

SBE TODAY

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Tips for Creating Championship Teams in Business

Great coaches take into consideration an athlete's talent and heart when they're building a team, but they consider group dynamics, too, says entrepreneur J. Allan McCarthy.

"It's not just a matter of getting the fastest, strongest and smartest players on your side," says McCarthy, an international scaling expert and author of *Beyond Genius, Innovation & Luck: The 'Rocket Science' of Building High-Performance Corporations* (www.mccarthyandaffiliates.com).

"If you're building a championship team, you're gauging how the individual athletes fit together; how their personalities, talents, drive and abilities will mesh to meet the team's goals. It's exactly what you need to do to build a winning corporate team. As Michael Jordan, put it, 'Talent wins games, but teamwork and intelligence win championships.'"

In the 2011 film *Moneyball*, Coach Billy Beane picks his players based on analysis and evidence, says McCarthy, who has worked with hundreds of companies. He doesn't ever just "go with his gut."

McCarthy provides key points for building a successful, effective team:

- **Lead with a team, not a group:** A team of leaders behaves very differently than a group of leaders. Many companies don't know the difference. "It comes down to clear goals, interdependencies and rules of engagement," McCarthy says. Every corporation claims to hire only the best and the brightest but it is evident that getting the best and brightest to **function as a team can be a challenge.**
- **Know your goals:** McCarthy cites Bill Gates – "Teams should be able to act with the same unity of purpose and focus as a well-motivated individual." Many big-name CEOs like to say their talent runs free with innovative ideas. "It makes for compelling literature," McCarthy says. But would that work on the football field? Corporations need their personnel to think out-of-the-box but also act in a prescriptive culture – to work within a system in order to achieve common objectives.
- **Not everyone can be the coach – or the quarterback:** The problem with executives is that they all want to lead and none want to follow, McCarthy says. A team made up of executives is like a group of thoroughbred stallions confined to a small space called an organization -- plenty of kicking, biting and



J. Allan McCarthy

discord. Thoroughbreds don't naturally work well as a team. Better to define responsibilities that build a "foxhole mentality," wherein one person has the gun, the other the bullets, McCarthy says. It's in the best interests of both for each to succeed.

- **The strongest teams are adept at resolving conflict:** Hiring the best and the brightest should create a diverse, competent group — but inevitably these stallions generate friction that can sabotage company progress. So, sensitize team members to the early warning signs: know-it-all attitudes, multi-tasking during team meetings, exhibiting dominant behavior, not responding in a timely fashion or engaging in avoidance. Agree, as a team, on how to mutually manage and minimize counterproductive behaviors as they surface.
- **Create individual and team agreements:** Here is where the "rubber meets the road" — it's the final stage of planning who will do what for team objectives, as well as a collective agreement on team rules and interdependencies. Ask individuals to openly commit to what they will do, and how the team is to function. The public declaration stresses employee obligation and collaborative management.

"We live in a 21st-century economy where speed and efficiency is a top priority, and that often means a 'shoot first, ask questions later' mentality," McCarthy says. "But you get the team that

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REQUESTS FOR BIDS & SUB-BIDS

All Qualified DBE Subcontractor/Vendor Bids
Requested

Caltrans Contract 08-0M94U4
91/215 Bi-County Connector in
Riverside and San Bernardino Counties
Construction on State Highway in
Riverside and San Bernardino Counties on
Route 91 from Spruce Street to 60/91/215
Separation and on Route 215 from 60/91/215
Separation to Orange Show Road and at
Transportation Management Center
Bids October 11, 2012

Description of Work: Aggregate Supply, Architectural Surfacing, Asphalt Paving, Bridge/Road Joint Seals, Cast-in-Drill Holes, Clear and Grub, Concrete Barrier, Concrete Pavement, Concrete Supply, Demolition, Disposal of Contaminated Soil, Dowels, Earthwork, Electrical, Erosion Control, Fence, Grout, Landscaping, Metal Beam Guard Rail, Minor Concrete, Misc. Iron and Steel, Painting, Pavement Markings, Piling, Potholing, Precast, Precast Prestressed Concrete Panels, Prestressing, Rebar, Signs, Soundwalls, Storm Drainage System, Striping, Structural Steel Bridges, SWPPP, Tie Bars, Traffic Control, Trucking.

Atkinson Contractors, LP

27422 Portola Parkway, Suite 250
Foothill Ranch, CA 92610
Phone: 949-855-9755 • Fax: 949-855-9923
Contact: Curt Waggoner

To see plans and specs go to:
http://www.dot.ca.gov/hq/esc/oe/project_ads_addenda/08/08-0M94U4/

Atkinson will assist in obtaining necessary equipment, supplies, materials or related services. We will split items of work (refer to project specs for full list of bid items) and provide assistance for bonding, LOC and insurance where needed. 100% Performance & Payment Bonds from approved sureties will be required for subcontractors greater than \$100,000. Atkinson will pay the cost of bonds up to 1.5%.

An Equal Opportunity Employer

Requesting Sub-bids from Qualified
MBE, DBE, WBE
Subcontractor/Suppliers for:

Priority 1 Sewer Replacement Project
(Project 1B: Sprinkler/Humboldt Sewer and
Anchor Pump Station Rehabilitation)

Location: Sausalito, CA
Bid Date: 10/15/2012

Seeking: Electrical, Paving and Trucking

Bay Pacific Pipelines Inc.

214 Pacheco Avenue • Novato, CA 94947
Phone: 415-897-6958 • Fax: 415-897-1409
Contact: Catherine Carew

McCarthy Building Companies, Inc.
IS SEEKING BIDS FROM QUALIFIED DBE & SBE
SUBCONTRACTORS & SUPPLIERS:

Metro Gold Line Foothill Extension Phase 2A Intermodal Parking Facilities
and Enhancements

Cities of Arcadia, Monrovia, Duarte, Irwindale, Azusa, and Citrus, California

McCarthy Building Companies, Inc. is bidding on the above referenced project as a General Contractor and is requesting proposals from qualified Subcontractors and Suppliers

BIDS ARE DUE MONDAY, OCTOBER 22, 2012 BEFORE 11:00 AM.

Please submit your scope letters at least two (2) days before the bid date and time.

The Project includes Parking Facilities and Enhancements as specified by the Contract. Parking Facilities are comprised of four parking structures (Arcadia, Monrovia, Irwindale, and Azusa-Citrus) and a parking lot (Duarte).

Work Categories Include: Demo; Site Clearing, Demo of Existing Parking Lot(s), Earthwork; Deep Foundations; Shoring; AC Paving; Site Concrete; Pavement Markings; Landscape & Irrigation Systems; Site Utilities; Reinforcing Steel & PT Cables; Masonry; Misc. Metal; Barrier Cables; Waterproofing/Sealants & Caulking; Sheet Metal; Security Grilles; Hollow Metal Doors & Frames; Lath/Plaster/Drywall; Painting; Signs; Fire Extinguishers & Cabinets; Elevator; Fire Protection; Plumbing; HVAC; and Electrical.

Bid Documents: Drawings, specifications, and other project documents are available for free download from McCarthy's box.com site.

- Using Internet Explorer access the documents with the following web address:
<https://mbc.box.com/s/ft8xpk7nqh0abdy4loa>

- Drawings are available for a non-refundable purchase. Contact ARC (714-751-2680) and provide them with the web address above.

This project is subject to "Buy America Act".

This Project must comply with all applicable California Labor Code sections, together with all applicable regulations and the applicable Department of Fair Employment and Housing regulations, applicable Bidder Nondiscrimination and Compliance regulations, and with all applicable federal labor requirements, including those set forth in Appendices 2 and 3 to the Contract. Copies of the prevailing rate of per diem wages are on file at Metro Gold Line Foothill Extension Construction Authority's offices, and they will be made available to any interested party on request.

100% Performance and Payment Bonds are required from an admitted surety for contracts over \$25,000. McCarthy will pay actual bond cost, up to 1.5% of the bid amount. Upon request, subcontractors will be required to provide evidence of their ability to provide said bonds within twenty-four (24) hours.

McCarthy is an equal opportunity employer and encourages Small, Local, Emerging, MBE, WBE, DVBE and DBE participation.

Please contact us should you have any questions regarding project specifics.

McCarthy Building Companies, Inc.

20401 S.W. Birch St., Suite 300, Newport Beach, CA 92660

Phone: (949) 851-8383 • Fax: (949) 756-6833

WE ARE AN EQUAL OPPORTUNITY EMPLOYER.

Requesting sub-bids from qualified MBE/WBE/OBE Subcontractors/Vendors for:

Utilization Review Services For The Human Resources
Workers' Compensation Office Los Angeles Department of Water & Power
October 11th, 2012

For information on the availability of plans and specifications and the bidder's policy concerning assistance to subcontractors in obtaining bonds, lines of credit, and/or insurance, please contact our office

CID Management

Attn: Ashkan Dorodyan • 2555 Townsgate Road Suite 125 • Westlake Village, CA 91361
866-301-6568 ext. 732 • Ashkan.Dorodyan@cidmcorp.com

REQUESTS FOR BIDS & SUB-BIDS

Requesting Sub-bids from Qualified MBE/WBE/Subcontractor/Vendors for:

Department of Water & Power

The City of Los Angeles

Request For Proposal (RFP)

No. 90085

Bid Deadline 10/11/12

Seeking: Medical Bill Review, Preferred Provider Organization Network, Check Writing, eBilling, Utilization Review, Pharmacy Benefits Management, Durable Medical Equipment Ergonomics, and Hearing Loss, Nurse Case Management and Home Health, Radiology Network, Dental Network, Physical Medicine Network Services

GENEX Services, Inc.

888 S. Disneyland Drive, Suite 510

Anaheim, CA 92802

800.477.2069 x4107 | 562.897.1515 (mobile)

Contact: **Schadell Elizalde**, Regional Acct. Executive
schadell.elizalde@gensexservices.com

For information on the availability of plans and specifications and the bidder's policy concerning assistance to subcontractors in obtaining bonds, lines of credit, and/or insurance, please contact our office.



I-805 North Improvement

Design Build Project

Caltrans Contract No:

11-2T2004

Current and ongoing procurement opportunities for the I-805 North project are available through Skanska's Procurement website

Please visit:

www.usa.skanska.com/I805North

Bid packages will be posted to the site on a continual basis. Plans, Specs and additional information are also available on the site.

RGW Construction Inc. is seeking all qualified Small and Micro Local Business Entities (LBE's) for the following project:

Southeast Water Pollution Control Plant Oxygen Generation Plant Replacement

Contract No. WW-541

LBE Goal: 8%

Engineers Estimate:

\$11,500,000 - \$12,500,000

Bids: October 11, 2012 @ 2:00 PM

Requesting Sub-quotes for (including but not limited to): Demolition, Earthwork, Asphalt Paving, Concrete Reinforcing, Concrete Formwork, Electrical, Misc. Metals, Mechanical and Trucking.

Scope of Work: Construct an oxygen generation plant and gaseous oxygen supply piping at the Southeast Plant

RGW Construction, Inc.

Contractors License A/B 591940

550 Greenville Road • Livermore, CA 94550

Phone: 925-606-2400 • Fax: 925-961-1925

Plans and Specs are available to view and copy at our office or from the SFPUC 1145 Market St., San Francisco, CA 94103 415-554-1887. Contact Angelo Sposetto 925-606-2400 for any questions, including bonding, lines of credit, or insurance. Subcontractors should be prepared to submit payment and performance bonds equal to 100% of their quotation. For bonding and other assistance, please call.

An Equal Opportunity Employer

Robert A. Bothman

An Equal Opportunity Employer, is requesting quotations from all qualified DBE subcontractors and material suppliers for the following project:

EASTRIDGE TRANSIT CENTER & BUS IMPROVEMENTS

City/Location: San Jose, California

Owner: Santa Clara Valley Transportation Authority (VTA)

Bid Date: Thursday 10/29/12 at 2:00 PM

Robert A. Bothman, Inc. is requesting bids from qualified DBE subcontractors and suppliers for the following trades: Traffic Control System, Construction Staking, SWPPP, Testing & Inspection, Site Demolition, Hazardous Waste Removal, Underground Utilities, Earthwork (Roadway Excavation), Tree Removal, Erosion Control, Fencing, Masonry/CMU, Concrete Material/Pumping, Miscellaneous Material, Equipment Rental, Reinforcing Steel, Structural Steel, AC Paving, Pavement Markings, Signage, Building Construction, Plumbing, HVAC, Electrical/Lighting and Trucking.

Bid documents can be viewed at our office or by contacting us for a link to access the plans and specifications.

Please call our office for any assistance with bonding; insurance; obtaining necessary equipment, supplies, materials; lines of credit and/or technical assistance.

We are signatory to Collective Bargaining Agreements. If any utilized subcontractors employ Operating Engineers, Laborers, Cement Masons, and Carpenters and are not signatory to these Unions, a one-job agreement will be required. 100% Payment & Performance bonds may be required from utilized subcontractors. Our Subcontract Agreement can be viewed on our website at www.bothman.com/contracting.php.

Robert A. Bothman, Inc.

650 Quinn Ave • San Jose, CA 95112

Phone: (408) 279-2277 Fax: (408) 279-2286

Angie Ramos • aramos@bothman.com



Santa Clara Valley

Transportation Authority

Design-Build Contract DB1102F

Silicon Valley Berryessa Extension

Project C700

Procurement opportunities through Skanska-Shimmick-Herzog will be diverse and ongoing.

Please visit:

www.sshjv-c700.com

frequently to see procurement opportunities and project contacts in the Bid Packages folder. Plans, specs, drawings, etc. can be found on the procurement web site.

EEO

Creating Championship Teams

■ Continued from page 1

you plan for, not necessarily what you pay for. If time is money, then I'd invest it in creating and building a championship team."

About J. Allan McCarthy

J. Allan McCarthy, principal of J.A. McCarthy & Associates, has more than 20 years of experience across 15 industries and more than 200 companies. He is a scaling expert who helps organizations determine how to best align strategy, structure and workforce capabilities. He earned his master's of management from Golden Gate University, a Stanford University AEA MBA refresher, and has worked with many international companies, including Cisco Systems, Raychem Corporation, SAP Inc., Redback Networks, BEA Systems and Ericsson.

Website: <http://emsincorporated.com/>

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UCLA

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:

SCHOOL OF DENTISTRY ENDODONTICS CLINIC RENOVATION Project Number 3216789

DESCRIPTION OF WORK: Remodel approximately 1,200 square feet of clinic space at the School of Dentistry Endodontics Clinic, 3rd floor (Room 30-138). Work shall include demolition of existing space and provision of new dental chairs, utilities, sinks, cabinetry, equipment (i.e. microscopes, x-ray), partitions, glazing and finishes. All dental chairs, cabinetry and equipment to meet ADA requirements and utilities shall include vacuum, water, air, drainage and electrical. All construction activities shall be performed during evening hours.

The estimated construction cost is \$320,000.00.

BIDDING DOCUMENTS:

1. Bidding Documents will be available beginning on October 3, 2012 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 2, 2012

MANDATORY PRE-BID CONFERENCE &

JOB WALK: A mandatory Pre-Bid Conference and mandatory Pre-Bid Job Walk will be conducted on October 12, 2012 beginning promptly at 1:30 p.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 1:30 p.m. Persons arriving later than said time will not be allowed to bid on the Project as prime contractors. Participants shall meet at Capital Programs Building, 1060 Veteran Avenue (follow signs to the meeting room), UCLA campus (refer to the online UCLA Campus Map at www.ucla.edu/map). For further information, contact Ronald Lai at 310-206-8833.

(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 licenses at the time of submission of the Bid:

B License (General Building)

PREQUALIFICATION: To be allowed to submit a bid, Bidders must have the minimum experience set forth in the Prequalification Questionnaire contained in the Bidding Documents and posted on the website listed below. Bidders must submit to the above-listed location a completed Prequalification Questionnaire in a sealed envelope no later than:

3:00 p.m., October 19, 2012

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

(Visit our website at: <http://www.capital.ucla.edu>)



CITY & COUNTY OF SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS

Contract No. 2052J
(ID No. FCE12094)

VARIOUS LOCATIONS CURB RAMP CONSTRUCTION FOR PAVING PROJECTS

Sealed bids will be received at 875 Stevenson Street, Room 420, San Francisco, California 94103 until **2:30 p.m. on October 24, 2012**, after which they will be publicly opened and read. Digital files of Bid Documents, Plan Holders Lists, and Addenda may be downloaded at no cost from the Department of Public Works (DPW) Electronic Bid Documents Download site at <https://stgint.sfdpw.org/biddocs>, or purchased on a CD format from 875 Stevenson St., RM 420, S.F. CA 94103, tel 415-554-6229, for a non-refundable \$15.00 fee paid by cash or check to "Department of Public Works". Please visit the DPW's Contracts, Bid Opportunities and Payments webpage at www.sfdpw.org for more information. Notices regarding Addenda and other bid changes will be distributed by email to Plan Holders.

The work is located at various locations within San Francisco and consists of construction of ADA compliant curb ramps, including preparation and submittal of shop drawings, traffic routing, and all

related work. The time allowed for completion is 270 consecutive calendar days. The Engineer's estimate is in excess of \$430,000. For more information, contact the Project Manager, Ramon Kong at 415-554-8280.

Pursuant to San Francisco Administrative Code (SFAC) Section 6.25, "Clean Construction" is required for the performance of all work.

The Specifications include liquidated damages. Contract will be on a Lump Sum basis. Progressive payments will be made.

Bid discounts may be applied as per SFAC Chapter 14B. Subcontracting goal is **25% LBE**. Call Selormey Dzikunu at 415-558-4059 for details. In accordance with SFAC Chapter 14B requirements, all bidders, except those who meet the exception noted below, shall submit documented good faith efforts with their bids and must achieve 80 out of 100 points to be deemed responsive. Bidders will receive 15 points for attending the pre-bid conference. Refer to HRC Form 2B for more details. Exception: Bidders who demonstrate that their total LBE participation exceeds the above subcontracting goal by 35% will not be required to meet the good faith efforts requirements.

A pre-bid conference will be held on **October 10, 2012, 10:30 a.m.**, at 1680 Mission Street, 3rd Floor.

For information on the City's Surety Bond Program, call Jennifer Elmore at (415) 217-6578.

A corporate surety bond or certified check for ten percent (10%) of the amount bid must accompany each bid. SFAC Sec. 6.22(A) requires all construction contracts awarded by the City and County of San Francisco to include performance and payment bonds for 100% of the contract award.

Class "A" license required to bid.

In accordance with SFAC Chapter 6, no bid is accepted and no contract in excess of \$400,000 is awarded by the City and County of San Francisco until such time as the Mayor or the Mayor's designee approves the contract for award, and the Director of Public Works then issues an order of award. Pursuant to Charter Sec 3.105, all contract awards are subject to certification by the Controller as to the availability of funds.

Minimum wage rates for this project must comply with the current General Prevailing Wage as determined by the State Dept of Industrial Relations. Minimum wage rates other than applicable to General Prevailing Wage must comply with SFAC Chapter 12P, Minimum Compensation Ordinance.

Right reserved to reject any or all bids and waive any minor irregularities.

10/4/12

CNS-2386992#

SMALL BUSINESS EXCHANGE