

PROFILE

Get to know Marian Young

This year's Jerry Allen Courage in Leadership Award winner talks about what makes her a great leader.

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Given each year to someone working in an architecture, engineering, planning, or environmental firm, to someone who has made tremendous impacts on their company through courageous leadership, this year's Jerry Allen Courage in Leadership Award went to Marian Young, president, **BrightFields Inc.** (Wilmington, DE), a 42-person environmental services firm.

We wanted to learn more about what makes Young tick, so we chatted with her about the ins and outs of what it's like to be a leader and more.



A CONVERSATION WITH MARIAN YOUNG.

The Zweig Letter: Were you surprised that you were nominated?

Marian Young: I was speechless. I was not familiar with the Jerry Allen Courage in Leadership Award and was extremely surprised that I was nominated for it. I was even more surprised to hear that I had won. BrightFields' CFO, Don Short, wrote the nomination, and never said a word about it.

TZL: What does this award mean to you?

MY: I am very humbled to receive the Jerry Allen Award, most of all because Jerry was such an important mentor to Mark Zweig. Mark's creation of this award was a very inspirational act. It places a person, and an ideal, up on a pedestal for others to look up to and aspire to. It gives the rest of us a reason to stretch beyond our perceived limitations. It provides for real-life role models. The Jerry Allen Award causes both winners and observers to pause, among the fast pace of our clients and our companies, and to reflect, and think about how we can become better leaders. Winning the Jerry Allen Award put BrightFields in the spotlight at the Zweig Conference, and gave me a platform to talk about how the BrightFields' team helps to coach each other through our fears and dig deep to summon the courage within each person.

TZL: What type of leader are you?

MY: I would say I'm an inspirational and enthusiastic leader. I strive to be a transformational leader. I've done pretty well developing some of the traits, and I continue to work at others. I have high integrity and high emotional intelligence. I'm self-aware, authentic, empathetic, and humble – for the

ONE COLLEAGUE'S PERSPECTIVE ...

Jenna Harwanko, vice president, BrightFields, says that Young is a great leader because she cares.

"She cares about her employees, clients, community, and in making a difference," she says. "This caring nature is exemplified by believing in her employees, building relationships, sharing information across all levels, striving for continuous improvement, and hard work and determination."

Seventeen years ago, Harwanko was hired as an intern. Since then, her manager and mentor has been Young.

"I have learned so many things from her over the years. In the area of leadership, one thing she has taught me is to take a risk and grab the leadership role even if it seems scary or will put me out of my comfort zone. If you act like a leader, people will recognize you as one," she says.

most part. It's kind of hard to write this and sound humble.

I'm highly competitive and fast-paced. I see opportunities everywhere. I'm good at networking and sales, and I feel like time's a wasting. So, I'm always trying to do too many things, and I struggle with impatience and over-committing. The good news is that these traits turned out to be a good engine to grow a company, as long as there are enough project managers ready and willing to take on new projects. We've grown some wonderful project managers at BrightFields who are very technically capable, great with clients, and who are better planners, delegators, and managers than me.

For those interested in Myers-Briggs, my type is ENFJ. At BrightFields, each new employee com-

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BUSINESS NEWS

KS ASSOCIATES DESIGNS RIVER FRONTAGE AREA FOR THE FOUNDRY **KS Associates Inc.** (Elyria, OH), a civil engineering and surveying firm, is helping put infrastructure in place to support Cleveland's growing interest in the sport of rowing. KS Associates was responsible for designing the dock area and river frontage for The Foundry, a new state-of-the-art rowing facility located along the Cuyahoga River in Cleveland.

The Foundry is the vision of Mike Trebilcock and his wife, Gina, who purchased a series of industrial buildings in hopes of transforming them into a recreational hub and education center for high school and college student athletes who want to become high performance rowers and sailors.

In 2014, Trebilcock, in conjunction with MCPc Family Charities, contracted with KS Associates to prepare construction plans for the Foundry's dock area. KS Associates' design included 520 lineal feet of rowing and launch docks, gangway ramps, steel platforms, and anchor piles. KS Associates also provided some permitting and surveying services for the project. Trebilcock and The Foundry are exceptionally proud of the due diligence with the project, including obtaining a permit from the Army Corps of Engineers, approval by the United States Coast Guard, and the Northeast Ohio shipping community.

The docks, constructed by RowAmerica, and boathouse opened for their first season in August 2015, just in time for the 2015-2016 school year. When fully constructed, The Foundry will be complete with a fitness center, indoor rowing tanks, and park.

The Foundry is located on the east side of Columbus Road across from Rivergate Park. With Rivergate Park and The Foundry on the banks of the Cuyahoga River, the project is helping make the riverfront more accessible to the growing rowing community.

GRIFFIN STRUCTURES CONGRATULATES THE CITY OF LAKE FOREST ON THE AWARD On October 3, the City of Lake Forest received the Parks and Recreation Project of the Year Award from the Los Angeles Section of the ASCE for the Lake Forest Sports Park Complex in Lake Forest, California.

"We would like to congratulate the City of Lake Forest on its tenacity and foresight on one of the most important community projects in Orange County. It was a privilege to serve as construction manager on the largest sports park in Orange County," said Roger Torriero, CEO of **Griffin Structures**.

Included within the 86-acre area, designed by **RJM Design Group**, this state-of-the-art sports park also includes a 25,600-square-foot recreation center designed by Robert Coffee & Associates in the center of the site. The building is sited on a plateau overlooking the "park commons" and includes recreation office space, a double gymnasium with a two-over-one basketball court configuration, activity and dance rooms, a teen center, a computer and homework center, and two meeting rooms, as well as a teaching kitchen and restrooms.

The recreation center is designed to capture the pastoral lineage of Lake Forest, integrating heavy timber porches, plaster walls and stacked stone pillars. The building profile is defined by a broad sloping roof gesturing toward Saddleback Peak in the distance, and uses the materials and forms found in many of the vernacular ranch buildings of the foothill area of the Saddleback Valley. All rooms are oriented to the distant views to the south and the west and have large porches leading out to the shaded activity areas surrounding the building.

Griffin Structures is an innovative, award-winning program and construction management organization providing strategic project delivery solutions to its public, non-profit, and private sector clients. Griffin specializes in program and construction management, as well as strategic services such as needs assessment, and has the ability to structure public-private partnerships. Griffin delivered this important community asset on schedule and under budget.

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pletes the Myers-Briggs type indicator, and we hold a four-hour class every year or two, taught by a professional facilitator, to teach about the different preferences and types, and about how our company appreciates and values the diversity of our team.

TZL: What do you feel are your strengths?

MY: My biggest strength is my ability to quickly look into the future, envision a number of potential outcomes, figure out the steps to get to each outcome, see where the pitfalls are, and then decide on the best path to take. I share and test this vision with the stakeholders – our BrightFields' managers, our teaming partners, our client, and the regulators. From our initial discussions, a plan takes shape that can be further developed and implemented by others.

I'm a very good writer, and I often write and edit proposals, reports, project summaries, and challenging technical docu-

ments. I also really care about solving problems for our clients and about growing and developing our employees.

I value discernment, and I strive to uncover and understand the deeper issues and solutions behind facts, appearances, and superficial statements.

TZL: What areas do you think need some work?

MY: Delegation. As much as I delegate, I always find I have more to do than I can possibly get done. I surround myself with a great team who are constantly pulling work away from me.

I am also told I'm too controlling, too hard to please, too hard on people, and impatient. Interestingly, I recently took a Myers-Briggs in-depth assessment which revealed that for my ENFJ type, I had an uncharacteristically high level of "questioning." The summary pointed out that asking too many questions too quickly puts other people on the defense because it sounds demanding. So, I'm working to spread out the questions. ▀

KNOW A COURAGEOUS LEADER?

The Jerry Allen Courage in Leadership Award is given each year to someone working in an architecture, engineering, planning or environmental firm who has made tremendous impacts on the company through courageous leadership.

Nominees can be in any role and come from architecture, engineering, planning and environmental firms of all sizes and types.

The Jerry Allen Courage in Leadership Award winner receive:

- Up to five free Zweig Group surveys
- A one-year subscription to THE ZWEIG LETTER

Entry fee: \$195 per nominee

Results: The winner is announced and celebrated at Zweig Group's annual Hot Firm and A/E Industry Awards Conference

Questions: info@zweiggroup.com