

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 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. Organizing 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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Sub-Bid Requests

Turner

Project Information Session for GSA Silvio Mollo Modernization

Turner Construction Company is hosting a project information session about the GSA Silvio Mollo Modernization project. Please join us to learn about the project, bidding opportunities and how to become prequalified with Turner. Meet our preconstruction and operations team to learn more!

WHERE: 15 Beekman Street
3rd Floor - Bianco Room
New York, NY 10038

WHEN: March 11, 2024
10:00 am - 12:00 pm EST

Agenda:
10 - 10:30 am - Registration
10:30 - 11 am - Presentation
11am - 12pm - Q&A, Networking

Scan QR Code & Register to confirm your spot!

Co-sponsored by:

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For more information about this event, email gsasilviomollo@tcco.com

George Harms Construction is seeking DBE vendors, suppliers, subcontractors

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BIDDING OPPORTUNITY

City of Valhalla, New York, with the following certifying authority: SBA, DOT, New York State, New Jersey, Connecticut

Inviting qualified contractors, specifically firms within New York State, to contact J. F. Shea Construction, Inc. (prime contractor listed below) regarding subcontracting services and material supply opportunities in connection with Tunnel and Shafts Project in the City of Valhalla, New York NYC DEP Contract No. KENS-EAST-1 Bid Date: March 28, 2024

Opportunities to participate exist in the following specific areas of soil/rock excavation, hauling, excavation support systems, deep foundation system (slurry walls or secant piles, soldier beams), dewatering systems, structural steel, engineering, survey, geotechnical instrumentation and monitoring services, materials testing, demolition and site preparation, tree removal, aggregates and fill, traffic control, sewer tap and sewer bypass pumping, A/C paving, environmental investigation, utility relocation, paving, fencing and gates, planting and seeding, retaining wall, cured in-place concrete structures, cast-in-place pipe lining, reinforcing steel, ground stabilization, shotcrete, concrete finishing, miscellaneous metals, mechanical steel pipe, ventilation HVAC, precast concrete shaft covers, temporary office buildings/services, temporary electricians, waterproofing, service utilities, grouting, electrical/I&C, river bank stabilization, drilled shaft, pest control, IT services, waste disposal, cleaning services, and security.

Any business seeking to participate as a DBE in the contract that is not currently certified as set forth above review is encouraged to contact the certifying authority for SBA, New York State, State DOT, New Jersey, or Connecticut to obtain current certification.

NYC DEP has an FTP site where you can view all plans, specifications, and addendums for your convenience. Please contact Aimee Remo at (909) 594-0990, aimee.remo@jfshea.com, to receive instructions on accessing the FTP site.

J. F. Shea Construction, Inc.
667 Brea Canyon Road, Suite 22
Walnut, CA 91789
Phone: 909-594-0990 Fax: 909-869-0827
Send Inquiries/Certifications to Aimee Remo: aimee.remo@jfshea.com

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IS SOLICITING COST PROPOSALS FROM NEW YORK STATE DBE SUBCONTRACTORS AND VENDORS

Design-Build Services for LIRR West Side Yard Flood Mitigation Measures MTA Construction and Development Contract No. 6401 Bid Date: April 15, 2024

Description of project:
Design, furnish, construct, and install concrete perimeter flood walls, seepage cut-off barriers below the concrete flood walls, flood gates, deployable flood barriers, sump pumps, a tide gate chamber, drainage system improvements, workable aisles and a diesel generator, an automatic transfer switch, ancillary electrical equipment, and required communications.

This project will develop flood protection solutions for the West Side Yard in order to prevent and mitigate flooding of the LIRR Tunnels. The flood protection along the WSY perimeter will be accomplished via a combination of permanent flood walls and deployable flood barriers.

Many bidding opportunities are available: deep foundations, minipiles, jetgrout, sheeting, rebar installation, concrete supply, site work, electrical work, painting, paving, curb and sidewalk, site utilities.

If you are interested in bidding on this project, please contact Skanska's Diversity and Outreach Coordinator: Aislinn.Speranza@skanska.com • EOE/M/F/Vet/Disabled

J.F. Shea Construction, Inc.

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BIDDING OPPORTUNITY

Gateway Development Commission (GDC), with the following certifying authority: UCP of New York and New Jersey

Inviting qualified contractors, specifically firms within New Jersey and New York State, to contact J. F. Shea Construction, Inc. (prime contractor listed below) regarding subcontracting services and material supply opportunities in connection with Palisades Tunnel Project in North Bergen and Hoboken, New Jersey GDC Contract Bid Date: April 25, 2024

Opportunities to participate exist in the following specific areas of soil/rock excavation, hauling, excavation support systems, deep foundation system (slurry walls or secant piles, soldier beams), dewatering systems, structural steel, engineering, survey, geotechnical instrumentation and monitoring services, materials testing, demolition and site preparation, tree removal, aggregates and fill, traffic control, sewer tap and sewer bypass pumping, A/C paving, environmental investigation, utility relocation, paving, fencing and gates, planting and seeding, retaining wall, cured in-place concrete structures, cast-in-place pipe lining, reinforcing steel, ground stabilization, shotcrete, concrete finishing, miscellaneous metals, mechanical steel pipe, ventilation HVAC, precast concrete shaft covers, temporary office buildings/services, temporary electricians, waterproofing, service utilities, grouting, electrical/I&C, river bank stabilization, drilled shaft, pest control, IT services, waste disposal, cleaning services, and security.

Any business seeking to participate as a DBE in the contract that is not currently certified as set forth above is encouraged to contact the Unified Certification Programs (UCPs), New York UCP—<https://nysucp.newnycontracts.com> and New Jersey UCP—<https://njucp.dbsystem.com> to obtain current certification.

J. F. Shea Construction, Inc., has an FTP site where you can view all plans, specifications, and addendums for your convenience. Please contact Aimee Remo at (909) 594-0990, aimee.remo@jfshea.com, to receive instructions on accessing the FTP site.

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667 Brea Canyon Road, Suite 22
Walnut, CA 91789
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Send Inquiries/Certifications to Aimee Remo: aimee.remo@jfshea.com

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NORTHEAST EVENTS FOR YOUR BUSINESS

2024

SBA and SOS Monthly Webinar
Thursday, March 7, 2024, 9:00 am–11:00 am
Online
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
Starting a new business? Looking for capital and finance options? Looking for general advice on starting or maintaining your business? Hear from representatives from the local SBA office and the New Hampshire Secretary of State Corporation Division. This workshop (currently held online during the pandemic) is offered on the first Thursday of every month. To join this free webinar, copy and paste the link below into your browser, then register for tickets for the date of your event to receive the access code.
<https://www.eventbrite.com/e/secretary-of-state-quickstart-and-small-business-administration-programs-tickets-262004180557>

8(a) Orientation and SAM Registration Webinar
Wednesday, March 20, 2024, 10:30 am–11:30 am
Online
Main Sponsor(s): US Small Business Administration
Contact: SBA Illinois District Office, 312-353-4528, illinois.do@sba.gov
Fee: Free; registration required
Join the Small Business Administration (SBA)

Illinois District Office for the virtual workshop providing an overview of the 8(a) Business Development program, eligibility requirements, and program benefits. Also learn how to increase your potential for federal contract opportunities through System for Award Management (SAM) registration, including information that you need for the registration process. SBA presenters will offer additional tips, address FAQs, give directions on where to get further assistance, and answer your other questions. To register for this free webinar, visit <https://www.eventbrite.com/e/8a-orientation-sam-registration-tickets-518989961947>

Selling to the Federal Government Webinar
Thursday, March 28, 2024, 1:00 pm–4:00 pm
Online
Main Sponsor(s): US Small Business Administration
Contact: George Tapia, 610-382-3086, george.tapia@sba.gov
Fee: Free; registration required
Did you know that the federal government is the largest purchaser of goods and services in the world? Interested in learning how your business can market your registers or goods to the federal government? Register on line at <https://www.eventbrite.com/e/how-to-sell-to-the-federal-government-tickets-21790713611> SBA helps to ensure small businesses get fair opportunities to share federal government prime contracts. Topics will include: How to Register, Small Business Certifications, Finding Opportunities, Marketing Your Firm, Federal Supply Schedules, Getting Paid, Tips to Prepare Your Offer, How to Seek Additional Assistance. All training sessions are held via Microsoft Teams Meeting. Participants must ensure Microsoft Teams is functioning.