

# The Power of Goodwill

By Ellen Campbell

What is it about Forge Fair that energizes the FIA community? Engaging booths and enticing giveaways set the scene, but ultimately what makes Forge Fair a valuable experience is the intangible and intentional human element that determines the success of the event. It's called goodwill. It's that critical factor that helps us recapture the joy of the forging business and appreciate the people in our industry. This outpouring of goodwill from each attendee is what makes each Forge Fair successful and memorable.

## Goodwill as an Engine

At Forge Fair 2023, Angela Ketelhut and I represented the FIA Workforce Development Committee with our presentation, "Reinvigorate Your Workforce." We learned an important lesson from our attendees that day. It seems that goodwill doesn't just energize a human person; it builds on that energy. The goodwill that attendees brought to our presentation engendered openness. In turn, their disposition of openness promoted attentiveness, discovery, and problem solving. More than just a positive state of mind, goodwill is a disposition we put into action by genuinely, purposely, and continuously willing the good of another person. What would happen to your company culture if you brought the same powerful disposition of goodwill that you bring to Forge Fair to your shop floor?

## Making a Culture Shift

In his 2022 Forbes article, "The 'Great Resignation' is Your Company's Culture Wake-up Call," Mohammad Anwar shares the stats from a 2021 Gallup labor report that "48% of America's working population was actively job searching or watching for opportunities." Mr. Anwar explains that this reflects toxic company culture and "the uphill battle to keep employees engaged, happy and present." If your plant is struggling to retain your team members or draw new talent, it may be due to a malaise that has taken over your company culture. A toxic work environment doesn't happen overnight. It works insidiously. Weeks of neglect turn into months of disrepair, and finally years of deterioration. This applies to both the physical plant and the relationships between people who work there. The culture of the company reflects the toxic state of the whole environment.

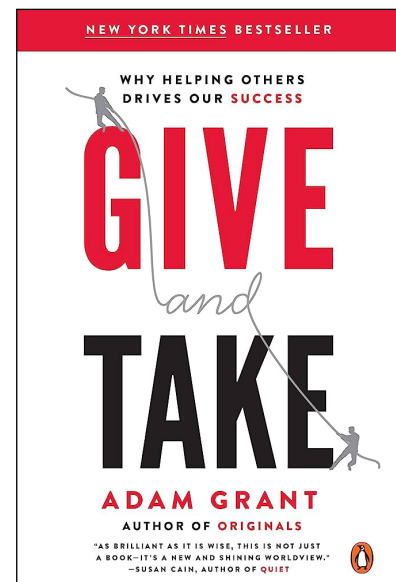
If this sounds familiar, then your team and your facility are probably due for a company culture detox. A healthy company culture depends on the vision and exemplary conduct of its leaders. Mr. Anwar assures us that prioritizing the treatment of people is a win-win solution. "By empowering your people to perform to their full potential, your business will naturally grow and thrive in tandem with your employee engagement." However, successful empowerment begins with goodwill.

## Giver, Taker, Matcher

A foundational resource for our presentation at Forge Fair was Adam Grant's book, *Give and Take*. His insight was key to our understanding the link between empowering another person and willing the good of the other. Mr. Grant makes it clear that the giver is the person interested in others more than self in the quest for sustainable solutions and long-term success. If you're a giver, Mr. Grant explains, you value helping others reach goals, being dependable, and caring for those in need. If you put yourself first, and focus on garnering your own wealth, power, pleasure, or honor - you're a taker. Mr. Grant defines a "matcher" as a person who helps another only to the degree that one's help is matched - giving on the condition of receiving. Successful giving is rooted in healthy relationships and genuine interest in the good of others. Where the taker is consumed with getting the biggest piece of the pie, and the matcher wants her fair share of the pie, the giver is busy making the pie bigger.

## Operating on Fear

So why don't we express our goodwill at the shop? Apparently, it's common for people to compartmentalize their goodwill to only benefit their personal relationships. Mr. Grant says that the problem is two-fold. Giving in business can be perceived as being weak. This is why people with natural giver instincts often navigate their way through the business day with a matcher mentality. Goodwill is usurped by fear of being used or exploited. Worse still, taking becomes a default position. This is the disposition that assumes that everyone around you is a taker. "By encouraging us to expect the worst in others it brings out the worst in us; dreading the role of chump, we are often loath to heed our nobler instincts," reflects economist Robert Frank. Ironically, taking seems to operate on fear and selfishness, which do not convey strength. Consequently, when selfishness becomes pervasive in a company, the culture tanks.



## Goodwill Inspires Goodwill

Mr. Grant distinguishes the faker (the taker who is disingenuous), and the authentic giver. Humility sets the giver and taker apart. Genuine giving is marked by active listening, asking questions, and learning how to help other people reach their goals. It takes goodwill to build goodwill, and it takes trust to establish trust. This is why the giver is patient. Yet, Mr. Grant also helps us understand how the wise giver avoids burnout, negotiates with takers, all while maintaining a disposition of goodwill. The power of goodwill expressed by the giver inspires more giving. When co-workers commit to operating on goodwill - being others focused - a toxic company culture gives way to a healthy company culture. "Giving, especially when it's distinctive and consistent, establishes a pattern that shifts other people's reciprocity styles within a group. It turns out that giving can be contagious."



*At Forge Fair 2023 with Angela Ketelhut, Senior Manager HR, American Axle & Manufacturing*

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## FIA Orders & Shipments Survey

FIA's Orders & Shipments Survey program was re-launched in 2019 as a web-based high-end survey product. The survey's scope is confidentially tracking FIA member North American shipments and bookings for forged products inclusive of the Impression Die, Open Die and Rolled Ring processes.

### About the FIA O&S Survey:

- FIA partnered with MTInsight, the statistical tracking division of The Association for Manufacturing Technology (AMT), to build a custom analytics program to serve the forging industry.
- FIA members enter their monthly orders & shipments data into AMT's custom-built, confidential software system.
- Categories tracked include OPEN DIE, CLOSED DIE and ROLLED RING forging as well as markets served, and material used.
- Survey takes 30-minutes or less to complete each month
- Included reports:
  - Monthly Index Overview
  - Market Share Report (Dollars)
  - Product Report (Index Values)
  - Profile Report
- As first step members complete their full 2016 sales (in Excel), then gain access to the program for monthly data loading
- This is a members-only benefit.

### Questions?

*If you would like more information or a Zoom demonstration to walk through the process of working with the software and loading monthly numbers please contact Jim Warren at [jwarren@forging.org](mailto:jwarren@forging.org).*

