Interview conducted by: Lynn Fosse, Senior Editor, CEOCFO Magazine

Manufacturing with Heart Inc.
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Manufacturing with Heart was developed to help other manufacturing companies cultivate a positive and productive workplace from the core belief that people can be trusted.”- Loyal Peterman

CEOCFO: Mr. Peterman, would you tell us the concept behind Manufacturing with Heart?
Mr. Peterman: Manufacturing with Heart was developed to help other manufacturing companies cultivate a positive and productive workplace from the core belief that people can be trusted.

CEOCFO: Why do we need a company to help do that?
Mr. Peterman: Many of the leaders of manufacturing companies have driven their entire business towards profitability and therefore have forgotten the human element that is so critical to having people engaged and involved in the organization every day.

CEOCFO: When did you understand the concept?
Mr. Peterman: The concept that people can be trusted has always been a part of who I am. As I developed over the years, I was fortunate to be able to use that understanding to guide our manufacturing company’s systems, policies and employees in some unique ways resulting in a great environment to work and profitable at the same time.
CEOCFO: Who is turning to you and what is the common thread with your clients?
Ms. Patrella: Small manufacturing companies who, in this difficult economy, have found that employee engagement is a critical requirement for continuous improvement, employee retention and profitability. They're looking for people with the experience to help them. One of the biggest hurdles they face is hiring. Young people are looking for a positive, creative and flexible environment that we created at Abrasive Technology, our global manufacturing company.

CEOCFO: What is your assessment process when a company comes to you?
Mr. Peterman: We start with the CEO and then the leadership team. We assess their current approach to business and their employees, their short and long term strategies and goals, and do a gap analysis. Then we help them with plans to implement changes needed to reach their goals.
Ms. Patrella: We use tools such as Myers-Briggs Type Indicator to assess their level of self-awareness and if they have the desire and courage to make significant changes to meet their goals.

CEOCFO: How do you engage the factory worker; how do you translate the idea that management wants to do things differently?
Mr. Peterman: Once management is clear on what they want to do differently, they need to be persistent with their message in the face of skepticism from the factory workers. We've just published a book, *Manufacturing with Heart, 13 Employee-Centric Actions to Unlock Profitability*, which outlines specific actions to engage everyone in the company.

CEOCFO: How are you able to gently point out some of the problems that management has created?
Ms. Patrella: Our greatest responsibility, as a coach, is to actively listen and ask the right questions so they discover for themselves the problems they have created.

CEOCFO: What is the business model?
Mr. Peterman: We begin with discovery sessions with the management team. We question, listen and have dialogue about the company’s current reality & desired future reality. Together, we decide which of our programs to implement that will have the highest, immediate impact. Our development programs include:

- Leadership
  - CEO or President to Center for Creative Leadership’s Development Program
  - Management Team First, Then All Employees
    - Assessments
    - Self-Awareness
    - Teambuilding
    - Gain DAC (direction, alignment & commitment) to move forward
- Culture
  - Assess current culture
  - Define desired changes
  - Develop strategies and action plans
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Organizational Structure
   Assess current structure(s)
   Develop strategies and action plans to implement a Process-Centered Organization

CEOCFO: *Is it hard for you to stop at level one when you see and you know that there is so much more to accomplish?*
Mr. Peterman: Yes it is. There were people we were personally engaged with and they us. They decided they just did not want to go further. It was frustrating knowing how much farther they could really go.

CEOCFO: *What would people look for to find you if they were doing an online search?*
Mr. Peterman: They could Google Search Manufacturing with Heart, Loyal Peterman or Tanya Patrella. They would find us on our website (www.manufacturingwithheart.com), LinkedIn, Facebook, Twitter and Amazon.

CEOCFO: *What surprised you as Manufacturing with Heart has grown?*
Mr. Peterman: Manufacturers continue to spend millions of dollars on capital equipment and leadership training to improve productivity and profitability, while the largest expense and greatest potential for improvement goes wanting, their employees.

CEOCFO: *How is business?*
Mr. Peterman: It is OK. It is difficult to find people who are willing to invest in their employees' potential because they can't measure the ROI.

CEOCFO: *Why choose Manufacturing with Heart?*
Ms. Patrella: I have a great admiration for all the consultants and coaches out there who have learned their skills from academia. We have developed, designed and implemented every single one of the programs we offer. We have twenty years’ experience leading a global manufacturing company. The success of having done it is what separates us.