

SBE TODAY

SMALL BUSINESS EXCHANGE

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DIVERSITY IN ACTION -

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5 Things Great Leaders Do... and Failing Ones Don't Do or Die: Expert Cites Effective Leadership Commonalities, Best Practices & Career Killers



By Roxi Hewertson

Are you a GREAT leader or an "AT RISK" failing leader? How do you know? What would your staffers say? What would your own supervisor say?

"While there is a seemingly endless list of things to consider when asking yourself 'how am I doing?', it's prudent to specifically focus on your attitudes and behaviors," notes leadership authority Roxi Hewertson, President & CEO of the Highland Consulting Group. "These are the biggest differentiators between great leaders and failing leaders because they demonstrate the four core emotional intelligence metrics: Self-Awareness, Self-Management, Social Awareness, and Relationship Management. These four factors are directly correlated with attitudes and behaviors that work for you or against those in a leadership role."

As an expert who helps emerging and entrenched leaders excel, below Hewertson details 5 winning and 5 failing behaviors and attitudes that show up consistently in leaders who succeed, and those who fail.

5 THINGS *GREAT* LEADERS DO

--Read/understand own emotions and recognize the impact on self and others

It all begins with the amount of emotional self-awareness you demonstrate, which others around you use as a cue. By developing an accurate view of, and aptly managing, your own emotional responses to situations—and the ways in which you impact others—the rest of your skills and talents will be duly magnified and leveraged. Great leaders know what pushes their buttons. They know where their passions lie. They know how to manage themselves and others in times of high stakes emotion, crisis, conflict, and when backs are to the wall. Great leaders know their impact on others matters regardless of intent. Great leaders also pay close attention to their impact, regularly seeking feedback so they may recover gracefully when their impact and intent are not in synch.

--Know one's strengths and limits

The best leaders understand they can never know and do everything...and don't pretend that they do. Instead, they recognize what they are really good at and leverage those skills, spending time doing what they do best and continuing to learn in areas where they are not as accomplished. Great leaders surround themselves with people who are smarter and more experienced in areas of their own personal gaps. A great leader will assert, "Great question. I don't know the answer to that, so let's find a super star that does." When you understand what you know, don't know, and how you tick, you can more readily understand how to lead others to their highest potential, honoring their unique needs, motivations, strengths, and challenges.

--Know and have a good sense of one's self-worth and capability

There is a big divide between confidence and arrogance. Confidence comes from a strong sense of self-worth and self-awareness. Arrogance comes from fear in many cases and a sense of entitlement in others. The best leaders are very confident in what they know and can do from an objective view, rather than an assumed view. These leaders continuously test themselves to see what they are capable of, stretching and growing and learning. At the same time, great leaders tend to be grounded, centered, stable people who are calm during a crisis, and rock solid in modeling their core values, particularly under pressure. A sure sign of this quality is when

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SMALL BUSINESS EXCHANGE

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BIDDING OPPORTUNITIES

SKANSKA

Sub-Bids Requested From Qualified DBE Subcontractors & Suppliers

**Ave 52 and Grapefruit Grade Separation
City of Coachella, Contract No.: 2009-18
DBE Goal: 5.62%**

Bid Date: October 28, 2013 – 2:00PM

Quotes requested from Contractors, Suppliers and Service Providers include, but are not limited to: Storm Water Pollution Plan, Street Sweeping, Construction Area Signs, Traffic Control System, Type III Barricade, Fencing, Temporary Pavement Marking, Temporary Traffic Stripe, Channelizer, Temporary Railing, Portable Changeable Message Signs, Temporary Crash Cushion Module, Roadside Signs, Abandon Culvert, Cold Plane Asphalt Paving, Clearing and Grubbing, Building Demolition, Slurry Seal, Roadway Excavation, Develop Water Supply, Structure Excavation, Structure Excavation (Bridge), Structure Excavation (Retaining Wall), Structure Backfill, Fiber Rolls, Silt Fence, Geosynthetic Reinforced Soil Wall, Class 2 Aggregate Base, Hot Mix Asphalt, Tack Coat, Furnish & Drive Steel Pile, Prestressing CIP Concrete, Structural Concrete (Bridge), Structural Concrete (Retaining Wall), Minor Concrete, PTFE Bearing, Joint Seal Assembly, Joint Seal, Bar Reinforcing Steel (Bridge), Bar Reinforcing Steel (Retaining Wall), Roadside Sign, HDPE Pipe Culvert, Welded Steel Pipe Casing, Rock Slope Protection, Rock Slope Protection Fabric, Miscellaneous Metal, Ornamental Fence, Masonry Garden Wall, Landscape and Irrigation, Anti-Graffiti Coating, Water Line, Sewer Line, Thermoplastic Pavement Marking, Thermoplastic Traffic Stripe, Paint Traffic Stripe, Pavement Marker, Traffic Signal, Street Lighting, Noise Monitoring

Skanska is interested in soliciting in Good Faith all subcontractors as well as certified DBE companies for this project. All interested subcontractors, please indicate all lower tier DBE participation offered on your quotation as it will be evaluated with your price. Please call if we can assist you in obtaining bonding, lines of credit, insurance, necessary equipment, materials and/or supplies. Skanska will also review breaking out scope packages and adjusting schedules to help permit maximum participation. Plans and Specifications are available for view at our main office in Riverside or purchase from Desert Reprographics (760) 343-3134

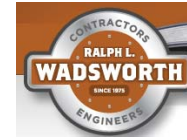
Subcontracting Requirements: Skanska's insurance requirements are Commercial General Liability (GL): \$1M ea. occ., \$1M personal injury, \$2M products & completed operations agg. and general agg.; \$1M Auto Liability; \$5M Excess/Umbrella and \$1M Workers Comp. Endorsements and waivers required are the Additional Insured End., Primary Wording End., and a Waiver of Subrogation (GL & WC). Other insurance requirements may be necessary per scope. Subcontractors may be required to furnish performance and payment bonds in the full amount of their subcontract by an admitted surety and subject to approval by Skanska. Skanska will pay bond premium up to 1%. Quotations must be valid for the same duration as specified by the Owner for contract award. Conditions or exceptions in Subcontractor's quote are expressly rejected unless accepted in writing. Skanska is signatory to the Operating Engineers, Laborers, Cement Masons, Carpenters Unions and Teamsters. Subcontractors must provide weekly, one original and one copy of all certified payrolls, including non-performance and fringe benefit statements if required by law or by the Prime Contract. Subcontractor scope (including any conditions or exceptions) is required 24 hours prior to bid deadline to allow proper evaluation.

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Skanska Estimating Dept:

1995 Agua Mansa Rd, Riverside, CA 92509 – Ph: (951) 684-5360, Fax: (951) 788-2449

Email: Joe.Sidor@skanska.com



DBE Subcontractors

**Caltrans Design Build Contract #03-2F21U4 ,
Sacramento River Viaduct and West End Viaduct
Deck Rehabilitation, in Sacramento and Yolo
Counties on RT 50 and RT 5, Bids 11/1/2013**

Services needed: This is a heavy highway design build project with the typical items of work associated. There will be opportunities before and after the bid date to contract with Myers and Sons / RL Wadsworth, a joint venture. Myers and Sons / RL Wadsworth is requesting quotes from all qualified subcontractors, trucking firms and suppliers including certified UDBE/DBE/SBE/DVBE firms for any part of the following types of work, including but not limited to: LEAD PLAN, CONSTRUCTION AREA SIGNS, TRAFFIC CONTROL, MESSAGE BOARDS, SWPP PLAN, FURNISH POLYESTER CONCRETE, FURNISH MULTILAYER POLYMER OVERLAY, JOINTS SEALS, STRIPING AND MARKERS, PREPARE CONCRETE BRIDGE DECK, DRAINAGE SYSTEM CLEANING, DRAINAGE SYSTEM REPAIR, REMOVE AC, MISC. METAL, COLD PLANNING, MISC. DEMO, DRAINAGE, REMOVE UNSOUND CONCRETE, REPLACE UNSOUND CONCRETE, EROSION CONTROL, TEMP FENCING

Requirements: 100% Performance and payment bonds may be required for the full amount of the subcontract price. Subcontractors must possess a valid contractor's license, current insurance and worker's compensation coverage meeting Myers and Sons Construction's requirements. Subcontractors will be required to sign the standard Myers and Sons Construction Subcontract Agreement. Quotations must be valid for the one hundred and twenty (120) days after the specified Contract Award Date by the Owner. Plans and Specifications are available for viewing at our Sacramento office. Please call if you need assistance in obtaining bonding, insurance, equipment, materials and/or supplies or visit our website at our website www.myers-sons.com or wadsco.com for more information. Myers and Sons / RL Wadsworth, JV intends to work cooperatively with all qualified firms seeking work on this project. This joint venture will be signatory to the Laborers, Carpenters, Cement Masons and Operating Engineers. Myers and Sons Construction and RL Wadsworth are equal opportunity employers.

**Myers and Sons / RL Wadsworth,
a Joint Venture**

2554 Millcreek Dr. • Sacramento, CA 95833

Phone: 916-649-4504 • Fax: 916-920-2246

Contact: Clinton Myers

Email: cwmyers@myers-sons.com

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Bid Requests from Certified SBE Subcontractors and Suppliers for SHORING only.

**HUNTER'S POINT SHIPYARD PHASE I,
BLOCK 56-57**

This is a SFRA project with construction workforce and prevailing wage requirements.

**Hunter's Point Shipyard
Coleman Street at Innes Court
San Francisco, CA 94124
Bid Date: 11/25/13 @ 2 PM**

Voluntary Pre-bid Meeting on 11/12/13 at 11 AM at Construction Assistance Program Trailer located at 690 Hudson Ave., Trailer "B", San Francisco, CA 94124.

CAHILL CONTRACTORS, INC.

Contact: Julie Park

at estimating@cahill-sf.com, (415) 986-0600.

Spay Neuter Project of Los Angeles is requesting sub-bids from qualified MBE/WBE/OBE Subcontractors and Suppliers for the following work:

**Veterinary Technician Relief
Uniform Service
Printing Services
Administrative/Receptionist Positions
Veterinarians**

Project Name:

**Pet Vaccination and Microchip Clinics
Owner: City of Los Angeles**

Bid Date: November 4, 2013 @ 10 AM

For additional information including plans and scope of project please contact

Zoey Knittel

957 N Gaffey Street • San Pedro, CA 90731

Phone: 310-241-0768 • Fax: 310-241-0769

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BIDDING OPPORTUNITIES

REQUEST FOR LBE & DVBE SUBCONTRACTORS AND SUPPLIERS FOR:

El Cerrito High School Stadium
Bid #3541348-00
West Contra Costa Unified School District
BID DATE: October 30, 2013 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Building Structures, Site Concrete, Landscaping/Irrigation, Fencing, Electrical, Storm/Water/Sewer/Survey and Construction Materials

O.C. Jones & Sons, Inc.

1520 Fourth Street • Berkeley, CA 94710 • Phone: 510-526-3424 • FAX: 510-526-0990

Contact: Mike Crowley

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100% Performance & Payment Bonds may be required. Worker's Compensation Waiver of Subrogation required. Please call OCJ for assistance with bonding, insurance, necessary equipment, material and/or supplies. OCJ is willing to breakout any portion of work to encourage LBE/DVBE Participation. Plans & Specs are available for viewing at our office.

REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

CA Dept. of Transportation
CT 04-0A5344 Cordelia
Realign I-680 to Connect Directly with the I-80/SR-12 Interchange
BID DATE: November 13, 2013 @ 2:00 PM

O. C. Jones & Sons, Inc. is soliciting quotes for (including but not limited to):

Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Pavement Delineation, Striping, Portable Changeable Message Signs, Temporary Railing (Type K), Dewatering, Prepare Storm Water Pollution, Temporary Erosion Control, Street Sweeping, Geomembrane Liner, Fencing, Underground Storm, Metal Beam Guard Railing, Cold Plane AC, Demolition & Removals, Clearing & Grubbing, Ground Improvements, Imported Borrow, Geotextile, Underground Water, Erosion Control, Hydroseed, Lime Stabilized Soil, Rapid Strength Concrete Base, Asphaltic Emulsion, Asphalt Dike, Tack Coat, Jointed Plain Concrete Pavement, Seal Pavement Joint, Mechanically Stabilized Embankment, Minor Concrete, Sign Structure, Roadside Sign, Pipe Underdrain, Delineator, Vegetation Control, Chain Link Railing, Concrete Barrier, Electrical Lighting & Signalization and Construction Materials.

Contact: Jean Sicard @ OCJ (510) 526-3424 or (510) 809-3411 • jsicard@ocjones.com

Flatiron West, Inc. is soliciting quotes (including but not limited to):

Bridge Demo, Joint Seal Assembly, Post Tensioning, Rebar, Bridge Concrete Barrier, Furnish & Erect Precast Girders, Ready Mix Concrete, Concrete Pumping, Steel Pipe Pile, PTFE Bearings, Bridge Bearing Pads, Form Liner, Traffic Control, Misc. Metals including Bridge Deck Drainage, Waterline Hangers, Saddles and Brackets

Contact: Blaine Austin @ Flatiron West @ (707)742-6017 • BLAustin@flatironcorp.com

O.C. Jones & Sons, Inc. and Flatiron West, Inc.,
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REQUEST FOR DVBE SUBCONTRACTORS AND SUPPLIERS FOR:

Gunn High School – Miranda Avenue Drop-Off
Contract No. GMD-13
Palo Alto Unified School District
BID DATE: November 7, 2013 @ 1:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Concrete, Landscape, Underground, Staking, Electrical, Demolition (Building), Fencing and Construction Materials

O.C. Jones & Sons, Inc.

1520 Fourth Street • Berkeley, CA 94710 • Phone: 510-526-3424 • FAX: 510-526-0990

Contact: Mike Crowley

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REQUEST FOR DBE SUBCONTRACTORS AND SUPPLIERS FOR:

Hwy 12 Widen Shoulders and Intersections
Rio Vista - Caltrans #04-2A6204
BID DATE: November 6, 2013 @ 2:00 PM

We are soliciting quotes for (including but not limited to): Trucking, Lead Compliance Plan, Construction Area Signs, Traffic Control System, Striping & Marking, Portable Changeable Message Sign, SWPPP, Water Sampling & Analysis, Storm Water Annual Report, Water Quality Monitoring Report, Erosion Control, Sweeping, Wildlife Exclusion Fence, Temporary Fence, Treated Wood Waste, Abandon Culvert, Cold Plane AC, Clearing & Grubbing, Imported Borrow, Imported Topsoil, Hydromulch, Hydroseed, Compost, Crack Treatment, Geosynthetic Pavement Interlayer, Rumble Strip, Data Core, AC Dike, Tack Coat, Steel Sheet Piling, Structural Concrete, Minor Concrete, Roadside Signs, Pipe Culvert, Rock Slope Protection, Misc. Iron & Steel, Fencing, Object Marker, MBGR, Channelizers, Hydraulic Mulc-BFM, Vegetation Control – Concrete and Construction Materials

O.C. Jones & Sons, Inc.

1520 Fourth Street • Berkeley, CA 94710 • Phone: 510-526-3424 • FAX: 510-526-0990

Contact: Dan Palmer

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100% Performance & Payment Bonds may be required. Worker's Compensation Waiver of Subrogation required. Please call OCJ for assistance with bonding, insurance, necessary equipment, material and/or supplies. OCJ is willing to breakout any portion of work to encourage DBE Participation. Plans & Specs are available for viewing at our office or through the Caltrans Website at www.dot.ca.gov/hq/esc/oe/weekly_ads/index.php.

Sub Bids Requested From Qualified
DBE / UDBE Subcontractors & Suppliers for
County of Sacramento - Old Florin Town
Streetscape Improvements
Location: Sacramento, CA
Project No. 4096
Bid Date: October 31, 2013 @ 2:00 PM

McGuire and Hester is seeking qualified subcontractors in the following trades: clearing & grubbing; SWPPP; demolition & tree removal; AC dike; slurry seal; cold plane AC; minor concrete, striping & signs; electrical; water tower monument; fencing; steel railings; CMU pilasters; stone seat walls; landscaping & irrigation; hydroseeding; pavers; and trucking.

We will pay up to and including one and one-half percent (1-1/2%) of your bonding cost. Certification assistance is available, as well as viewing plans and specs.

McGuire and Hester

9009 Railroad Avenue • Oakland, CA 94603
 Phone: (510) 632-7676 • Fax: (510) 562-5209

Contact: Dave Koerber

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PUBLIC LEGAL ADVERTISEMENTS



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ADVERTISEMENT FOR BIDS

Subject to conditions prescribed by the University of California, Los Angeles, sealed bids for a lump-sum contract are invited for the following work:

CP DT CHILLER REPLACEMENT Project Number T128HK062513

DESCRIPTION OF WORK: Replacement of existing chillers on the Canyon Point (CP) and Delta Terrace (DT) residence halls. Contractor shall demolish the existing chillers, piping and associated devices and controls; and provide new chillers, chilled water pumps, loops, and all controls, piping and accessories. Contractor shall connect to the existing piping system and provide a fully integrated BAS control system capable of interfacing with the existing building BAS system. The entire air and water system shall be tested, adjusted and balanced by a Contractor furnished testing agency.

BIDDING DOCUMENTS:

1. Bidding Documents will be available beginning on October 17, 2013 and will be issued at:

ARC
2435 Military Ave., Los Angeles, CA 90064
Telephone (310) 477-6501
Website: <http://social.fordgraphics.com/>

2. Bidders may view the Bidding Documents online at the ARC PlanWell Public Plan Room, and purchase digital and/or hard copies of the Bidding Documents by contacting ARC as indicated above. All parties will make arrangements with and payment to ARC directly. (NOTE: Bidding Documents will not be issued at the University's office.)

BID DEADLINE: Bids will be received only at the following location:

Contracts Administration
University of California, Los Angeles
1060 Veteran Avenue, Suite 125
Box 951365
Los Angeles, California 90095-1365
310-825-7015

and must be received at or before:

2:00 p.m., November 8, 2013



GOLDEN GATE BRIDGE HIGHWAY & TRANSPORTATION DISTRICT

NOTICE INVITING PROPOSALS

The Golden Gate Bridge, Highway and Transportation District (District) seeks bids for **Request for Proposals (RFP) No. 2014-B-2, Window Washing at the Golden Gate Bridge Toll Plaza Buildings**. Interested Proposers must submit sealed proposals to the Office of the Secretary of the District on **Tuesday, November 19, 2013, by 4:00 p.m., PT**.

Request for approved equals, modifications or clarifi-

MANDATORY PRE-BID CONFERENCE &

JOB WALK: A mandatory Pre-Bid Conference and mandatory Pre-Bid Job Walk will be conducted on October 25, 2013 beginning promptly at 10:00 a.m. Only bidders who participate in both the Conference and the Job Walk, in their entirety, will be allowed to bid on the Project as prime contractors. Participants must arrive at or before 10:00 a.m. Persons arriving later than said time will not be allowed to bid on the Project as prime contractors. Participants must arrive at or before 10:00 a.m. Persons arriving later than said time will not be allowed to bid on the Project as prime contractors. Participants shall meet at Conference Room SP121 located at the Sproul Presidio Residence Hall, 251 Charles Young Drive West, UCLA Campus. For navigation applications enter: (34.072008, -118.449598). Parking is available at the Sunset Village (SV) parking structure, UCLA campus (refer to the online UCLA Campus Map at www.ucla.edu/map). For further information, contact Hank Knapp at 310-825-8515.

(NOTE: Bidders are advised that parking may be difficult. Bidders should allow ample time to drive to the above location in heavy traffic, find a parking space, walk to the building, and arrive in the designated Meeting Room prior to the required time. It is currently anticipated that the Conference/Job Walk will last at least 2 hours.)

LICENSE REQUIREMENTS: The successful Bidder will be required to have the following California current and active contractor's license at the time of submission of the Bid:

C-20 License (Warm-Air Heating, Ventilating & Air-Conditioning)

Every effort will be made to ensure that all persons have equal access to contracts and other business opportunities with the University within the limits imposed by law or University policy. Each Bidder may be required to show evidence of its equal employment opportunity policy. The successful Bidder and its subcontractors will be required to follow the nondiscrimination requirements set forth in the Bidding Documents and to pay prevailing wage at the location of the work.

The work described in the contract is a public work subject to section 1771 of the California Labor Code.

THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

<http://www.capitalprograms.ucla.edu>

cations of any requirement must be submitted in writing on **Tuesday, November 5, 2013, by 4:30 p.m., PT**.

The RFP Documents are available for download on the District's web site. To download the RFP Documents, go to the District's web site home page at <http://www.goldengate.org>, click on Contract Opportunities, scroll down to Bridge Division and look for Contract No. 2014-B-2.

To inspect and obtain RFP Documents, please contact the Office of the Secretary of the District, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA, by telephone at (415) 923-2223, by e-mail at districtsecretary@goldengate.org, or by facsimile at (415) 923-2013.

/s/ Janet S. Tarantino, Secretary of the District
Dated: October 24, 2013 **CNS-2548536#**

City and County of San Francisco
Outreach Advertising
2013 - 10A

Newspaper Outreach Advertising Survey

The Board of Supervisors is evaluating the effectiveness of Outreach advertising. Was the information in this ad helpful and/or interesting to you? What types of articles would you like to see? Please provide your comments at (415) 554-7710 or email board.of.supervisors@sfgov.org. Please include the publication name and date.

Arts Commission Call for Artists: Bayview Gateway Public Art Project

The Port of San Francisco's Bayview Gateway Project will create a new one acre public open space along the southern bank of Islais Creek in San Francisco's south east waterfront. The Project Site is bound by Islais Creek on the north, Cargo Way on the south, 3rd Street on the west, and Illinois Street on the east. At this site, there is an opportunity for a large-scale permanent signature artwork, which will represent the entry to the Bayview neighborhood. The Project will also serve as a connection to the Bay Trail along Illinois Street and Cargo Way and a resting place to view Islais Creek and the surrounding maritime activity.

Deadline: Monday, November 18, 2013, 11:59 p.m. PST.

For more information, including how to apply call 415-252-3215.

Application forms are available through SlideRoom, an online application system: <https://sfgov.slideroom.com>

Low Cost Diversity, Sensitivity and Cultural Competency Training for Businesses, Employers and Housing Providers by the San Francisco Human Rights Commission

If you are a business owner or housing provider, educating yourself and your employees about the harmful impact of discriminatory conduct is not only critical to your success, but it will help you avoid expensive lawsuits and promote smart, respectful business and/or housing practices.

The first step towards ensuring that you and your employees comply with Federal, State and Local anti-discrimination laws is to enlist the help of the San Francisco Human Rights Commission. For a nominal fee, we will provide you with the most up-to-date training available, customized to your specific needs.

Contact us today to learn how you can reduce the likelihood of expensive lawsuits stemming from unlawful workplace and/or housing practices based on age, ethnicity, sexual-orientation, disability and other protected classes. To learn more about our trainings, please visit us at www.sf-hrc.org or email Taraneh.Moayed@sfgov.org.

Notice of Availability of REQUEST FOR PROPOSALS (RFP) for

The EcoCenter at Heron's Head Park

The San Francisco Port Commission is issuing one (1) RFP seeking qualified tenant to lease the EcoCenter at Heron's Head Park for a term of five (5) years. Download RFP packages from the Port's website at SFPort.com/EcoCenter-RFP, available at the Port offices at Pier 1 or by contacting the Port (415)-274-0400.

Submittals must be delivered by hand to the Port of San Francisco, Pier 1, San Francisco CA 94111, no later than 2:00 P.M. PST on Friday November 8, 2013.

Office of Civic Engagement & Immigrant Affairs

What: Free Citizenship Workshop

When: Saturday - November 2, 2013, 9:30 AM - 12:30 PM

Where: UC Hastings College of the Law, Mayer Lounge

198 McAllister Street (Near Civic Center BART/ Muni Station)

For More information, call 415-662-8901

The City and County of San Francisco encourage public outreach. Articles are translated into several languages to provide better public access. The newspaper makes every effort to translate the articles of general interest correctly. No liability is assumed by the City and County of San Francisco or the newspapers for errors and omissions.

5 Things Great Leaders Do... and Failing Ones Don't

■ Continued from page 1

others say, "I always know and respect where (s) he stands, even if I disagree."

--Think and act with optimism - seeing the "upside"

There are two kinds of attitudes in the world—those who think and act through the lens of abundance, and those who think and act through a lens of scarcity. Attitudes shift throughout our lives for many reasons, and great leaders know the message they are sending about whatever attitude is current. Great leaders go for solutions, new ideas, and silver linings, even in the worst of times. They may change course, but they never give up. They thoughtfully navigate their staffers to a better place—often to places their subordinates didn't even know or believe possible. The best leaders will tell the truth even if the "sky is falling" and then shine a light on the path to get everyone to a better place. These are the leaders whose employees say "I would follow my boss anywhere."

--See and seize opportunities for contributing to the greater good

Despite conventional thinking, great leaders have low ego needs because of their solid confidence and self-worth. By not wasting time and energy to shine up their image, this kind of leader frees up energy and time to create something greater than themselves, often building a legacy that contributes to something far more important than their personal agendas. Great leaders have an achievement orientation that is laser focused on the greater good. The highest caliber set will say, "Win/Win or no deal." And, "How can we use our resources to achieve the greatest good?" They proactively look for ways to get the best for the most, even sacrificing their personal agenda to achieve a greater overall solution or result. Great leaders believe in a shared vision and continuously drive to the best outcome for the most people involved. These are the leaders people talk glowingly about long after they are gone from the job or from life.

5 THINGS *FAILING* LEADERS DO

--Discount others' emotions and perspective

Failing leaders just don't pick up on or value other people's signals. Or, if they do, they don't care, all demonstrating a fundamental lack of empathy. This emotional intelligence skill relates directly to social awareness. One cannot be a good leader without empathy, period. If the leader cannot walk a mile in someone else's shoes, he or she will have big blinders on and miss important information, ideas, and perspective. People led by such a person generally leave as soon as

they can because they do not feel trusted, heard, understood, or respected. This type of leader will have limited influence over time, and they will not inspire others. They are ego driven, often arrogant, and will surely fail while scratching their heads and wondering why.

--Miss key organizational clues, norms, decision networks and politics

These types of "leaders" are mostly clueless and leading in name only. They somehow landed a leadership title, most likely by accident, circumstance, timing, or favoritism. They have very little emotional intelligence in terms of self-awareness and organizational awareness. They could be fearful or they might be in denial. More likely, however, they have, what could be called, "organizational blindness." They just don't pick up the clues when their boss is displeased with them, when the tide is changing, or when people are talking about them behind their backs. They make decisions that are not theirs to make and don't make decisions that are theirs to make. They don't develop a wide network; they just show up and act more like an individual contributor than a leader, even with their peers. They are the sort who tell inappropriate jokes, and dance to a drummer no one else is dancing to. They don't get it, don't buy it, or don't know how to play the game in their particular "sandbox."

--Blame others for outcomes

Author Jim Collins is right in asserting that great leaders look "in the mirror" when things go wrong and "out the window" applauding others when things go right. In fact, when things go wrong, it is about the leader since that's who is responsible for the culture and the success of their team. Holding people accountable for their performance is important; blaming them for mistakes or failures is a non-starter. The difference between accountability and blame is the way the issue or problem is dealt with. Asking questions to understand how or where things went wrong allows the leader to "own" the problem for the team, and then have a candid discussion about the situation and the solutions—without fear. Failing leaders don't ask; they tell. They need to make someone wrong to be right. You'll rarely if ever hear this leader say, "Let's see what we and I can learn/grow/understand from this." You will, however, hear this leader say, "I don't want to EVER hear about this kind of screw up again...or else."

--Avoid dealing with and resolving conflicts

Failing leaders avoid dealing with conflicts, fail to provide constructive feedback, and duck key relationship issues. They often think, "If I ignore it, it will go away." Sometimes it does, but rarely. More commonly the conflict grows exponentially

until it's a toxic, smelly mess. No team can be functional without the ability to resolve their inevitable and necessary conflicts. Dysfunctional co-worker relationships and teams of any kind simply cannot get the work done well, so their results suffer and the leader will eventually fail. Even the "nicest" leader will lose the respect of colleagues, direct reports, and the boss if they cannot or will not clean up their own messes and effectively sort out problematic issues. The system will start adjusting to this roadblock by doing "workarounds." In short order, this leader will lose credibility and the respect of co-workers and, eventually, the leadership role.

--Isolate self and/or team from others in the organization

These are the lone wolves who think they—or they and their team—can do the job better than everyone else. These failing leaders may have a tight "in-crowd" of direct reports who believe in them, hear a lot of "yes" from their direct reports, and see themselves in an "us vs. them" proverbial shoot out at the OK Corral. They work best in "silos," rarely sharing resources or knowledge across the organization. They believe they are in it alone, that no one understands them and that, if anyone interferes with them, it will dilute their agenda, work, or image. Failing leaders divide and try to conquer. Winning leaders don't undermine their counterparts as failing leaders do. Instead, they collaborate and synergize, leveraging the brains, talent, and time of other leaders in the organization for the good of the whole. There are two paths out of this scenario: 1) the failing leader becomes motivated, often by distress, to dramatically change their isolationist attitudes, or 2) they return to the non-leadership role where they shine and can truly contribute.

Hewertson concludes, "Most leaders and others can learn, develop, and increase their own emotional intelligence. It takes assessment, self-motivation, learning, awareness, practice and feedback. Improving one's emotional intelligence is a life-long journey—one that great leaders relish!"

Leadership authority Roxana (Roxi) Hewertson is a no-nonsense business veteran revered for her nuts-and-bolts, tell-it-like-it-is approach and practical, out-of-the-box insights that help both emerging and expert managers, executives and owners boost quantifiable job performance in various mission critical facets of business. Through AskRoxi.com, Roxi—"the Dear Abby of Leadership"—imparts invaluable free advice to managers and leaders at all levels, from the bullpen to the boardroom, to help them solve problems, become more effective and realize a higher measure of business and career success.

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UC Davis and UC Riverside receive EPA Funding for Students' Innovative Green Technologies



The U.S. Environmental Protection Agency (EPA) today announced the 2013 recipients of EPA's People, Prosperity and the Planet (P3) Phase I grants. The UC Davis team will develop a low-energy greywater wastewater treatment system for homes that improves water quality and provides water for gardens. The UC Riverside team will study the feasibility of electricity generation from ocean currents as an inexpensive,

renewable source of energy. Each of the forty teams of graduate and undergraduate students from across the country are receiving a \$15,000 grant for research proposals that develop solutions to real-world environmental challenges.

"The P3 program offers a unique opportunity for students to develop and showcase innovative designs for environmental solutions," said Lek Kadeli, principal deputy assistant administrator for the EPA's Office of Research and Development. "As we enter the 10th year of the program, the ingenuity and passion of the students continue to provide solutions that protect health and the environment while spurring economic development."

This year's P3 Phase I teams come from 34 universities in 26 states. Their projects cover a variety of environmental and health topics, such as the creation of additives that allow for eco-friendly degradation of mulch, a sustainable water treatment facility for communities with arsenic in their groundwater, mobile phone apps for citizen scientists to monitor the health of habitats and streams, and biodegradable food packaging.

Some past P3 winners have gone on to start their own businesses. In 2004, an award-winning P3 team from Oberlin College launched Lucid Design, Inc., a company that designs and sells

real-time energy management systems. Lucid's clients range from Fortune 500 companies, non-profits and universities to K-12 schools. With 26 employees, the company averages \$1.5 million in annual revenue helping clients change their behavior to reduce energy consumption.

Each team will use the award to develop their projects throughout the academic year. In the spring, they will travel to Washington, D.C., to participate in the annual National Sustainable Design Expo. While at the Expo, teams will share their designs and compete for EPA's P3 Award and a Phase II grant of up to \$90,000 to further develop their projects. Team projects are judged by a panel of environmental experts. In the past, P3 Phase II teams have gone on to create small businesses, which are helping to further America's green economy.

More information on the 2013 Phase I P3 award-ees: <http://www.epa.gov/ncerp3/current/>

More information on the P3 program: <http://www.epa.gov/P3>

To learn more about Lucid Design visit: <http://www.luciddesigngroup.com/index.html> (not an EPA website; learn more: <http://www2.epa.gov/webguide/exit-epa>)

Source: U.S. Environmental Protection Agency.

U.S. Bank to Help Consumers Protect Their Identity During National Protect Your Identity Week

U.S. Bank is helping its customers and other consumers protect their identity by participating in the annual National Protect Your Identity Week (PYIW). This event takes place through October 26.

According to the Federal Trade Commission, identity theft is the fastest-growing crime in America today. Nearly 25 million Americans fall victim to fraud and identity theft every year, with the financial toll near \$50 billion. The best way for consumers to protect themselves from identity theft is to educate themselves and take precautions, such as shredding documents that contain personal or otherwise sensitive data.

"U.S. Bank is participating in PYIW at its branches all across the country through a variety of free activities including seminars for senior citizens, and providing information about identity theft protection to customers who visit our bank locations," said Erica Opstad, vice president and manager of U.S. Bank's Office of Corporate Citizenship & Financial Education. "Some branches will be hosting identity theft prevention workshops for people of all ages as well as free document shredding."

Consumers can visit U.S. Bank's YouTube page at www.youtube.com/usbank and watch 'TMI: Tami's Adventures in Online and Personal Security.' This series of one minute videos feature Tami, who shows viewers what NOT to do when trying to protect their identity.

To learn more about U.S. Bank's latest efforts with online security and fraud prevention, visit www.usbank.com/security.

About U.S. Bank

Minneapolis-based U.S. Bancorp (NYSE: USB), with \$361 billion in assets as of September 30, 2013, is the parent company of U.S. Bank, the 5th largest commercial bank in the United States. The Company operates 3,088 banking offices in 25 states and 4,937 ATMs and provides a comprehensive line of banking, brokerage, insurance, investment, mortgage, trust and payment services products to consumers, businesses and institutions. Visit U.S. Bancorp on the web at www.usbank.com.

Source: U.S. Bank

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