

REFLECTIONS BY LIZ – THE TALENT OF LEADERSHIP

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In my recent salon, Jane Chmielinski, President and COO of DMJM Harris, dazzled all of us with her strategic thinking, her understanding of people, her caring, her humor, and her very personal leadership style. At a time when a common theory in so many design companies is that success comes from beating the horse harder, Jane is a wonderfully refreshing change.

Indeed, Jane appreciates intuitively that for businesses in our industry to be truly successful, they must focus on their people and create a culture that inspires them to do their best and take ownership. This is Jane's leadership talent. As Alex Spencer, who works for Jane, wrote me, "Jane manages an incredibly diverse group of people doing incredibly diverse work, yet she manages in a way that everyone feels that they are getting what they need from her to excel at their job. She is both an artist and a magician." The warm and enthusiastic response that greeted Jane at the salon demonstrated the strong appeal of her personal style.

DMJM Harris, an AECOM company, deserves enormous credit in making Jane their president. Her selection represents their understanding that the best future of their enterprise depends on people working collaboratively together. Jane's leadership skills are perfect for that challenge. Many of us have waited for years to see someone like Jane at the helm of a major engineering and architectural firm. Her presidency gives us great joy and great hope.

If you missed Jane and want to hear her in person, join Jane and me in Los Angeles at the LA Chapter WTS Leadership Series on March 14 (wtsinternational.org/la). Also, save Monday, February 27, for the next salon: Forging Change in a Traditional Climate, with Luisa Paiewonsky, Commissioner, Massachusetts Highway Department.

