in the flash mob numbers that I remember? My answer came the other night when I happened to be out on my deck and witnessed thousands lighting up the trees, making me smile.

I was curious if their numbers have diminished and why. The answer is yes; they are diminishing. Here is what I learned. Fireflies, as larvae, live in fields and forests, where it is usually warm and humid. As is common across the

globe, that habitat is disappearing.

The second reason is more complicated and deserves some explanation. The purpose of a firefly's blink is to signal potential mates; both males and females wink at each other. With over 2,000 species of fireflies on every continent except Antarctica, it is a diverse species. You are seeing several kinds in your backyard. The flashes have distinct patterns so species can identify each other.

Furthermore, not all species flash. Some use airborne smells and pheromones to attract one another. There is one species for which the female can grow to the size of your palm. Another species actually synchronizes its light show. Some blink all together; some flash such that it appears to be waves of light as they coordinate their dance.

Given the purpose of their light dance, it is not difficult to understand how light pollution is contributing to the reduction in numbers. We have our party lights that hang on the patio, lights that help to make parking lots safer, flood lights to light up the yard - all make it difficult for fireflies to find each other. Throw in some pesticides and climate change and it is no wonder they seem to be disappearing.

The next time you are treated to the firefly spectacle in your back yard, think about this story and turn off the lights! It helps them find one another and is much more entertaining when the sky is dark. Settle in for your own private flash mob.

Sources:

<https://blogs.scientificamerican.com/observations/11-cool-things-you-never-knew-about-fireflies/>

<https://www.firefly.org/why-are-fireflies-disappearing.html>



Kathy Birmingham
Workforce Development Coordinator

PEB and the Village

Remember the African proverb, “It takes a village to raise a child?” At Partners for Education and Business (PEB), we’re proud to play our part in the village surrounding school children and their career prospects. We know that it takes planning, and we are here to help.

PEB’s mission calls us to leverage our business relationships to join us in preparing students for their futures as members of the skilled workforce, to help them develop cohesive career plans. Our goal is to entice students to explore their interests and to one day provide them with careers that express those interests, talents, and skills with local employers.

To help students discover their passions, we introduce them to mentors and role models from different industries. We introduce them to **Career Speakers** and hands-on, project-based learning activities that afford them the opportunity to interact with career professionals while building their communication and problem-solving skills. Hearing from a range of people in various professions helps students develop and broaden their interests. Participation in activities with “coaches” from local businesses cultivates students’ confidence and cognitive abilities.

Next comes the **Industry Visit**. Tours of local manufacturing or business sites offer students exposure to actual workplaces. Whether they’re investigating one or several careers, all of which may take place within a single business, preparation is key. PEB coordinates the details, including providing background on the company and an agenda for the day, to ensure a maximized experience. In this way, we serve both of our partners: current employers seeking workers and future workers needing these jobs.

The next piece of the cohesive plan is the **Job Shadow**. Once a student narrows their career interests, it helps them to gain insight into what a job entails if they can observe an

employee performing their tasks. Depending on the industry, students may even be able to assist in the functions of that job. An observing student begins to see the link between school studies and the necessary training to perform the job. Hosting businesses appreciate the opportunity to raise awareness of their company and the jobs they employ; the employees being shadowed get to express their career satisfaction and their commitment to the company. Everyone benefits from a job shadow.


PEB arranges engaging **Career Preparation Presentations** for students at the apex of their high school careers. Interaction with actual HR professionals helps students construct effective resumes, learn how to make a good first impression, and understand the interview process. These career experts impart vital insight, such as how a student’s social media presence can be viewed by potential employers.

We provide **Networking Opportunities** with employers to showcase their entry-level job openings, summer jobs, and internships as another segment of PEB’s offerings. PEB organizes interview sessions with local employers and **Job Fairs** for senior-year students. To these events, students bring their resumes and portfolios for in-person meetings. These offer students the chance to meet representatives from area businesses and learn about their company, including job/internship openings. Job fairs can be set up like trade shows, with students visiting employers’ booths to gather information and submit resumes. PEB will often follow up with these employers to secure more formal interview opportunities for those students that made a good impression.

Our participation in the “village” activities that lead to rewarding careers for Central New York students includes staying in touch with students through school contacts and/or previous applications for scholarships. PEB hosts **Network Connection** opportunities with local businesses and students at in-person events or by linking them directly to employers with jobs in their fields. We recognize that the strength of our communities lies in the involvement of stakeholders to fill the workforce pipeline and to maintain that skilled labor pool.

We understand that many factors, including family, school, peers, values, economics, an education are at play in the establishment of a cohesive career path; we have been working these plans for students and businesses for the past 28 years. PEB knows what it takes. For the foreseeable future, our work will be virtual; we’re ready for that too. We’re passionate about career development and are reinventing the ways in which we will succeed for students and businesses.

Let’s talk about your Workforce Development needs and how we can help. Contact mponge@macny.org for information.



MANUFACTURING REIMAGINED

PLAN | PIVOT | PREPARE

New York Manufacturing Extension Partnership (NY MEP) is hosting a new series of webinars and workshops to **help manufacturers manage the challenges created by COVID-19**, emerge from the crisis more resilient and adaptable, and prepare for future emergencies. Topics include:

- Emergency preparedness
- Supply chain utilization during crisis
- Cybersecurity and digitization
- Equipment strategies for manufacturing resiliency
- Disaster recovery



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Eileen Donovan
Workforce Development Coordinator

On Building Resilience

These days the focus is on resilience, the ability to bounce back, the “rubber ball factor.” After our recent crash course in this topic, we continue to navigate our way out of a historic economic shutdown.

At the forefront of the effort to reopen New York, MACNY works with our member manufacturers and businesses to design and implement policies and procedures to ensure safe operations under extraordinary conditions. Our [Keeping People Safe and Factories Running](#) consortium, has developed the playbook for responding to this crisis.

As we communicate daily with NYS manufacturers facing painful events, we’re struck by their wisdom in maintaining the broader context, how they keep the long-term perspective. They are effectively building resilience. Not only will they bounce back, but they will be set up for success for the next challenge, the one that always comes. How are they doing this? Several NYS manufacturers retooled and started producing medical necessities when the infection rate surged first in the Northeast. Dave Christopher, Plant Manager of Cascade Maverik in Liverpool, recently joined us on [Voices of Manufacturing](#) to describe how his company went from producing lacrosse equipment to medical face shields to help fight the pandemic. Flexibility is a major asset in building resilience.

Others, like global medical device producer, Hill-Rom, continued manufacturing critical equipment, like ventilators, but never lost focus on the future. In collaboration with MACNY, they moved ahead with a new apprenticeship program, the Continuous Improvement Associate, now featured on the NYSDOL website for public comment.

Here at MACNY, we believe in the power of such programs to build resilience, if only to replace a rapidly retiring workforce. Steve Dadaris, Hill-Rom’s Director of Continuous

Improvement, responsible for 13 sites, states that the COVID-19 experience exposed the importance and the need for this type of career development path. “This is a role that didn’t exist 10 years ago,” says Dadaris. “Now everyone is looking for Continuous Improvement managers at a time when they really need doers.”

Where are these doers trained? Dadaris explained that classes in Lean Manufacturing (or the Toyota Production System that he oversees), don’t really prepare someone to do the work; that training comes from ground floor experience. He suggests that companies in search of Continuous Improvement authorities should review their own workforces to see who’s already performing and might desire to become experts. Those are the individuals who will provide on-the-job training to CI Associate apprentices, when NYSDOL approves the curriculum. When they reach journeyworker status, they will perform the non-technical, non-compliance jobs that ensure efficient productivity, even in the face of unexpected obstacles. By investing in training and development this way, Hill-Rom is building resilience from the ground up, growing Continuous Improvement Associates (and managers) from their own staff.

Hill-Rom is not the only NYS manufacturer in the process of balancing pandemic response and building resilience. We spoke with Beech-Nut, currently training 13 apprentices at their Amsterdam location. Even as they work to incorporate rapidly changing rules and regulations surrounding safe operation, they continue to review their programs to ensure that these workers will receive the most appropriate training, even if it means changing and reworking their curriculums.

Bausch + Lomb in Rochester added three new apprentices during the COVID-19 interruption, demonstrating their faith in the future and dedication to a resilient operation. Like Hill-Rom, Beech-Nut, and others, they are looking ahead.

As NYS-approved sponsors of apprenticeship programs, we work to assist and expand these development pathways for NYS manufacturers.

If you would like the chance to get the word out about your company, unique operations, the availability of rewarding careers at your site(s), consider letting us profile your organization during the 11th Annual Manufacturing Day on October 2, 2020. We’re compiling the roster now, reaching out to our NYS manufacturers and businesses to involve them in a robust presentation that will attract attendees from all over the state. Contact mponge@macny.org for details. Let’s build resilience together.

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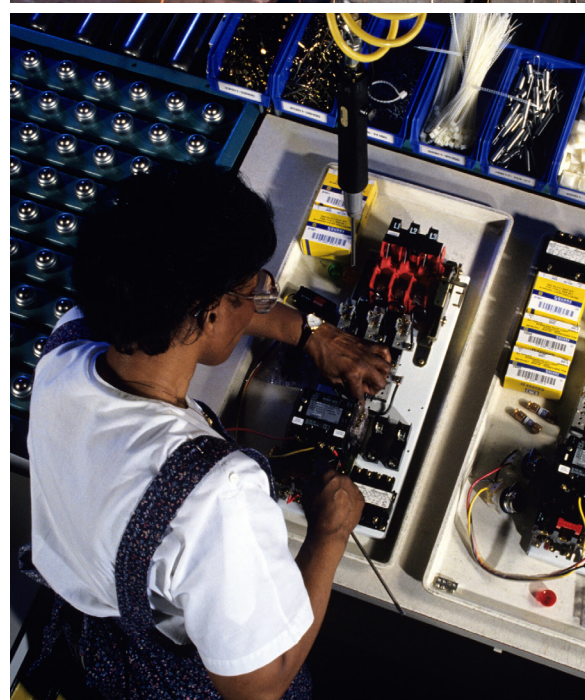
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**FOR MORE INFORMATION,
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