



Concepts for Effective Leaders and Managers

By Leo Sun

Most people are natural followers most of their lives. They wait for instructions and expect leaders to tell them what to do. However, once a follower suddenly becomes a leader, then the perspective changes so quickly that few are able to cope effectively. As a result, the stereotypical horrible bosses emerge out of magnified personality disorders—the bully, the wimp, the mouthpiece, and the psycho. We've all seen these with our managers at one point or another. If you find yourself suddenly placed in a management position, what are the basic concepts of management that you should master, if you wish to avoid being labeled as one of the above?

yourself above them or the company. If upper management hands down mandates that you don't personally agree with, you should never show your personal dissatisfaction to your staff, which will encourage your subordinates to behave in the same negative manner. Rather, learn to spin negative news to make the glass appear half full rather than half empty. You should realize that all your employees will mirror your attitude and behavior to some degree, as you are the model of "acceptable behavior" in the workplace.



Lead by Example

As a manager, you should never expect your subordinates to perform tasks that you are unwilling to do by yourself. If you are asking for your employees to take Saturday shifts, work several Saturdays as well to show that you're not placing

Be Flawlessly Consistent

Consistency is key to successful management. As a manager, when you set the rules, they can't be broken—not even by your top employees or by yourself. Punishing your favorite employees or yourself for rule violations sends a loud, clear message—one no one is exempt, and the rules are final.

words make no friends; a spoonful of honey will catch more flies than a gallon of vinegar." While you need to discipline employees for underperforming, you should also reward and compliment them when they impress you. Positive behavior needs nurturing.

Positive Reinforcement

Enough talk of military style strictness. Positive reinforcement is also a valuable tool in successful management. Ben Franklin famously stated, "Tart

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The Lendlease Turner Joint Venture (LLTJV) will construct 1.2 million additional square feet of space expanding the nation's busiest convention center. The LLTJV team is reaching out to New York State certified MWBE-SDVOB firms to cultivate significant participation on the project.

How To Get Involved:
 LLTJV/moderntimesinc.com issues Notice of Interest (NOI) emails to all Lendlease Turner registered vendors notifying them of upcoming 1st tier opportunities on the project. Firms respond by clicking through the NOI to the opportunities that match scopes of work they perform.

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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To get in touch, please contact: LLTJV@MODERNTIMESINC.COM

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Flood Mitigation at Three Bus Depots in the Boroughs of Manhattan, Brooklyn, and Staten Island
 MTA NYCT Contract No. B-62032 (DBE)
 Bid Date: October 31, 2018

B-62032, Flood Mitigation at Three Bus Depots in Manhattan, Brooklyn, Staten Island (DBE):
 The scope of work for this project includes providing flood protection walls, stop logs, flood barrier/panels, replacing manhole covers, sump pumps, and other flood mitigation resiliency measures at three (3) bus depots (MJ Quill, Casey Stengel, and Castleton) in the Boroughs of Manhattan, Queens, and Staten Island. **Many bidding opportunities available:** flood doors, stop logs, louver covers, concrete repair, trench drains, french drain, drainage, penetration sealant, manhole covers, check valve, gate valve, plumbing, masonry, steel H-piles, piles, precast concrete panel, masonry, demolition, crack and spall repair, asbestos removal, sidewalk construction/repair, MPT material, electrical work.

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 BIDS FROM M/WBE AND VETERAN SUBCONTRACTORS AND SUPPLIERS CERTIFIED WITH THE NEW YORK STATE CONTRACT SYSTEM

Structural Steel Repairs and Painting at the Verrazano-Narrows Bridge (VNB)
 MTA Bridges and Tunnels Contract No: VN-32/VN-49
 Bid Date: November 1, 2018

Subcontracting opportunities include but are not limited to CPM Scheduling, Demolition, Fencing, Field Trailer, Fuel, Haul and Dispose, Miscellaneous Metals, MPT, Painting, Railings, Saw Cutting, Signs, Striping, Structural Steel, Surveying, Testing, and Trucking. Please see contract documents for further opportunities.

Interested firms please contact john.papagiannakis@skanska.com • EOE/M/F/Vet/Disabled

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IS CURRENTLY SOLICITING COST PROPOSALS FROM QUALIFIED AND CERTIFIED DBE SUBCONTRACTORS, VENDORS, SERVICE PROVIDERS

JFK Reconstruction of Runway 13L-31R and Associated Taxiways in Queens County, New York
 PANYNJ Contract No: JFK-164.020
 Bid Date: November 7, 2018

ALL QUOTATIONS ARE DUE BY CLOSE OF BUSINESS Friday, November 2, 2018.
 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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weekly or whenever wherever to whomever you need to reach among agencies contractors diversity firms

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IS SOLICITING COST PROPOSALS FOR THE FOLLOWING JOBS

Replace Two Escalators at Grand Central Terminal
 MTA NYCT Contract No. E-30300/233575 (NYS MWBE, SDVOB)
 Bid Date: November 7, 2018

Replace Six Traction Elevators at 181st and 190th Streets
 MTA NYCT Contract No. E-34029/234318 (NYS DBE)
 Bid Date: November 2, 2018

Emergency Vent Plant Forsyth Street
 MTA NYCT Contract No. E-31699/230459 (NYS DBE)
 Bid Date: November 1, 2018

E-30300/233575, Replace Two Escalators at Grand Central Terminal (NYS MWBE: 30% and NYS SDVOB: 6%):
Description of Project: Replacement of two (2) escalators (E-255 and E-256), elevator E-204, and stairs (M6 A/B and M7 A/B), at 42nd Street—Grand Central Station, Lexington Avenue Line (IRT), in the Borough of Manhattan.

E-34029/234318, Replace Six Traction Elevators at 181st and 190th Streets (NYS DBE: 20%):
Description of Project: Replacement of six (6) traction elevators at 181st and 190th Streets, 8th Avenue Line (IND), in the Borough of Manhattan.

E-31699/230459, Emergency Vent Plant Forsyth Street (NYS DBE: 20%):
Description of Project: Construct a new emergency vent plant #6367 at Forsyth Street between Rivington and Delancey Streets for IND/BMT 6th Avenue Line, in the Borough of Manhattan.

If you are interested in bidding on these projects, please contact Skanska's Outreach Coordinator: Julia.Omanoff@skanska.com • EOE/M/F/Vet/Disabled

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CBTC System Overlay West 8th Street to Church Street, Culver Line "B" Division Project in the Borough of Brooklyn, New York
 MTA NYCT Contract No: S-47009
 Bid Date: November 5, 2018

ALL QUOTATIONS ARE DUE BY CLOSE OF BUSINESS Friday, November 2, 2018.
 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 DBE AND M/WBE SUBCONTRACTORS AND VENDORS

Construction of a New Brooklyn Community District 3 Garage
 DSNY Contract No. S186/224 (M/WBE)
 Bid Date: October 30, 2018

S186/224, Construction of a New Brooklyn Community District 3 Garage (NYC M/WBE: 40.8%):
Description of project: The scope of work consists of the construction of a new LEED® Silver Certified garage facility, comprising one (1) level of vehicle storage and repair facilities, with three (3) levels of personnel support facilities serving Brooklyn Sanitation District Brooklyn 3. Below grade parking is provided for personnel. This facility shall be constructed on a pile foundation and have a steel frame structure. Exterior walls are of cast-in-place concrete, precast concrete panels, curtain wall, and aluminum solar shading devices. The project site is located at Nostrand Avenue and Park Avenue in Brooklyn and includes related site work and interior building finishes.

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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42nd Street Shuttle Line Project
 MTA NYCT Contract No. A-35302/37116
 Bid Date: October 30, 2018

Description of project:
 Times Square, conversion from a three-track to a two-track shuttle operation with a six-car train on each track. The existing platforms will be reconfigured into one twenty-eight foot wide platform which shall also be extended three hundred sixty feet along the existing track alignment. A second means of egress will be provided at the east end of the extended platform. Work will also include providing vertical accessibility with a new stairway from the shuttle mezzanine to street level, a new Control Area, removing columns, modifying the structural system at all column consolidation locations to redistribute the loads, removing an existing Control Area, stairs P-9 and S-12, relocating columns for GCT scrubber room relocation, line GCT employee area, new communication rooms at both stations, proper scrubber room relocation, proper GCT employee area, and stair work at GCT.

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

Let's eat Grandma!

Let's eat, Grandma!

Punctuation saves lives.

NORTHEAST EVENTS FOR YOUR BUSINESS

2018

How SBA Can Help You Start or Grow Your Small Business and How to Register Your Business Online
 Thursday, November 1, 2018, 9:00 am–10:30 am
 New Hampshire Secretary of State's Office, 25 Capital Street, Third Floor, Concord, NH
 Main Sponsor(s): US Small Business Administration, New Hampshire Secretary of State Corporation Division
 Contact: Miguel Moralez, 603-225-1601, miguel.moralez@sba.gov
Fee: Free; registration required
 Join us in the capital city and hear from a Small Business Administration representative about the technical and financial resources available to help you start and grow your small business. The New Hampshire Secretary of State Corporation Division will walk you through registering a business online. This FREE workshop is held on the first Thursday of every month from 9:00 am to 10:30 am.

Using the LinkedIn Sales Funnel for Business Development Success
 Thursday, November 1, 2018, 6:30 pm–8:00 pm
 Waltham Public Library, 735 Main Street, Lecture Hall, Waltham, MA
 Main Sponsor(s): SCORE Boston
 Contact: Bob Kurksmark, 617-565-5591, workshops@scoreboston.org
Fee: Free; registration required
 There are over five hundred million people on LinkedIn and it is going to one billion. Are you getting found on LinkedIn by prospects and strategic partners? Most business people have a LinkedIn profile, but scratch their head and wonder what it accomplishes. This free workshop teaches attendees how to transform that passive channel into a robust, proactive lead generator. Learn how to get introduced to your ideal targets and connected to the kind of prospects you want through your connections on LinkedIn. In this workshop, we will also review your LinkedIn profile and suggest how to maximize it to be found and convert visitors.

Funding and Resources for Veteran Entrepreneurs
 Wednesday, November 7, 2018, 7:30 am–10:00 am
 Capital Region Chamber, 5 Computer Drive South, Albany, NY
 Main Sponsor(s): US Small Business Administration Syracuse District Office, Albany Small Business Development Center, Northeast New York SCORE, Veteran Business Outreach Center
 Contact: Dan Rickman, 315-471-9393, daniel.rickman@sba.gov
Fee: Free; registration required
 November is National Military Appreciation Month. Are you starting or growing your small business? Are you considering or looking for financing? Come to Albany, your New York capital city, for the Funding and Resources for Veteran Entrepreneurs event to connect with representatives from the US Small Business Administration, Albany Small Business Development Center, Northeast New York SCORE, Veteran Business Outreach Center, local lenders, and more! This free workshop is open to active-duty members, National Guard and Reserve members, veterans, and spouses interested in small business ownership.

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