



▶ PROFESSIONAL DEVELOPMENT 6



▶ NEWS BLURBS NOW!.. 7



▶ TOP TEN TIPS FOR ENGINEERING STUDENTS18

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TECHNICAL ARTICLE

What Kind of Leader Are You?

Every business needs a leader, or two or three. All the leaders in an organization must be able to work together to avoid chaos and move toward the company's goals. Billions of dollars are spent each year on research, leadership training, selection, and fixing problems left by a lack of leadership or poor leadership.

Leaders exist at all levels of an organization, whether they are formally selected or someone happens to fall into the role. Essentially, most successful organizations require four types of leaders:

- Executive leaders - The head honchos who identify goals and collaborate with other leaders to work towards them.
- Senior leaders - Those responsible for profit and loss, who serve as go-to people in the leadership chain.
- People performance leaders - The people who set the stage for effective performance management, ensure that all employees have clear expectations, coach and mentor, and provide a strong work environment.
- Operational performance leaders - The people who monitor day-to-day operations, recognize and improve inefficiencies, troubleshoot, and innovate.

Performance leaders may not be formally 'chosen' leaders, but those who are naturally adept in the role and may progress to higher management levels.

Without one or more of these leaders, the ladder may seem to be missing a rung - goals become fuzzy or non-existent, paths are strayed from and everyone seems to be moving in a never-ending, inefficient circle. Only when all leaders can motivate their groups to see themselves as essential parts of a larger, efficient company unit can the organization move forward. Whether you have 5 employees or 500, you won't get far without solid leadership. Look at your employees' strengths and talents and assign them roles that will bring out the best in everyone.

What kind of a leader are you?



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PRESIDENT'S MESSAGE



Renewed Energy

I recently read that the City of Buffalo is the 2nd poorest city in the nation in 2013. Only Detroit is poorer with an average median income of \$25,194. But Buffalo is on a construction boom and the excitement is palpable.

Construction in our city is at an all-time high with multiple projects that residents are excited about. Citizens of Buffalo have been complaining about the lack of use of the waterfront for 30 years. With the

development of the waterfront, Liberty Hound, the Naval Park and Thursday at the Harbor, the people of Buffalo and surrounding towns are finally enjoying our beautiful waterfront. Harbor Center Development is building a \$173 million Hockey and Entertainment Complex. This world class facility will be home to two NHL sized hockey rinks, a hotel and an 800 car parking

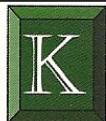
structure. Canisius College men's hockey team will be the primary resident of the facility and the Golden Griffins will also have a practice facility there.

Right next door to the Harbor Center project is the Erie Canal Harbor Development Corp \$20 million extension of the Erie Canal through what used to be the Old Aud. It is slated to be finished in the summer of 2014. The site will have reflecting pools in the summer and outdoor ice rinks in the winter.

Right next to both canal projects is the renovation of the old Donovan Building into what is now being called One Canal Side. Phillips Lytle et al will occupy the top four floors and a Courtyard by Marriot will occupy the bottom four floors.

On the other side of downtown is the new construction of the Catholic Health Building on Oak and Genesee streets as you come into town off of the 33. This new premier facility, being built by Uniland, will house 900 employees for the health care provider. This building will have its own parking ramp and workout facility for its employees.

continued on next page



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CALENDAR OF EVENTS

11-04-13	6 pm	Ways and Means Meeting	979 Erie Ave North Tonawanda
11-04-13	7pm	Directors Meeting	979 Erie Ave North Tonawanda
11-06-13	12pm	OF Luncheon	Royal Restaurant
12-02-13	6pm	Ways and Means Meeting	562 Genesee St Buffalo NY?
12-02-13	7pm	Directors Meeting	562 Genesee St Buffalo NY?
12-04-13	12pm	OF Luncheon	Royal Restaurant
???		Office Move???	



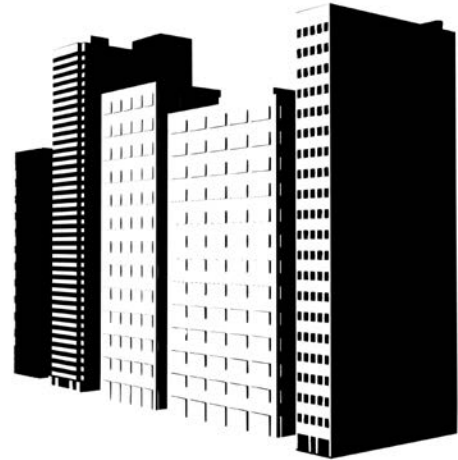
PRESIDENT'S MESSAGE

continued from page 2

Just up the street is Roswell Park Cancer Institute. Roswell has started construction of an eleven story clinical science center on Michigan and Carlton St. This new \$40 million science building will be joined with the adjacent main hospital building with a connecting bridge. The Clinical Sciences Center will have a new Breast Center, Mammography Center, Chemo-Infusion Clinic, Adolescent and Young Adult Clinic and state-of-the-art office facilities and space for clinician-scientists to analyze data from clinical studies.

The newest kid on the block is Coventus, a two acre development site that is being built right now at the corner of Main and High streets. It is the big pit with the sheet piling all around the block that is about 50' deep. Coventus is going to be a mixed use building that supports the medical campus and surrounding area.

There is certainly enough new development in the area to quell even the harshest critics of buffalo. Rust belt? Not anymore!



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ESB NEWS

Adopt A Highway Clean Up

By Matthew J Plizga PE

The adopt A Highway clean up AKA “junk warriors” took place October 19th and was a great way to give back to the community. As usual, Robin Closs had everything ready for the clean up when the members arrived. The weather always seems to be on the ESB’s side as it was sunny and cool, perfect for a stroll down Colvin Blvd. It was a great walk down the grassy boulevard with the canopy of trees covering from one side of the street to the other. People in the community actually stopped and thanked us for cleaning up and volunteering.

I brought my son Henry to the clean up. At first, I thought I will take him off my wife’s hands and he can do some good. After we got there, it was a great bonding moment. He got to learn what it meant to “volunteer” and he and I had a great time. We played a game where every time we saw trash we would yell “Garbage” then go over and pick it up. Whoever yelled “Garbage” the most won. Instilling values upon my son was never easier. I couldn't think of an easier way to get

my son involved than this clean up. There was no pre-commitment, no meetings, just a great experience. The pick up lasted about an hour and we will be regulars from now on! Join us next year with your son or daughter. :)



Robin Closs, Matthew Plizga, Henry Plizga, David Baker



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Gary Young



Bart Klettke PE

Amar Bose
(Think speakers...not an ESB member)

Ronald J O'Mara PE

Please send your birth month to ESB1894@gmail.com for inclusion!

ESB NEWS

ESB Past Presidents Dinner

The ESB Past Presidents Dinner was well-attended on October 3 at the beautiful Hotel Lafayette. Recently added to the National Register of Historic Places, the building is recognized as the most important extant design of Louise Bethune, the first female in the US to be officially recognized as a professional architect by the American Institute of Architects.

A tour was given and then guests were treated to a delectable sit-down dinner by Acqua. Awards and scholarships were presented, prizes were won, and Gary Moore/Matthew Plizga provided a one PDH presentation.

A delightful time was had by all and plans are in the works for next year's event. Want to be one of the cool kids? Drop us a line at ESB1894@gmail.com to reserve your spot on the planning committee for 2014!

"Nice group and good conversations. Tour was great. I hadn't been to the Hotel Lafayette and was looking for an excuse to get there. Great pick!"



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Local/Online PDH Opportunities

For additional information regarding these opportunities, contact our office at ESB1894@gmail.com or 716-873-4455. Discounts for some pricing are available for certain society members, small companies, etc. And if you have information regarding future PDH opportunities that may be of interest to our members, please forward them to our office for inclusion in the newsletter and on our website at www.tesb.org.

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11/18/13	0	Webinar	Retrofit Metal vs Coatings and Overlays (via roofhugger.com)	Free
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News Blurbs Now! (NBN)

Se-Mar Electric Company, Inc. has been an industry leader in the manufacture of control panels for over twenty years. Their offerings include motors, drive products, repair, and installation, and they were recently made a full-line Adalet distributor.

SJB Services, Inc. was established in 1992 to provide Drilling and Construction Testing Services in the northeast. Over the past 20+ years, they have acquired and expanded to become one of the largest specialty engineering and support service firms in this area. Their offerings include subsurface investigations, geotechnical engineering and consulting, environmental services, and laboratory testing, among other specialties.

TMP Technologies consists of three divisions: Advanced Rubber Products, Foam Sciences, and Precision Foam Assemblies. Their products include rubber molding, absorbent foam pads, custom foam manufacturing services. They are a multinational market leader, headquartered right here in Buffalo!

T.Y. Lin International offers services ranging from architecture, code services, and construction support to seismic analysis and design and surveying. This worldwide company was founded in 1954 in Los Angeles and has offices in the Americas and Asia, including one in Buffalo.

Trautman Associates specializes in architecture, MEP, civil, and structural engineering, planning, and interior design. The company has been evolving in Buffalo and adapting to the changing times and needs of its clients since 1956. Some of their recent local projects include the Art Dialogue Gallery and Wyndham Garden Hotel.

Fall enrollment at the University at Buffalo hit a record high this year, at almost 30,000 students. The university recently ranked 51st on US News and World Report's nationwide list of best public universities. Their School of Engineering and Applied Sciences ranked number 61 on the list of best professional schools. A UB team was recently awarded a \$1.4 million grant to develop a data mining transportation system which would track real-time traffic via cameras, toll barriers, and other devices in an effort to improve safety and efficiency on our nation's highways. It is awesome to see projects of this caliber come out of Buffalo!



For more details or to submit your noteworthy, newsworthy blurb contact ESB1894@gmail.com! We want to know about your recent projects, awards, hires, promotions, patents, new products, partnerships, open houses, tours, and anything else you'd like to share.

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Sing For Supper? Print Your Lunch!

By Tara Pfarner

You've probably heard of the 3D printer by now...remember the hullabaloo about criminals printing guns? Well, NASA has put the technology to better use...by printing pizza. The government agency provided funding to Systems and Materials Research Corporation to further the technology, so that someday they may be able to send the printer into space and avoid using up valuable room and weight on the shuttle to store food for the astronauts.

The technology is still in the early stages, and its creators aren't worried about taste just yet...they've started with ketchup and cream cheese. This allows them to demonstrate using materials of a similar nature: the printer creates a layer of dough from a veritable ink cartridge of non-perishable ingredients, followed by sauce (ketchup), and cream cheese (cheese). The pizza is then baked by a heated surface. If it works, this could save cargo costs and allow the astronauts to carry new equipment into space, cut down on waste, and give them a home-cooked, zero-gravity meal. The printer may also

have the ability to produce other necessary items such as tools. Perhaps it could even print another printer?

As Star Trek-like as it is, this amazing technology could hold promise as a way to address global hunger and other issues. 'Printed' food has the potential to be more nutritious and flavorful than MREs or other forms of dehydrated, shelf-stable victuals, as it will undergo less processing and be consumed more quickly. It could provide a way to reduce food waste and make storage and transport easier.

It could also find uses in the military, with benefits similar to those which could be had on a shuttle mission.

Tara Pfarner is an Administrative Assistant at RJR Engineering, P.C. in Springville



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What's New On Sesame Street?



Get ready to EXPLORE, INVESTIGATE, and DISCOVER with your friends from *Sesame Street*!

Sesame Workshop's newest initiative, *Little Discoverers: Big Fun with Science, Math, and More!* provides a much-needed digital destination with interactive Sesame Street games, engaging videos, and fun, hands-on activities aimed to inspire young children ages 3–5 and the adults in their lives to incorporate STEM (Science, Technology, Engineering, and Math) concepts and skills into everyday moments. These FREE resources include interactive games, Sesame Street video segments, educator materials, and parent and caregiver materials.

These FREE materials, available at sesamestreet.org/STEM include:

- **Six fun, new mobile games** centered on key STEM concepts (use m.sesamestreet.org/STEM for small screens like smart phones)
- **Interactive games for your computer** designed to provide children with opportunities to develop

- **STEM skills and knowledge** *Sesame Street* video segments to engage and excite children in STEM learning
- **Educator materials**, including printable guides with fun, hands-on activities that can be easily integrated into existing programs, and family newsletters to extend learning at home,
- **Training Webinars** on how to use *Little Discoverer* materials with groups of children
- **Parent and caregiver materials** offering simple tips and ideas for how families can explore STEM during every day moments



For more information, contact Sesame at stem@sesame.org.



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In Memoriam



Edward J. Zajac, an ESB member since 1963, passed away at his home in Elma on November 25, 2012 at the age of 91. Ed was born in Lackawanna and remained in the area, earning a bachelor's degree in engineering from the University at Buffalo. Her served in the United States Navy from 1942-1945, participating in tours of duty in the Atlantic and Pacific Oceans as well as D-Day operations in June of 1944.

During his career, Ed designed the tire testing machine for Calspan Corp. and was responsible for its construction at Calspan in the 1970's. He worked as a design engineer at GEMCOR, developing machinery to construct the external booster rockets for the space shuttle program. As a project engineer at Niagara Machine and Tool, Mr. Zajac designed and led the development of pneumatic and hydraulic presses for the automotive and appliance industries. He retired in 1989.

An active member of the Villa Maria School of Music Association, he served as its president for several years. Ed was also involved with the Elma Seniors and St. Gabriel Catholic Church senior's organization and served as its Vice President. His hobbies included creating pine cone Christmas trees and other Christmas crafts of wood and pine cones. He enjoyed taking part in the annual Quaker Arts Festival and other local craft shows.

Ed is survived by his wife of 64 years, Stella, two children, Daniel and Annette, four grandchildren, and four great-grandchildren.

Our condolences go out to Ed's family. We are honored to have counted him among our members for so many years!

Compiled from information found in The Buffalo News and ESB member files.



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When Donkeys And Elephants Fought Over Turkey

by Dan Lewis

In late 1621, about four or five dozen Pilgrims -- settlers in the New World from England -- and roughly 90 Native Americans celebrated the settlers' first successful harvest in North America. The feast lasted three days and yes, involved large amounts of turkey. It took well over two centuries but today, we in the United States consider this feast to be the "First Thanksgiving," the traditional basis for the annual holiday observed on the fourth Thursday in November. It is a time for Americans to celebrate whatever good fortune the year prior has brought, setting aside differences and coming together as families and communities . . . and watch a little football, too.

Except from 1939 to 1941. For those years, the holiday was a political football and more divisive than appropriate given the type of holiday.

Thanksgiving wasn't a regular holiday until 1863. The first official national day of thanks was November 26, 1789, created by proclamation by President George Washington about seven weeks earlier, but the tradition did not set in -- he wouldn't declare another national thanksgiving until 1795. John Adams, his successor, declared such holidays in 1798 and 1799 but the next president, Thomas Jefferson, declined to follow suit. But over the first half of the 19th century, various presidents and state governments instituted similar holidays, some annually, others ad hoc. During the Civil War, Abraham Lincoln made Thanksgiving an annual national tradition, proclaiming the last Thursday of November as the holiday we Americans now celebrate each year.

Thanksgiving remained on that day for roughly 75 years. But in 1939 with the nation mired in the Great Depression, then-President Franklin Delano Roosevelt decided to change it. At the time it was unseemly to start with holiday-themed advertising about Christmas before Thanksgiving (and many Americans still find "Christmas creep" unsettling), and this

proved to be a significant problem that year. November 1st was a Wednesday, making November 30th a Thursday -- the fifth Thursday of the month. At the urging of Federated Department Stores (now Macy's) founder Fred Lazarus, Roosevelt declared that the fourth Thursday of the month -- November 23rd -- would be Thanksgiving.

Republicans flipped, seeing the move as a slap in the face of Lincoln's legacy. Alf Landon, who FDR handily defeated in the 1936 Presidential election, called the move confusing, impulsive, and meritless, and likened Roosevelt's decision to make the move hastily and unilaterally to something Hitler would do, according to Wikipedia. A Gallup survey found that 72% of Republicans with an opinion on the issue disapproved of the plan, while a slight majority of Democrats (52% to 48%) favored it. Some started to call November 30th the "Republican Thanksgiving" and the 23rd the "Democratic Thanksgiving" or "Franksgiving," the latter a tongue-in-cheek portmanteau of "Franklin" and "Thanksgiving."

But as we know today, FDR got the last laugh -- kind of. In 1940 and 1941, he declared that the holiday be celebrated on the third Thursday in November which prompted further protests and ultimately Congressional action. In October of 1941, Congress passed a bill restoring Thanksgiving to its original (as in 1863) status as the last Thursday in November but FDR did not sign that bill into law. In December, the Senate, by way of compromise, amended the bill so that the holiday was officially on the fourth Thursday of the month. The House accepted the amendment and Roosevelt signed it into law on December 26th of that year.

Subscribe to Dan Lewis's free email newsletter at NowIknow.com and get cool facts for those upcoming holiday parties delivered to your inbox daily.

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Six Reasons Why Your PR Campaign Isn't Working

by Rebekah Epstein

It's time for some real talk, everyone. Take this scenario: you launched a new product, you hired a PR firm, you paid a hefty monthly retainer, and now you are disappointed. Where are your results? Where is your fame? Why isn't your product selling like a Kardashian perfume? I have worked with a lot of different PR firms, companies and brands. I have worked with everyone from Fortune 500 companies to mother/daughter teams making beauty products in the basement, from celebrities to regular folk. And more times than not, when a PR campaign isn't working, it's due to one of the scenarios below -- but your publicist is too scared to tell you the truth. Here now, the reasons why your PR campaign isn't working:

1) You are not that important. Yes, maybe at your company what you say goes. But on a wider, national scale, you are a small fish in a very, very gigantic sea. You are competing with thousands of other individuals, brands, and companies for the same coveted piece of print space at top-tier publications.

Know that I'm not trying to get all Debbie Downer on you. But right off the bat, your PR campaign will go much more smoothly if you accept the fact that you will probably not get the exposure you think you deserve. PR is a marathon, not a sprint, and by planting seeds, there will eventually be a time and place for your story to shine.

2) You hired a "yes man" PR firm. You hired an agency that will whisper sweet nothings into your ear, and promise you the moon, just to get your retainer. They promised you *The Today Show*, and yet, you're nowhere nearer to your local TV station. Say wha?

Listen. Do pigs fly? No. Is there a magical weight loss pill? No. Are you going to be a millionaire tomorrow? No. These promises, just like the ones made by yes man PR firms, just aren't realistic. You want to find someone who can map out sound ways to get into your dream outlets. For example, starting you on your local media outlets, then leveraging that for regional exposure. Now, you have a reel, and your publicist can send that to national morning shows.

3) You are dated. No matter what industry you work in, you need to look like you belong in 2013. Top tier, national media is looking for the next big trend to cover; they don't care what has already happened. Make sure your website looks modern; this will be the first thing journalists see when making a decision about your brand. It is important to constantly update your website to keep your company feeling fresh and exciting.

4) Your brand is inauthentic. People fall in love with brands they relate to. Everything from your website to your tweets to your newsletter should have the same voice and consistency. This will help you get dedicated customers. Pay special attention to what you are putting into the world. For example, if your tweets have a light, funny tone and your website is very serious, customers will be confused about your brand's message.

5) You don't have the time. Even if you hire the best PR firm in the country, starting a PR campaign is a huge time commitment. Whether it is being present for interviews or writing contributed pieces, your time and expertise will be needed.

I can't stress this enough: a successful PR firm is a relationship between the publicist and the client. It is important to be involved because you are the expert in the industry, and your knowledge and feedback is invaluable to make the campaign authentic. A good publicist will always be listening for the "heartbeat" of your expertise, the juicy part of your story that readers and viewers will love. So invest your presence in this relationship. It's worth it.

6) You don't really know the purpose of PR. So your publicist managed to snag you a spot on *The Today Show*, but after the interview, your books didn't sell out on Amazon. You think: *So what was I paying this PR company for?*

A national media appearance can move your sales numbers online - the operative word being "can." But the purpose of PR isn't sales -- it's to gain awareness and help you get credentialed. Think of it this way: the next time your customer is at the grocery store, and he/she is deciding between brands of green tea, they might remember seeing your tea brand in their favorite magazine. Or, it's when a flashy contributed piece helps you land a dreamy client. This is what I mean by are credentialing tools.

PR is one very important ingredient in the recipe for success, but just like Rome wasn't built in a day, your brand won't be built in a day (or a month or even a year). It takes time and patience to build a long-lasting brand with loyal customers. Trust me, there will be ups and downs, but don't get discouraged. One day your story will be front and center. Picture it now: You will be sitting at *The Today Show* being interviewed by Matt Lauer, and you will know you have made it.

Rebekah Epstein is the founder of fifteen media, an agency that works exclusively with PR firms to streamline media relations in a digital era. She specializes in business, lifestyle, fashion and beauty PR. Rebekah also [amateurly] blogs about the ups and downs of Gen Y entrepreneurship at fifteenminutesblog.



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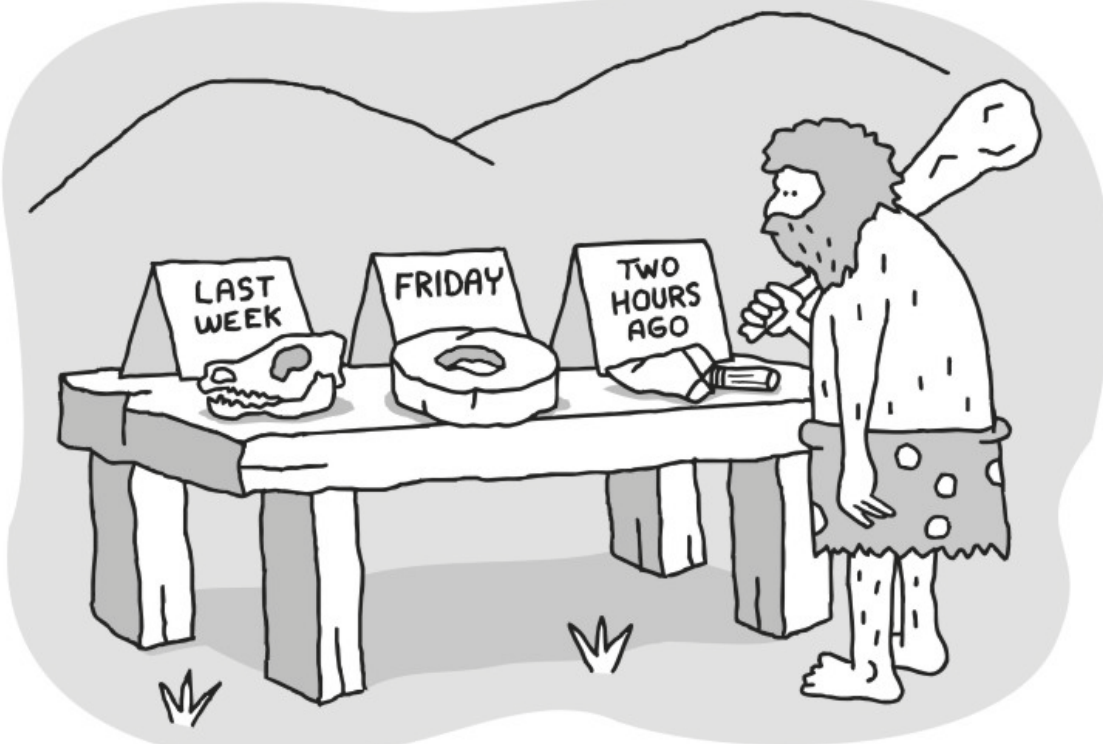


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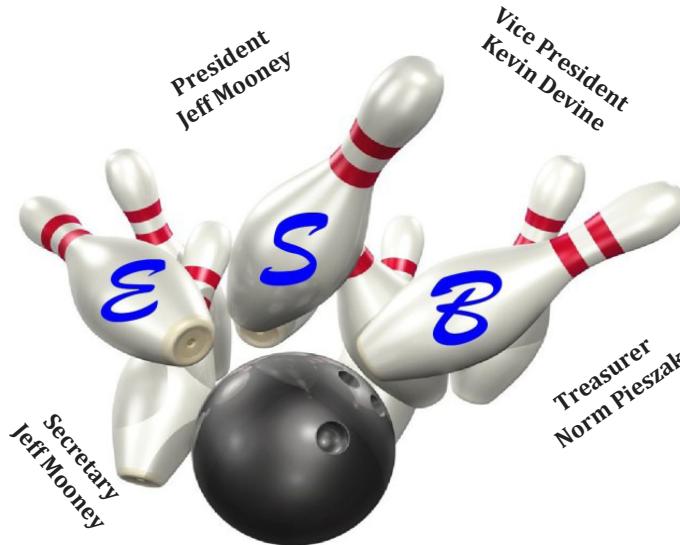
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BOWLING LEAGUE

Know Your Bowling History

The earliest form of bowling can be traced back to ancient Egypt and the Roman Empire. Roman legionnaires played a similar game 2000 years ago using stones. It was played outdoors until the 1400's, when it was apparently first brought inside in England. The game was a favorite pastime of King Edward III's soldiers.

Bowling was brought to the US by the Europeans who settled the New World. The first standardized rules for the game were established in The Big Apple over 100 years ago, in 1895.



Handicap Series

John Grembowicz 843

Cross Alley w/Handicap

John Grembowicz 315

Kevin Devine 288

Team Standings Week 6

	Won	Lost
1. ARCHER IMAGING	41	13
2. TRANSMITTERS	34	20
3. DEAD LOADS	31	23
4. LOOSE CANNONS	29	25
5. SPLIT HAPPENS	28	26
6. K & K TREATS	27	27
7. OUTCASTS	27	27
8. PROTRACTORS	22	32
9. CAD/CAMS	20	34
10. PINHEADS	11	43

Scratch Game

John Grembowicz	290
Shaun Johnston	257
Tom Mann	246
Ed Grembowicz	236
Todd Huth	236
Kevin Devine	234
Julia Hay	192
Deb Restall	147
Stephany Dier	115

Scratch Series

John Grembowicz	768
Shaun Johnston	685
Tom Mann	666
Paul Morrow	626
Todd Huth	625
Brian Olkowski	606
Julia Hay	550
Deb Restall	407
Stephany Dier	296

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Top Ten Tips For Success For Engineering Students

By Jeremy S. Hyman and Lynn F. Jacobs

According to a recent survey by the Higher Education Research Institute at UCLA, one third of college freshmen plan to major in science and engineering, while about eight percent of all first-year students intend to concentrate in engineering proper. Some of these engineering students are destined to land major leadership roles in the United States and worldwide, while others are . . . well, every field has its "lesser lights."

We were interested in finding out what current engineering students could do to put themselves on the fast track to career success. We invited visiting blogger Edward Crawley, professor of engineering and director of the Bernard M. Gordon Engineering Leadership Program at MIT, to share with us the advice he gives his own undergraduate engineering students. Here are his best tips, most of which would work for any career-aspiring college student:

1. Identify the people who inspire you, and find out what makes them tick. If you love Apple products, Steve Jobs may be your idol, or perhaps you love the Segway and its creator, Dean Kamen. You can easily find out a lot of information about Jobs and Kamen—or just about any other prominent person in technology—so use it to look into what's helped these people and their companies become so successful. Then emulate their good traits in your personal, scholastic, and professional life.

2. Develop a portfolio of projects. Participate in every hands-on, experiential learning opportunity that a balanced schedule allows. This way, you'll have something unique to show a prospective employer (or venture capitalist) when you graduate, while other students will only be able to list their courses. In addition, you'll be far more likely to retain the knowledge you've gained in classes because you'll be applying it and, in the process, boosting your communication and interpersonal skills.

3. Learn the value of networking. When it comes to being a leader, whom you know is almost as important as what you know. Attend lectures on your campus and introduce yourself to the speakers. Check with your school's alumni association to get a list of alumni from your program who want to connect with undergraduates.

4-Star Tip. In addition to E-mail, you can use LinkedIn or other social media tools to connect online. But remember: There's no substitute for a traditional, face-to-face meeting, so if you can find a way to meet in person, that's always the best.

4. Work in teams as much as you can. Whether it's creating a solar-powered car, participating in a sport, or writing for the school paper, get involved with an organization that requires a team effort to produce great results. Throughout your career, you can be sure you'll work in teams, and the skills you develop in school will help prepare you to lead teams when you graduate.

5. Seek informal leadership roles. You're always a leader, whether you're officially in charge of a team or not. Sounds counterintuitive, but you can lead from any position in an organization by influencing how people work together and how they make decisions. Usually people think that the leader is the president or the manager, but if you learn how to recognize and deal with various leadership styles from any position in a team, you'll be seen as a leader when you take on your first job or internship.

6. Find your flaws—and fix them. As with any skill, leadership needs constant improvement. When you are part of a team, try to create a way to get feedback from team members, group leaders, and professors. When you have concrete feedback on how people view you, you can work to improve your skills, including communication and leadership. Plus, you'll learn how to accept—and give—constructive criticism. That's absolutely necessary for your future career.

continued on next page

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continued from page 18

7. Take a business class. As an engineer, it's not enough for you to be technically proficient; you need to have business savvy. If you're going to be a leader, you need to understand what a P&L is (also known as an income statement), read organization charts, know how to negotiate contracts, and be familiar with the myriad other functions that every top engineer needs to know. Otherwise, you won't understand what to do when an accountant, lawyer, or middle manager gets in the way. A business course or two can take you a long way, and these classes are often easier to pass than your calculus course!

8. Take design and other humanities classes. There's a wide world out there beyond problem sets, laboratories, and theory. Take a visual design course so you'll learn to represent ideas graphically. Take a cognitive science course to learn how people interpret the world and understand it. Take a literature course to develop your knowledge and appreciation of the classic books, which will help you write and communicate more effectively.

5-Star Tip. Tomorrow's leaders will have to communicate effectively across international borders and be familiar with other cultures, so develop some proficiency in another language, travel abroad, or meet students from other cultures. Start "globalizing" right at college.

9. Make your summers productive. Employers place tremendous value on practical experience. Seek out internship opportunities actively and early in your academic career. Try to demonstrate through your internships a series of evolving leadership experiences, and use the internships to build your portfolio of actual projects/products. New graduates who can show a commitment to using their summer to continue to learn are always viewed more seriously by a prospective employer.

10. Recruit and develop your personal board of directors. As an undergraduate, you might feel alone when confronted with hard decisions about the courses to take, jobs to apply for, or even balancing school work and your personal life. You won't feel alone if you develop a personal board of directors just for you. Just as a company has a board that guides the organization, you can stock your board with professionals from organizations and companies, as well as former teachers and knowledgeable family friends.

Extra Pointer. Be sure to "nurture" your board of directors: Keep in touch with them, provide them regular updates, ask them for guidance, and be sure to thank them for any help they provide. And don't be afraid of conflicting advice. If members offer different suggestions, you'll have the occasion to balance off one idea against another and make your own decision—just like at a real company.



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