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| ON THE FLY |

Joseph Albanese Uniform leadership

Joseph Albanese finds himself in the role of leader in both facets of his life — training a battalion of 700 Naval reserves readying for deployment to Iraq and supervising the 88 people who work for his Newton-based construction company, Commodore Builders.

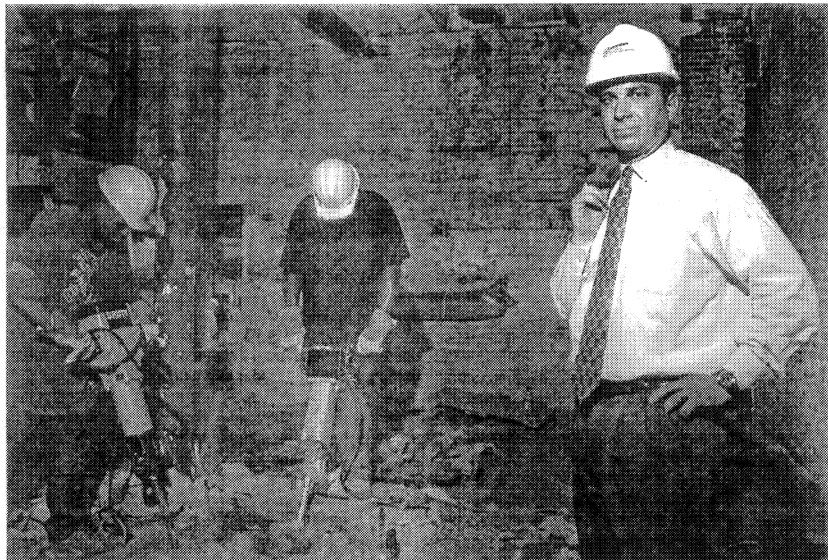
Albanese lives dual lives, between his company and his commitment to the Navy, and has excelled at both. Albanese started Commodore three years ago and has grown the company to an expected \$60 million in revenue by year's end. By September he plans to hire 37 people, bringing the company's staff to 125, and he will take on a new role as a captain in the Navy, working with naval construction force leadership.

Commodore's sweet spot is projects in the \$1 million to \$5 million range, spanning office, restaurant, education and institutional work. Currently, two of the company's highest profile projects are a \$2.4 million conversion of the historic Exeter Street Theater building into a K-5 Montessori School and the renovating the Old Jamaica Plain Brewery into a commercial center.

Albanese, 44, recently sat down with Boston Business Journal reporter Michelle Hillman to discuss the challenges of juggling a successful business and military career.

How do you handle the pressure as a captain and as president of Commodore?

I'm not sure I do (laughing). Frankly, I've been really lucky in both cases. As I've gotten more senior in the Navy, I've learned some valuable lessons about leadership. And as I've gotten more senior in local in-



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dustry, I've learned some of the same lessons.

What aspects of being an active Navy officer carry over into your business?

I think I've learned a lot about sense of urgency and applying that from circumstances in the military. I'm not quite sure whether the most important lesson comes from being in the military or being extremely busy. I think what I've learned how to do well is prioritize and really pushed to get the right things done — when to really drill down and when not to drill down, when to let people really do their jobs and when to lend a hand. It's usually the busiest people that are the most effective.

Is it a challenge for you to manage the uncertainty of deployment?

I did specific things over the past year knowing that I could potentially be deployed. You know you

have to plan your life in a certain way and put things in place that move the ball forward in any case. Frankly, I think Commodore benefited from that because we had to put things in place faster and make the company foundation stronger, and there really wasn't any joking around about it.

At Commodore, do you have any plans to expand beyond projects focused on pre-construction services?

We're geared up right now because I really believe that these pre-construction projects have a huge opportunity to make a difference in how we serve the client. We talk at Commodore about making a difference in the marketplace, about setting a standard in the marketplace, and the standard that we're setting really is about how we believe the process of the construction is more important, or as important, as the construction product.

HIGHLIGHTS ON ALBANESE

Has been in the Navy for 22 years and now holds the rank of captain.

President and founder of Commodore Builders.

Expects to end 2005 with \$55 million to \$60 million in revenue.