



Leadership and Chess: A Kind of Genius

By Otis White

Editor's note: We first published this article in 2015. It is still one of our favorites, well worth sharing again with all of our readers.

What the best public-sector leaders do doesn't sound very exciting. It helps to be great at chess. Twenty-five years ago, as I was growing interested in how cities produce leaders and leaders shape cities, I heard a state business association president define leadership. A leader, he said, "is someone who helps people get where they want to go."

He was speaking to a community leadership class, and I could sense the audience deflate. That's it? Help people go somewhere? Like a bus driver? What about organizing constituencies, offering a vision, and persuading the public? What about standing up for people—or standing up to the powerful? What about holding office?

And, yet, I had to admit he was on to something. Organization and persuasion are skills. Visions can be supplied by others. Standing up to the

powerful and holding office are roles. The more I thought about it, the more I realized that helping people get where they want to go (and, one hopes, need to go) isn't a bad definition of what leaders do. It's just . . . incomplete.

So allow me to complete the definition. A leader is someone who helps people get where they want to go . . . by seeing the opportunity for getting there.

Seeing the opportunity—the narrow, sometimes temporary passage through which change can happen—is the genius of leadership. And herding people through that passage is the practice of leadership. What the genius and the practice require is a sense of how things fit together, a tactical vision, a willingness to learn from experience, and a saintly patience with people—but a patience that's bounded by the resolve to do something meaningful.

If this sounds abstract, trust me; there are examples all around you. Here in Atlanta, I've seen these traits in people who nurtured projects great and small, from the creation of the BeltLine, a circle of parks and trails that's transforming entire



neighborhoods, to the building of a roundabout that fixed an impossible intersection at the gates of Emory University and breathed life into a small retail district. In both cases, the leader was someone who recognized the value of these projects, sized up

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How To Get Involved:
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To Register as a Vendor with Lendlease Turner JV:
 Note : All NYS Empire State Development certified MWBE/SDVOB vendors are already registered with LLTJV. Please contact us if your firm is not currently receiving LLTJV Notices of Interest by sending a note to: LLTJV@moderntimesinc.com
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Have a question about certification?
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 To get in touch, please contact: LLTJV@MODERNTIMESINC.COM

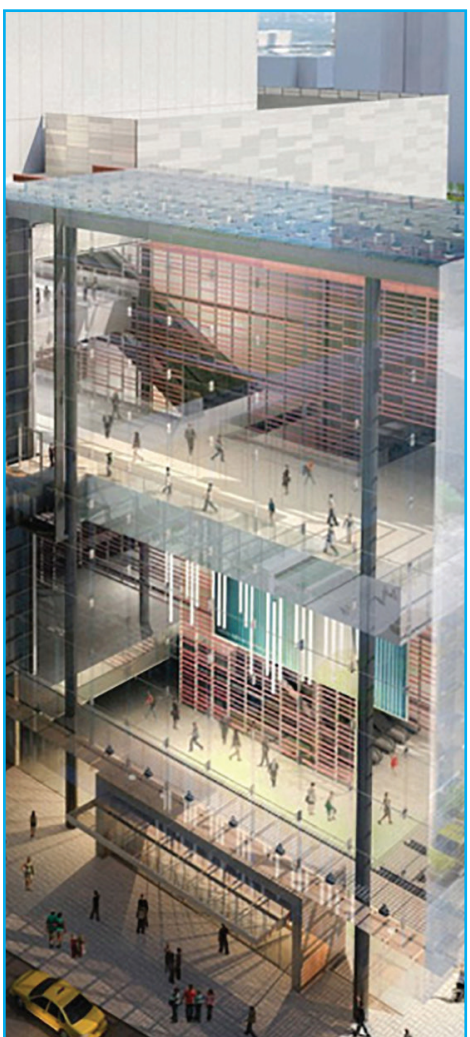
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Design and Construction of the Port Authority Police Department Command and Property Management Facility at World Trade Center PANYNJ Contract No. WTC 1805
Bid Date: April 22, 2019
WTC 1805, Design and Construction of the Port Authority Police Department Command and Property Management Facility at World Trade Center:
Description of Project: This project ("Project" or "Phase II") generally consists of the design and construction of the 65,000 square-foot PAPD Command and PMF in a highly constrained area in the West Bathtub of the World Trade Center site, with additional area of work at Tower 2 level C2 and the southwest corner of the Oculus at a 260' elevation. The PAPD Command and PMF will contain offices, locker rooms, an emergency generator, workstations, break areas, restrooms, showers, control rooms, conference rooms, a police desk, storage areas, communications rooms, and equipment rooms. The project is categorized as Confidential Privileged and will require the design build parties to comply with specific security protocols specific for the WTC. The subgrade facility will be integrated into the existing mechanical, electrical, fire alarm, telecommunications, security, radio, plumbing, and fire protection systems and will require coordination with various stakeholders at the WTC.
Many bidding opportunities available.
 If you are interested in bidding on this project, please contact Skanska's Outreach Coordinator: Julia.Omanoff@skanska.com • EOE/M/F/Vet/Disabled

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IS SOLICITING COST PROPOSALS FROM MBE/WBE SUBCONTRACTORS AND VENDORS
Danbury Water Pollution Control Plant Upgrade
City of Danbury Contract No. 02-18-19-02
Bid Date: April 25, 2019
Description of Project: A complete upgrade and expansion (from 9mgd to 12mgd) of the existing Danbury WPCP. The work generally consists of the following: building and structural demolition, site work (excavation/piles/grading/paving/drainage/yard piping/erosion control/dewatering/fence/landscaping), structural (concrete/precast/steel/concrete repairs), architectural (masonry/miscellaneous metals/doors/roofing/metals panels/insulation/waterproofing/painting/finishes, process mechanical (pipe/equipment/tanks/pumps/bridge cranes/hoists), domestic plumbing, fire protection, building mechanical/HVAC, insulation, electrical, and instrumentation and controls.
Many bidding opportunities available: instrumentation, demolition—mechanical, demolition—structural, demolition—electrical, demolition—architectural, mechanical, pipe/HVAC insulation, pump supply, valve supply, piping supply, HVAC, plumbing, fire suppression, fire alarm, electrical, switch gear supply, concrete surface repair, concrete joint repair, concrete crack repair, structural concrete, concrete reinforcing, container services, doors, louvers, concrete topping, CPM, masonry, miscellaneous metals, railings, roofing, painting, dewatering, asphalt paving, fencing, landscaping, structural steel, fill materials, hauling and disposal, signs, cleaning, system integration, material testing, soil sampling and analysis, geotechnical monitoring, hazardous material management, survey, cleaning, scheduling, progress photos/videos.
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CBTC 8th Avenue Line (59th Street to High Street) "B" Division (IND) Project in the Boroughs of Manhattan and Brooklyn
MTA NYCT Contract No: S-48006
Bid Date: April 25, 2019
ALL QUOTATIONS ARE DUE BY CLOSE OF BUSINESS Friday, April 19, 2019.
 For further information concerning subcontracting and/or purchasing opportunities, and to register as a subcontractor or vendor, please respond to solicitations@tutorperini.com or contact Jackie Cotto at 914-739-1908. Come and join our team!



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IS SOLICITING COST PROPOSALS FROM NEW YORK STATE CERTIFIED MWBE AND SDVOB SUBCONTRACTORS/VENDORS FOR THE FOLLOWING JOBS
Line Structural Component Repair Program—Canarsie Line
MTA NYCT Contract No. C-48719 (NYS MWBE, SDVOB)
Bid Date: April 30, 2019
C-48719, Line Structural Component Repair Program—Canarsie Line (NYS MWBE, SDVOB):
Description of Project: This project is to repair the structural steel and concrete defects in the subway tunnel between First Avenue Station and Eighth Avenue Station in Manhattan. Additional station component repairs for Sixth Avenue Station, Canarsie Line, in the Borough of Manhattan are also included.
Many bidding opportunities available.
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IS SOLICITING COST PROPOSALS FROM NEW YORK STATE CERTIFIED DBE SUBCONTRACTORS AND VENDORS FOR THE
Hunts Point Interstate Access Improvement Project
NYSDOT Contract No: D900047
Bid Date: May 8, 2019
Description of Project:
 The Hunts Point Interstate Access Improvement Project will provide improved access between the Hunts Point Peninsula and Sheridan Boulevard and the Bruckner Expressway. The project will address structural and operational deficiencies.
Many bidding opportunities are available.
 If you are interested in bidding on this project, please contact Skanska's Outreach Coordinator: Julia.Omanoff@skanska.com • EOE/M/F/Vet/Disabled

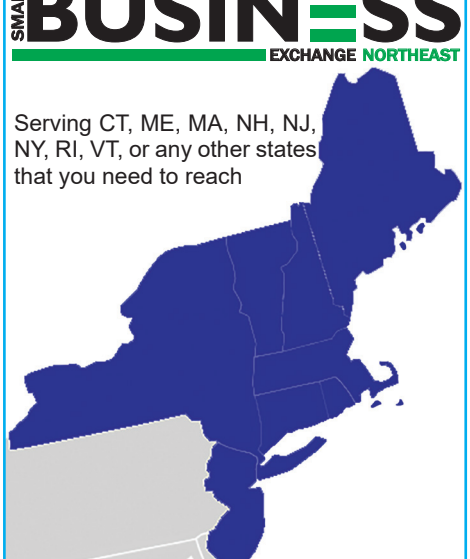
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IS SOLICITING COST PROPOSALS FROM NEW YORK AND NEW JERSEY STATE CERTIFIED DBEM/WBE SUBCONTRACTORS AND VENDORS
Replacement of Existing Substation Number 8 and Replacement of Existing Substation Number 14
PANYNJ Contract Nos. PAT-773.216 and PAT-773.217
Bid Date: March 28, 2019
PAT-773.216, Replacement of Existing Substation Number 8:
Description of Project: Located in Kearny, New Jersey (adjacent to Frank Rodgers Boulevard). Construct a new two-story steel-framed building for the new substation and related exterior power transformer/rectifiers. Furnish, install, and commission two new heavy-duty traction power transformer/rectifier units and DC switchgear; SCADA system, SONET equipment, and security/fire control. Furnish, install, and commission auxiliary power system, HVAC, plumbing/fire protection, fire alarm, and lighting systems, compressor plant, and sub-surface utilities from PSE&G manhole to the new substation. Perform all site work and obtain all permits. De-energize, decommission, and demolish the existing Substation Number 8.
PAT-773.217, Replacement of Existing Substation Number 14:
Description of Project: Located at the PATH Harrison Car Maintenance Facility in Harrison, New Jersey. Construct a new two-story steel-framed extension to the existing substation. Perform phased decommissioning and removal of existing substation equipment following the installation and commissioning of new replacement substation equipment. Furnish, install, and commission two new heavy-duty traction power transformer/rectifier units, SCADA system, SONET equipment, and security/fire control. Furnish, install, and commission auxiliary power system, HVAC, plumbing/fire protection, fire alarm, and lighting systems. Furnish and install sub-surface utilities such as electric service, water, and storm water under active streets, sidewalks, and railroads. Perform all site work and obtain all necessary approvals and permits
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NORTHEAST EVENTS FOR YOUR BUSINESS

2019
Explore Small Business Administration Resources
Tuesday, April 9, 2019, 11:00 am–1:00 pm
Center for Women and Enterprise Eastern Massachusetts, 24 School Street, Suite 700, Boston, MA
Main Sponsor(s): US Small Business Administration, Center for Women and Enterprise (CWE) Eastern Massachusetts
Contact: Edwidge Lafleur, 617-532-0254, ELafleur@cweonline.org
Fee: Free; registration required
 This workshop is presented by a member of the local US Small Business Administration (SBA) team and is designed to help entrepreneurs understand the various SBA programs and services available to help them start or expand a business. Topics covered include: Technical Assistance Program; SBA Loan Guarantee Program; 8(a) Business Development Program; HUBZone (Historically Underutilized Contracting Zones) Program; Government Contracting Opportunities. CWE provides opportunities for women entrepreneurs and women in business to increase professional success, personal growth, and financial independence.
Programa 8(a) de Desarrollo Empresarial
Friday, April 26, 2019, 11:00 am–12:30 pm
New Jersey Small Business Development Center at William Paterson University, 131 Ellison Street, Conference Room, Paterson, NJ
Main Sponsor(s): US Small Business Administration, New Jersey Small Business Development Center
Contact: Sonia Musa, 973-321-1378,
musas@wpunj.edu
Fee: Free; registration required
 Reserva para las pequeñas empresas, tipo de certificación, requisitos y objetivos, elegibilidad para la desventaja social, elegibilidad del propietario, control de elegibilidad, criterios adicionales de elegibilidad. Es requerido que la empresa tenga mas de dos años en servicio para participar en este programa.
Boots to Business Reboot
Wednesday, May 8, 2019, 8:30 am–4:45 pm
Connecticut Center for Advanced Technology, 222 Pitkin Street, East Hartford, CT
Main Sponsor(s): US Small Business Administration, Connecticut Center for Advanced Technology
Contact: Kate O'Neill, 860-240-4700, koneil@cweonline.org
Fee: Free; registration required
 Sign up for Boots to Business Reboot, a free two-step training program about entrepreneurship for transitioning service members and their spouses. Participants receive an overview of business ownership as a career vocation, an outline and knowledge on the components of a business plan, a practical exercise in opportunity recognition, and an introduction to available public and private sector resources. Boots to Business is a component of the Department of Defense Transition Assistance Program and is sponsored by the United States Small Business Administration (SBA). The SBA was created in 1953 as an independent agency of the federal government to aid, counsel, assist, and protect the interests of small business concerns, to preserve and strengthen the overall economy of our nation.