



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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IS SOLICITING COST PROPOSALS FROM NEW YORK STATE CERTIFIED M/WBE SUBCONTRACTORS AND VENDORS

WP-269 Reconstruction and Improvement of Hannah Street Pump Station Project
 NYC DEP Contract No: PS-276
 Bid Date: May 14, 2020

Description of project:
 The Hannah Street Pumping Station is the largest city-owned wastewater collection system pumping station on Staten Island, with a firm conveyance capacity of 37.5 million gallons per day (MGD). The facility's deficiencies are numerous, as it was built in 1977, requiring the need for a comprehensive upgrade. Work includes demolition, excavation, dewatering, upgrades to the pumping station, electrical, emergency generator, ConEd and metering building, force main work, and temporary facilities.

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

SHEA-KIEWIT CONSTRUCTORS, AJV
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Participation of Minority- and Woman-Owned Business Enterprises ("MWBE") and Equal Employment Opportunities ("EEO") pursuant to New York State Executive Law, Article 15-A and New York Code of Rules and Regulations, Title 5 (5 NYCRR) Parts 140-145 (Regulations of the Commissioner of Economic Development); Participation by Disadvantaged Business Enterprises ("DBE") in United States Environmental Protection Agency ("EPA") Programs pursuant to 40 Code of Federal Regulations (CFR) Part 33; Participation of Service-Disabled Veteran-Owned Business Enterprises ("SDVOB") in accordance with New York State Executive Law, Article 17-B and 9 NYCRR Part 252. DBE is a Disadvantaged, Minority, or Woman Business Enterprise that has been certified by an entity from which EPA accepts certifications as described in 40 CFR 33.204-33.205 or certified by EPA. EPA accepts certifications from entities that meet or exceed EPA certification standards as described in 40 CFR 33.202.

Inviting qualified contractors, specifically **MWBE and SDVOB firms certified/eligible as listed above**, to contact Shea-Kiewit Constructors, AJV (Prime Contractor listed below) regarding subcontracting services and material supply opportunities in connection with the upcoming tunnel and shafts project.

The Work under this contract is in Brooklyn and Queens, New York. The Work consists of:

Construction of Shafts 17B-1 and 18B-1, CT3, Contract No. C547A
 Owner: New York City Department of Environmental Protection
 NYC DEP Bid Room, 59-17 Junction Boulevard, 17th Floor, Flushing, NY 11373
BID DATE: April 23, 2020, at 11:30 am

Opportunities to participate exist in the following specific areas of soil and rock excavation, hauling, excavation support systems, ground freezing, deep foundation system(micro-piles), underground blasting, structural steel, engineering, survey, instrumentation and monitoring services, materials testing, demolition and site preparation, traffic control, sewer bypass pumping, A/C paving, environmental investigation, utility relocation, paving, fencing and gates, planting and seeding, retaining wall, geotechnical and structural instrumentation, secant piles, cast-in-place concrete structures, reinforcing steel, ground stabilization, rock-bolts, steel dowels, shotcrete, concrete finishing, mechanical steel pipe, ventilation HVAC, precast concrete shaft covers, temporary office buildings/ services, ConEdison blockhouse, waterproofing, service utilities, grouting, electrical services, pest control, IT services, security, waste disposal, cleaning services, and security services.

Any business seeking to participate as a MWBE or SDVOB in the Contract that is not currently certified DBE by the EPA and the requirements set forth above should review **40 CFR 33.204-33.205 or certified by EPA** shown above to obtain current certification.

Shea-Kiewit Constructors, AJV set up an FTP site where you can view all plans, specifications and addendums for your convenience. Please contact Steve Fiori at (909) 595-4397, Steven.Fiori@jfshea.com, to receive instructions on accessing the FTP Site.

Shea-Kiewit Constructors, AJV, (An EEO Employer)
 (JF Shea Construction, Inc.-Kiewit Infrastructure Co.)
 667 Brea Canyon Road, Suite 22
 Walnut, CA 91789
 Phone: 909-594-0990, Fax: 909-869-0827
 Send Inquiries/Certifications to: Mike Stolkin, mike.stolkin@jfshea.com

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Construction of Shafts 17B-1 and 18B-1 Project
 NYC DEP Contract No: C547A
 Bid Date: April 23, 2020

Description of project:
 A general description of the project work includes the following:
 1) The construction of Shafts 17B-1 and 18B-1
 2) Tunnel unwatering, access, initial inspection, photography, video, cleaning, repair, and final inspection work in CT3, Stage 2 in Queens and Brooklyn
 3) Engineer-ordered bailout

Shaft 17B and 18B work includes, but is not limited to, the following:
 1) Maintenance and protection of traffic
 2) New Con Ed electrical service, temp blockhouse, and electrical distribution system
 3) Perimeter noise barriers and retaining walls
 4) Miscellaneous site demolition
 5) Site clearing and grubbing
 6) Temporary facilities including guard booths, contractor's trailer, engineer's trailer, and worker (sandhogs) facilities
 7) Sewer work
 8) Site excavation

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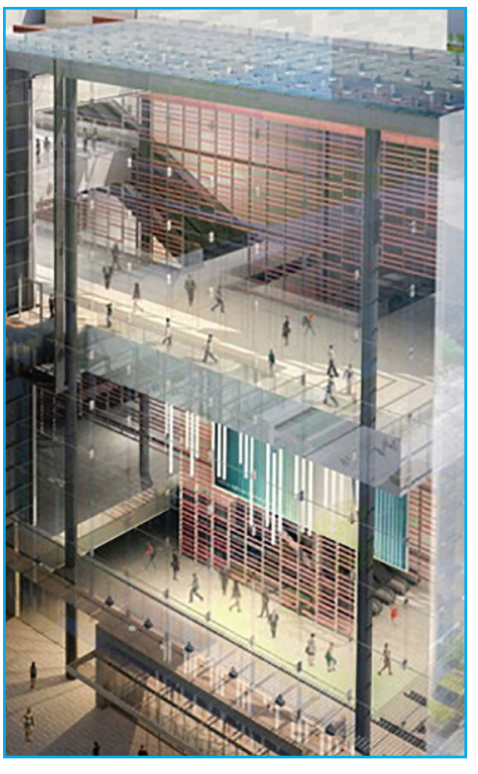
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How to Become a GSA Federal Supply Schedule Holder and Government Contracting 101
 Wednesday, March 18, 2020, 10:00 am–1:30 pm
 Thomas P. O'Neill Jr. Federal Building, 10 Causeway Street, 1st Floor, Boston, MA
 Main Sponsor(s): US Small Business Administration, Massachusetts Small Business Development Center
 Contact: Stephen Edmonds, 781-801-3036, sedmonds@umass.edu
 Fee: Free; registration required

This free one-day workshop is designed to encourage and support small businesses interested in obtaining a General Services Administration (GSA) Federal Supply Schedule contract. You will learn more about contract opportunities, the procurement process, and resources available. Not sure who to solicit? Refer to GSA's Schedules e-Library website in order to view or download solicitations. Before attending the workshop, please review the GSA Multiple Award Schedule (MAS) Program and the GSA Vendor Tool Box (links available at vsc.gsa.gov). Please direct questions regarding the GSA MAS Program to the GSA MAS Helpdesk by phone at 800-488-3111 or by email at mashelpdesk@gsa.gov.

Online Businesses and New Jersey Tax
 Tuesday, March 24, 2020, 6:00 pm–8:00 pm
 Monmouth County Library Eastern Branch, 1001 Route 35, Shrewsbury, NJ
 Main Sponsor(s): US Small Business Administration,