

Business **New Haven**

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RISING STARS



2013

MEET THE REGION'S
BUSINESS AND
COMMUNITY LEADERS
OF TOMORROW TODAY

DEVELOPMENT

New Life for Winchester Site

*\$60M redevelopment to include 158
apartments*

By John Mordecai

NEW HAVEN — A nearly \$60 million apartment complex will inject new life into the long dormant Winchester Repeating Arms Co. complex.

Winchester Lofts will be a nearly 200,000 square-foot mixed-use building with 158 market-rate and affordable housing units, plus office space. The redevelopment of the old fac-



The former Winchester Arms factory will be reborn as a \$60 million mixed-used project with 158 residential units.

tory at the corner of Winchester Avenue and Munson Street is the second of a two-phase project for further development of the former industrial campus, now home to Yale's Science Park campus.

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Greater New Haven 2013 RISING STARS

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HOW MANAGERS PLAY BALL

Name: Howard C. Fero

Title: Associate Professor, Director of Graduate Leadership Programs, Albertus Magnus College, New Haven

Born: April 26, 1973, Brooklyn, N.Y.

Education: BA, Psychology/Marketing, Hofstra University, 1995; MS, Industrial and Organizational Psychology, Baruch College, City University of New York 1999; Ph.D., Organizational Behavior, Claremont Graduate University, 2005

Professional accomplishments: A specialist in organizational development and leadership, Fero teaches courses that include strategic leadership; leadership in theory and practice; leadership, imagination and communication; organizational behavior; and motivation. Fero also is a consultant and coaches executives to develop their skills in areas such as leadership and team building. Fero has studied the leadership styles of Major League Baseball managers, and has presented his findings at conferences and other forums.

"Some of the tips used for baseball can be used in our own world," says Fero. Among them? "A large majority of players say the kind of manager they want to follow is someone who'll stand up for them." And among the insights gleaned from MLB managers is the importance of building relationships. "Really knowing your people and knowing what makes each of them tick" is

key for MLB managers, Fero says. That includes the non-stars. "How you need to engage the utility players — the players [who] don't play every day" is a key element of successful team building, he says.

Fero and colleague Rebecca Herman, who is based in California, are analyzing and writing their recent findings for an upcoming publication. MLB managers and players interviewed were from the Washington Nationals, Tampa Bay Rays, Los Angeles Dodgers, Kansas City Royals, Minnesota Twins, Cleveland Indians and Houston Astros, among others. "Leadership is something that's so generic in the sense that everyone needs it," says Fero, adding that he doesn't believe the sport of baseball inherently lends itself to the study of leadership. It's just an area he enjoys examining, he says. "I'm very passionate about baseball. You have to be passionate about what you're doing."

Other topics on which Fero has presented in and outside the classroom include the politics of career navigation, workplace motivation, community leadership and developing creativity.

Most Significant Professional Accomplishment:

"I think," says Fero of his greatest professional accomplishments, "[it] is being able to impact people through the work that I do. I'm inspired by them. They're in law enforcement, education, nursing, marketing — all walks of life. I'm helping them develop the skills they already have." He adds, "I'm very proud I can be involved in the community."

Fero, who lives in Trumbull with wife Lisa, an interior designer, and their

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Photo: John Montecal

Howard Fero took a few pages from the Major League Baseball rule book to teach students a thing or two about leadership styles and communication. "Really knowing your people and knowing what makes each of them tick" is key, he says.

FERO

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three children, is a board member of the Greater New Haven Leadership Center and the Strike 3 Foundation. He is a former president of the Institute of Behavioral and Applied Management. Other professional memberships include the International Leadership Association and the Society for American Baseball Research.

Most Significant Obstacle

Encountered and How Surmounted:

Gauging and responding the collective personality of an audience is a challenge, says Fero. "Every time you teach a class or conduct a workshop [you have to determine] how to connect best with the audience," he says. "You have to pay attention to your surroundings."

Advice for Other Professionals: "It would really be to follow your passion," says Fero. "If you don't have that passion you won't be able to engage your team as much as somebody else does." As far as applying some of his research findings, Fero draws what might seem a surprising conclusion. "There's really not a big difference between a leader and a follower," he says. "A follower has to defer to a leader because [leaders] have more expertise."

Person Who Most Influenced Life:

Fero's father, who passed away two months ago, was a major positive influence, along with his mother. "He showed exemplary leadership. My father and mother showed support in everything I've achieved." Major influencers have also been students, clients and supervisors, he says. "I've been very lucky to have a lot of good supervisors."

— Felicia Hunter

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