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The Privilege of Leadership

In becoming an effective leader, a little preparation goes a long way

MARK RIECK, IRWA EXECUTIVE VICE PRESIDENT

As I enter my eighth year as a member of the International Executive Committee, I view leadership as a privilege, anchored in service to the Association.

IRWA has long recognized the importance of leadership. In 2010, under the guidance of Past International President, Faith Roland, SR/WA, the IRWA Leadership Institute was launched in partnership with the Pennington Performance Group. Funded in part by the Right of Way International Education Foundation and the Canadian Right of Way Education Foundation, a team of Region and Chapter leaders created a foundation of leadership training for IRWA that continues today and sits as the cornerstone of succession planning for the Association.

Succession planning is a key project area in IRWA's new strategic plan, with a goal to actively identify and create development opportunities for future leaders. That goal comes with the responsibility to provide leadership training, which is being driven by the International Nominating and Awards Committee and Past International President Patricia Petitto, SR/WA, who currently serves as Chair of the Leadership Subcommittee.

All Leadership Institute programming can be found on IRWA's website through the IRWA University. Five new and revised modules are being launched this quarter to prepare today's Chapter leaders and tomorrow's international leaders across the Association. Check out our new offerings:

- Leaders Pursue the Best
- IRWA Leader Recruitment
- Motivating Volunteers
- Communicating IRWA Benefits
- Coaching and Developing Others

Through service to our members and the users of right of way services, we have become the central authority for global infrastructure real estate, creating a community that fosters ethics, learning and a standard of excellence within our industry. As we gear up for our upcoming Annual International Education Conference in June, we are expanding leadership orientation and training at all levels during our time together in San Diego. I hope to see you there and look forward to working with you as we build a better world – together. Onward. ✪

▶▶While servant leadership is a timeless concept, the phrase "servant leadership" was coined by Robert K. Greenleaf in "The Servant as Leader," an essay that he first published in 1970. In that essay, he said, "The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions...The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature."

"The difference manifests itself in the care taken by the servant-first to make sure that other people's highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?"