

## Galesburg Castings

**Value Statement:** An experienced, dedicated work force is the real backbone of any business. At Galesburg Castings, we have a work force that wants to be involved, do their job well and to be valued contributors to the overall operation. We feel this attitude will always lead to improved productivity and workmanship.

**Quality Statement:** The most important aspect of any manufacturing facility is providing a quality product to its customers. At Galesburg Castings, we feel that doing just that is our job security. This philosophy begins on the foundry floor and continues up to our top management, using continuous improvement and team problem-solving techniques.

*Founded 1994 — John Fox, President; Nick Fox, Vice President*

### On the Lighter Side

*Some luck lies in not getting what you thought you wanted, but getting what you have, which once you have got it you may be smart enough to see is what you would have wanted had you known.*

~ Garrison Keillor



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The Foundation for Metal Casting Education



# THE ILLINOIS CAST METALS ASSOCIATION Runner

[www.ilcastmetals.org](http://www.ilcastmetals.org)

Serving our members since 1977

Fall 2009

*From Executive Director Stan Zielinski . . .*

## The value of continuing education

Are you a lifelong learner? Do you continue to pursue higher level education courses in your industry? Or, do you perhaps attend a class for personal growth? It's common for ICMA members to look to industry sources for education needs or to attend their local community college or a nearby university for continuing studies. Whatever you do to further your education, ICMA recognize that many of our members continue to pursue educational opportunities that can help increase their expertise and competence in their chosen industry. Many attend college to enhance their professional knowledge or just follow a continuing education philosophy for their personal growth and satisfaction. Any way you look at it, continuing education results in a positive payback for a person's commitment to the time and financial investment.

As an adult learner, I too have maintained a schedule of continuing college studies. The University of Illinois Springfield is located here and easily accessible to residents for business or specialized studies. We association employees in particular, are fortunate to have our own professional organization, the Illinois

Society of Association Executives (ISAE), headquartered here in the capital city as well.

Created for its members, the ISAE mission is to . . . be the primary professional development resource to association executives. It focuses on a wide range of educational subjects for every level of staff including CEOs and administration level employees, communications, membership, finance and legislative professionals as well as suppliers to the association industry.

There are conferences and work-shops for members; together with staff training that offers new-member orientation, telephone courtesy and member relations.

Like many Illinois businesses that are members of their particular industry organizations, most association leaders are active members of the ISAE. My involvement in university and ISAE education programs benefit me in numerous ways; mainly because they provide specialized business studies that can be utilized to help ICMA members. The results of our lessons often generate a trickle-down effect that we pass along to members that might help them find workable solutions for their own

business challenges.

The ISAE education curriculum has been the major source for information that covers every aspect of association leadership and has helped me become a better business leader. This past summer, for example, ISAE members attended a valuable, two-day CEO Retreat on the Naperville campus of Northern Illinois University. This NIU hosted event brought together a contingent of CEOs and managers from businesses and nonprofits from around the state. There, we were confronted with the issues many organizations face on a frequent basis. Our task was to share ideas and identify ways to resolve ongoing challenges in the business community.

We discussed concerns that affect both our members and the organization: changes in the marketplace and the perceived value of association membership; shifting generations in leadership roles, meeting the needs of older members while learning how to understand what are the needs of Gen Xrs. More importantly; helping members find ways to survive and thrive through industry downturns.

We're scheduling round-  
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## BRIEFLY

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*OSHA News . . .*

# Federal guidelines encourage employers to plan now for influenza season

*Recommendations range from encouraging hand washing to allowing some employees to stay home*

Department of Commerce (DOC) Secretary Gary Locke, Department of Health and Human Services (HHS) Secretary Kathleen Sebelius, and Homeland Security (DHS) Secretary Janet Napolitano today announced new guidance for businesses to plan for and respond to the upcoming flu season.

The guidance, released by the Centers for Disease Control and Prevention (CDC), is designed to help employers prepare now for the impact that seasonal and 2009 H1N1 influenza could have this fall and winter on their employees and operations.

Employers' plans should address such points as encouraging employees with flu-like symptoms or illness to stay home, operating with reduced staffing, and possibly having employees who are at higher risk of serious medical complications from infection work from home, according to the CDC guidance.

It is not known whether the 2009 H1N1 influenza virus will cause more illness or more severe illness in the coming months, but the CDC recommends that everyone be prepared for influenza. Because seasonal and 2009 H1N1 influenza pose serious health threats, employers should work with employees to develop and implement plans that can reduce the spread of flu, and to encourage sea-

sonal flu vaccination as well as H1N1 vaccination when that vaccine becomes available.

Secretary Locke suggested businesses set the right tone in the workplace. That means implementing common sense measures to reduce the risk of spreading the flu and encouraging workers who are sick to stay home.

"The President has mobilized the federal government to get America prepared," DOC Secretary Locke said. "But government can't do it alone. For this effort to be successful, we need the business community to do its part." Making the right decisions will not only improve public health, it also has the potential to protect economic productivity: Employees who are sick and stay home will not spread the flu in the workplace.

"This new guidance will help our private sector partners continue to prepare for the upcoming flu season to keep our economy functioning and our critical infrastructure secure," said DHS Secretary Napolitano. "Ensuring business continuity is important to our cooperative efforts to keep Americans safe."

There are many actions that can be taken to help reduce the spread of flu. The guidance notes the importance of using these actions, including regular

and frequent hand washing and routine cleaning of commonly touched surfaces.

"One of the most important things that employers can do is to make sure their human resources and leave policies are flexible and follow public health guidance," said HHS Secretary Kathleen Sebelius. "If employees are sick, they need to be encouraged to stay home. If people begin to experience flu-like symptoms at work, they should be sent home and possibly encouraged to seek medical treatment."

Employers should review sick leave policies and ensure employees understand them, according to the guidance. Employers should try to make sick leave policies flexible for workers who may have to stay home with ill family members or if a child's school is closed, the CDC says.

Employers should consider offering vaccine against seasonal flu, and encourage employees to be vaccinated against seasonal and H1N1 flu, the guidance says.

Employers also might cancel non-essential face-to-face meetings and travel, and space employees farther apart, the report says. And employees who are at higher risk for flu complications might be allowed to work from home or stay home if

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# Economic crisis spurs companies to innovate

By Richard J. Judd, PhD, Professor Emeritus, University of Illinois at Springfield

A retired business owner in our community asked me: "Is it possible to borrow oneself out of debt?" Hmm. Is this what Congress believes is the answer for America in today's economy?

A McKinsey survey of business executives during the last week of July suggests there is some optimism about the economy. More major companies are pursuing a range of growth initiatives than were doing so in late May. Most executives (42 percent) picked the description "battered but resilient," but thought the economy is battered enough to prevent a large-scale recovery from arriving anytime soon. Twenty percent of surveyed executives expected an upturn to begin in 2009. In May, the percent projecting an upturn during 2009 was 28 percent.

Most actions, from cost cutting to restructuring, are believed to have been at best only somewhat effective at helping their firms weather the current economic recession. A strong majority of responding firms (1,920) reduced operating costs since last September, but only about believe that doing so has been very or extremely effective in helping their firms weather the crisis. A large part of many companies' lower operating costs came from workforce reduc-

tions. Notable, more than 40 percent of respondents indicate that they have had additional reductions since September 2008.

One-half of the executives at smaller firms said their companies have not cut jobs, and fewer than 25 percent said they will do so during the rest of 2009. In contrast, nearly 75 percent of executives at large, public firms said they have already cut more this year. It is interesting to note that the top three actions they have taken as a result of the recession include changing the mix of their products or services to reach new customers, reconfiguring their organizations to meet future needs and building or conserving cash needs. Regardless of which type of future expected, changing the mix of products or services as a top priority suggests that the crisis may be spurring innovation.

These business leaders expect their firms to remain financially cautious over the next 12 months, yet almost all respondents are now actively seeking growth. This suggests that they have cut costs already and are now seeing opportunities.

Also, they see their firms emerging from this economic crisis stronger. When that will happen is less clear. They do not expect much improvement soon but think it's possible dur-

ing 2010. Much attention has been devoted to the mistakes that brought on the financial and economic crisis. Less has been written about what's being done well in business amid the turmoil to learn how best to lead a firm through these tough times. Interviews of business CEOs and chairmen of major firms in the United States suggest what works effectively for leaders during hard times. Below is a composite of published insights by leaders of firms moving forward during these difficult times.

Interviews of business CEOs and chairmen of major firms in the United States suggest what works effectively for leaders during hard times. First, confront reality. Getting ahead of the curve means taking a hard look at current conditions facing the firm and what the future might hold, which requires a degree of courage. A monitoring system to pick up warning signs is important to address potentially unpleasant realities.

Be accountable for making forecasts and do everything possible to meet them, while regularly and openly reviewing them. Create an atmosphere where trusted employees can talk about the forecast, how it can be improved and what resources they might need. Doing so will likely result in revealing problems

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# What's the point?

If you're like a lot of business people, you get lots (dozens, hundreds?) of emails a day. How much of an email will you read before you ask yourself, "What's the point?" One sentence, two? Do you hate wading through someone else's dense or unclear writ-

ing? Do you even try? Or do you just scan for what you think it's about?

The very nature of an email creates a sense of immediacy. Text messages and "tweets" are even more so. That means that no one wants to wade through your writing to figure out what

the point is.

So when you are writing, clarify your purpose - first for yourself, then for your reader. Put your message right up front. The first few lines of your email should make clear what you want your reader to do. Don't let your readers get frustrated

or annoyed, trying to figure out "What's the point?"

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## American Foundry Society Upcoming Events

AFS Art Casting  
Conference  
November 12-13

Introduction to Metallurgy,  
Oct. 21-Jan. 23 —  
Internet

Melting & Heat Treating of  
Castings, Oct. 21-Jan. 23  
— Internet

Introduction to Metallurgy,  
Oct. 21-Jan. 23.  
— Internet  
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## VALUE OF CE

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tables to investigate the value of "Face Book," "Linkedin" and "Twitter," to learn how social-networks can help members access industry answers from other

business leaders. My current program is the Certified Leadership Series, created by the ISAE Institute for Executive Education. This curriculum is designed to help members develop and enhance the leadership and management skills needed

for professional growth and career advancement.

The central theme of this editorial is to illustrate that we're never too old to learn. We can always gain knowledge about our business and industry, pursue personal growth or perhaps take a

class for the personal satisfaction of learning new ideas. After awhile it can become a life-long commitment to continuing education.

As our good friend and loyal ICMA member, Fairmount Minerals tells us ...

Do good, do well!

## INFLUENZA

Cont. from page 2

the flu is severe, it says. "Keeping our nation's

workers safe is a top priority," said Deputy Secretary of Labor Seth Harris, who participated in the announcement. "Faced with a

renewed H1N1 challenge during the coming flu season, we are developing tools that will help ensure America's workers stay healthy and

our businesses remain viable."

For more information, visit [www.flu.gov](http://www.flu.gov).

## INNOVATE

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earlier and yield stronger, more accurate strategy and tactics to address them.

Second, start all major meetings with strategy in center stage. Difficult decisions often must be made quickly. Decisiveness helps prevent problems from escalating, but can be hard to achieve in the absence of

perfect data. Get as much data as possible with limited data and do so quickly.

Third, be transparent. Address uncertainty by communicating, and then, by communicating again. When you think you have everyone covered, communicate some more. The power of openness at all levels cannot be overemphasized. Being open and candid reflects integrity.

Openness also builds respect, trust and solidarity among employees, which helps them stay focused on the tasks necessary at a time when the future is uncertain and financial rewards are limited. Support of employees is also crucial. Have faith in employees — that they know they will not be blamed for things beyond their control.

Fourth, in times of crisis,

there is a tendency to focus on short-term results. It is just as important to focus on the firm's culture, values and people as it is to communicate what is being done. Remember: If the leader doesn't plan for and invest in the future honestly and openly, there won't be one.

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