



# 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 helping 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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|--|---|

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**PROJECT OVERVIEW**

A new out-of-the-ground two story, approximately 80,000 square foot (SF), Operational Facility, along with an adjacent, approximately 10,000 square foot (SF), equipment yard, on a 7-acre clear greenfield site in Melville, New York. This is a purpose-built, storm-hardened, redundant, state-of-the-art operational facility.

The building will include a 2-story high Technology arena, second story observation space, offices, meetings and training rooms, break rooms with pantries, a wellness room, restrooms with showers and lockers, and an open work area for workstations or touchdowns. The facility will also contain various meeting spaces that are flexible, and capable of being subdivided into three or more rooms that may be utilized as bunk areas to house storm riders. All necessary and required mechanical, electrical, emergency back-up equipment, and systems with also be constructed.

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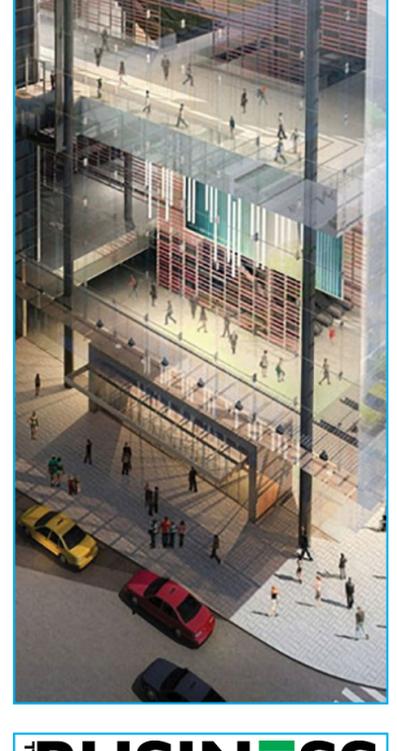
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### VIRTUAL EVENTS FOR YOUR BUSINESS

**2026**

**SBA 101: Introduction to SBA Programs Webinar**  
Monday, April 6, 2026, 10:00 am–11:00 am Online  
Main Sponsor(s): US Small Business Administration, Rhode Island District Office  
Contact: Brian Hopkins, 401-528-4575, [brian.hopkins@sba.gov](mailto:brian.hopkins@sba.gov)  
Fee: Free; registration required

This free workshop, presented by the Rhode Island District Office, is designed to help entrepreneurs understand the various SBA programs and services available to help them as they start, expand, grow, and recover their businesses. This overview presentation covers: Introduction to the SBA; SBA Resource Partner Network—Business Training and One-on-One Counseling; Selling to the Federal Government—SBA Contracting Certification Programs; Access to Capital—Loan and Surety Bond Programs; International Trade Assistance; Emergency Preparedness and Disaster Assistance Loans. Register online for the free Assistance Loans webinar at <https://www.sba.gov/event/80666>

**Federal Contracting for Small Businesses Webinar**  
Tuesday, April 14, 2026, 12:00 pm–1:30 pm Online  
Main Sponsor(s): US Small Business Administration  
Contact: Irene Gonzalez, 208-334-1673, [irene.gonzalez@sba.gov](mailto:irene.gonzalez@sba.gov)  
Fee: Free; registration required

Learn the essentials of federal contracting for small businesses. This event will cover the basics of navigating the federal contracting process, as well as the various certifications available to help your small business succeed in the government marketplace. Certifications include: 8(a) Business Development Program, HUBZone Certification, Woman Owned Small Business (WOSB/EDWOSB), and Veteran Owned Small Business (VOSB). Don't miss this opportunity to gain valuable insights and resources to help your small business. Register at <https://www.eventbrite.com/e/federal-contracting-basics-and-certifications-for-small-businesses-tickets-1977729719831>

**Federal Contracting: Woman-Owned Small Business (WOSB) Certification Program Webinar**  
Tuesday, April 21, 2026, 2:00 pm–4:00 pm Online  
Main Sponsor(s): US Small Business Administration  
Contact: Patrice Dozier, [patrice.dozier@sba.gov](mailto:patrice.dozier@sba.gov)  
Fee: Free; registration required

SBA is creating a space for Woman-Owned Small Businesses, via WOSB certification! Are you a woman owner of a small business? The federal government's goal is to award at least five percent of all federal contracting dollars to woman-owned small businesses each year. Join us for training on how to register for SBA's Woman-Owned Small Business (WOSB) program, which helps eligible small businesses to qualify for federal contracting opportunities. The monthly sessions include an overview of the self-certification process, and a discussion of the NAICS codes that qualify as WOSB or EDWOSB. Register at <https://www.eventbrite.com/e/woman-owned-small-business-wosb-certification-program-tickets-1978328240021>

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