

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?

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

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.

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—no one is exempt, and the rules are final.

Positive Reinforcement

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



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,

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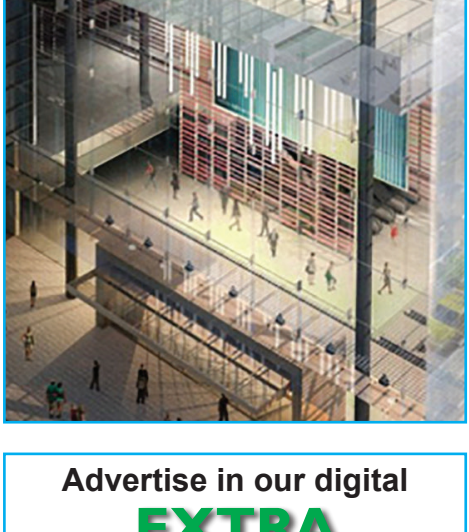
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Construction of New Canal Street Substation on the 8th Avenue Line Project

MTA Construction and Development Contract No. P-36708

Bid Date: April 28, 2022

Description of project:
The work to be performed under this contract includes the construction of a new underground substation located at the intersection of Thompson Street and 6th Avenue, in the Borough of Manhattan. The scope of the work is summarized as follows:

- Construction of a below grade steel reinforced substation together with all ancillary facilities including ventilation flues, ingress / egress stairways and connections to the tracks. The substation shall be equipped with power transformers / rectifiers, ventilation equipment, supervisory, control and communications systems, and all associated cables.
- Installation of a new PLC cabinet at the Greenwich Substation for a SCADA upgrade at the Greenwich Substation and for integration of the Canal Street and 28th Street Substations into NYC Transit Zone 6, and the Command Center at 53rd Street. Connections between the substations shall be via fiber optic and control cables through existing manholes.
- All requisite surface restoration work, including restoration of the Grand Canal Court.

Many bidding opportunities are available: progress photos, pest control, cpm scheduling, rebar supply and installation, crack and spill repair, survey, instrumentation and monitoring, masonry, structural steel, miscellaneous metals, waterproofing, doors, painting, tile, toilet accessories, plumbing, HVAC, hatches, cleaning, H+D soils, arborist, electrical, communications, mpt supplies, fencing, testing and inspections, dumpsters, asphalt concrete paving, curbs and sidewalks.

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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Reconstruction of Williamsburg Bridge and Miscellaneous Rehabilitation Project

NYC DOT Contract No. 84122MBBR501

Bid Date: May 3, 2022

Subcontracting opportunities include but are not limited to bearings, civil general contracting, concrete, construction engineering, CPM scheduling, drainage, electrical, fencing, fire standpipe, field office, fuel, haul and dispose, highway lighting, office trailer fit out, MPT, paint, pavement markings, structural steel fabrication, saw cutting, signs, surveying, trucking, and waterproofing. Please see contract documents for further opportunities.

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

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Design-Build Services for Improvements on the Flushing Line Project

MTA Construction and Development Contract No. A-46030

Bid Date: May 5, 2022

Description of project:
The work under the terms of contract A-46030 includes state of good repair improvements at the 61st Street–Woodside Station, replacement of existing escalators at the 61 Street–Woodside Station and the 74th Street–Broadway Station and stripping and painting and the repair of structural defects between 48th Street and 72nd Street in the Borough of Queens.

Many bidding opportunities are available: mechanical, HVAC and control system, electrical, electrical distribution system, communication work, instrumentation and control work, plumbing, fire protection, survey, temporary platforms, scaffolding, stair towers, borings, water work and service connections, drainage, station drainage, track drainage, curb and sidewalk, demolition (architectural and structural), painting, surface cleaning for painting, signage, miscellaneous metals, stairs, railings, guardrails, ladders, gates, metal canopies, catwalks, escalators, roll up / sliding grilles, trim work, access panels / doors, storefront, concrete topping slabs, fireproofing, caulking, rough carpentry, doors and hardware, glazing, tile, VCT, gypsum board, division 10, porcelain enamel panels, FRP, precast concrete, detectable warning panels, platform rubbing board, expansion joints, benches, trash receptacles, sandboxes, refuse enclosures, waterproofing, customer information centers, bird deterrent systems, security mirrors, MTA artwork, structural steel, shielding, platform windscreens, concrete crack repairs, concrete spall repairs, structural steel repairs, structural health monitoring, water leak repairs, grout, rainscreen, track basket replacement, trackwork, track components (anchors, clips, etc.), track ties, track rail, traction power, signal work, CBTC, environmental work, mercury containing removals, PCB removals, lead paint removal, H and D, trucking, abatement of bird droppings, asbestos, commissioning, field office furniture, field office computers / equipment, office cleaning, dumpsters, temporary power and lighting, photos, toilets, con ex boxes, CPM schedule, site security, precast barrier, temporary fencing, vibration monitoring, pest control, testing and inspections.

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Capital Project Wards Island Wastewater Resource Recovery Facility

Reconstruction of Primary Tanks

NYC DEP Contract No: WI-284

Bid Date: May 5, 2022

Description of project:
Wards Island Wastewater Resource Recovery Facility (WRRF) is located in the borough of Manhattan on Wards Island. Contract WI-284 consists of multiple elements of work necessary to reconstruct/rehabilitate 10 existing primary settling tanks consisting of 5 passes each.

Many bidding opportunities are available: paving, curb and sidewalk, CPM scheduling, progress photos, pest control, demolition, hydro-demolition, spill repair and crack repair, sawcutting, structural concrete, rebar supply and installation, survey, masonry, miscellaneous metals, roofing, doors, mechanical pumps and equipment, HVAC, hazardous material removals, piping, electrical, instrumentation and control.

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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Design-Build Services to Replace 18 Escalators at 7 Stations Systemwide Project

MTA Construction and Development Contract No. E-30641

Bid Date: May 12, 2022

Description of project:
MTA seeks to retain the services of a qualified design-build team (the “Design-Builder”) to perform the design and construction Work for Contract E-30641, which calls for the replacement of eighteen (18) escalators at seven (7) stations in the boroughs of the Bronx, Brooklyn, and Manhattan. (the “Project” or the “Work”). The Design-Builder will be responsible for all aspects of design, engineering, scheduling, coordination, construction, and timely completion of the Project. MTA C&D intends to award the design-build contract (the “Design-Build Contract”) at the conclusion of the RFP process. The Work under this Contract is to replace the existing escalator machine rooms (EMR), including but not limited to, cleaning, patching and painting EMR floors, walls, and ceiling after the removal and installation of new escalators, replace the existing sump pump, rated at 1/2HP, it requires 120V, 1ph power, from a 20A circuit breaker, and replace new compressor for a fire protection system, rated at 1/2HP, it requires 120V, 1ph power, from a 20A circuit breaker. In addition, the Work includes “state of good repair” Work in the vicinity of the escalators such as repairing floor finish to match existing floor after replacement, repair of existing concrete floor slabs, remove portions of existing concrete curbs, concrete floor, and supports to accommodate proposed escalator extension. All exposed/unpainted steel must be fireproofed and the fire alarm systems, including smoke detectors in the escalator shafts and pits will be replaced.

Many bidding opportunities are available: progress photos, pest control, selective demolition, spill repair and crack repair, sawcutting, rebar supply and installation, survey, masonry, miscellaneous metals, doors, electrical, communications, escalators, plumbing, HVAC, sprinklers, hatches, cleaning, tile, gypsum wall board, metal ceiling panel, architectural panels, artwork modifications, concrete topping, anti-graffiti.

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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Raritan River Bridge Replacement Project Contract No. GC.02
in the boroughs of Perth Amboy and South Amboy, Middlesex County, New Jersey
New Jersey Transit IFB No. 19-018XR
Bid Date: May 19, 2022

ALL QUOTATIONS ARE DUE BY CLOSE OF BUSINESS Friday, May 13, 2022.
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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Raritan River Bridge Replacement Project Contract No. GC.02

New Jersey Transit IFB No. 19-018XR

Bid Date: May 19, 2022

Subcontracting opportunities include but are not limited to civil general contracting, concrete, construction engineering, CPM scheduling, demolition, electrical, fender piles, field office, fuel, office trailer fit out, miscellaneous metals, paint, pavement markings, structural steel fabrication, rebar, saw cutting, signs, surveying, trucking, waterproofing, work boats, and tugs. Please see contract documents for further opportunities.

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

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INVITATION TO BID FOR M/W/SDVOB/LBE FIRMS

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AirTrain Newark Replacement Project in the cities of Newark and Elizabeth, New Jersey
PANYNJ RFP No. 70027
Bid Date: May 26, 2022

ALL QUOTATIONS ARE DUE BY CLOSE OF BUSINESS Thursday, May 12, 2022.
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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2022

How SBA Can Help Your Business Succeed
Wednesday, April 27, 2022, 1:00 pm–2:00 pm
Online
Main Sponsor(s): US Small Business Administration, Renaissance Economic Development Corporation
Contact: Teresa Detelj, 212-264-7060, Man-Li.Lin@sba.gov
Fee: Free; registration required
Learn about the SBA’s lender match; readiness is all; financing programs including loans: 7(a), 504, microloans, international trade loans, surety bonds; grants for research and development, investment capital, disaster assistance and grants; business education/one-on-one counseling through SCORE, SBDC, and WBC; government contracting assistance that helps you start and grow your business. Presenter: Ms. Man-Li Lin, Economic Development Specialist, US Small Business Administration New York District Office. For access to registration, please visit https://www.sba.gov/events/1706368

Selling to the Federal Government
Thursday, April 28, 2022, 9:00 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 services 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 correctly prior to attending the scheduled class.

SBA and SOS Monthly Webinar
Thursday, May 5, 2022, 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 representing 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 choice to receive the access code. https://www.eventbrite.com/e/secretary-of-state-quickstart-and-small-business-administration-programs-tickets-262004180557

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