

## IRWA MISSION STATEMENT

The international Right of Way Association will be the worldwide leader for innovation and excellence in the acquisition and management of right of way and public use.

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## Are Leaders Born or Made?

### Answering the age-old question

By Yasmin L. Stump, ESQ

As I embark upon addressing the subject of leadership in the first article for this column, I am driven to investigate and attempt to answer the fiercely debated question existing for decades about whether leaders are born or made.

To answer this age-old question, an initial step is to define a leader. Not surprisingly, there is a plethora of definitions of a

leader. One impressive description of a leader was made by General Douglas MacArthur, who said, "A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to become a leader but becomes one by the equality of his actions and the integrity of his intent."

### Evidence that Leaders are Born

At first blush, it seems as if leaders are born. Our own experiences often support

this conclusion. While traversing through life, we have all known individuals who are naturally endowed with the attributes of leadership. Others flock to them in whatever situation they find themselves, and they take center stage. Leaders are typically eloquent, either gently or boldly influencing and inspiring others through their indelible styles. Early in life, they are elected grade school student council presidents. In high school, they are captains of their soccer or football teams and editors of their yearbooks. In college, they become presidents of their

*Continues on Page 3*

## Elections

### Congratulations to the winners!!!!

1. President – Matt Nusenow
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4. Secretary – Peggy Barnes
5. PDC 3<sup>rd</sup> Year – Pat Villa, SR/WA

6. PDC 2<sup>nd</sup> Year – Patti Zendejas-Feist, SR/WA

7. PDC 1<sup>st</sup> Year – Mike Romo, SR/WA

8. International Director 1 – Matt Nusenow

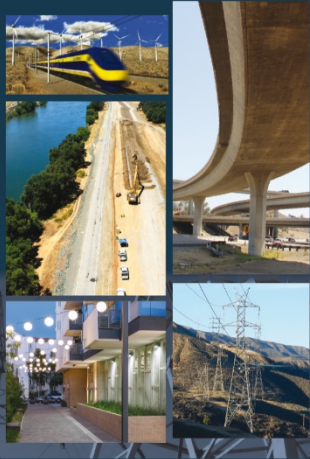
9. International Director 2 – Hector Casillas, SR.WA

10. Interim International Director (4/21/21 to 6/30/21) – Matt Nusenow

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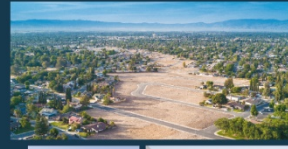
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- Risk Assessment & Management

### Right of Way Acquisition

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- Relocation

### Right of Way Support Services

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- Las Vegas, NV
- Dallas, TX
- Phoenix, AZ **New!**



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## Virtual Luncheon – June 3, 2021



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## Leaders: Born or Made? (continued)

boards. As adults, they appear as entrepreneurs, CEOs, politicians, religious leaders and serve on the boards of professional, charitable and civic organizations.

Aside from our encounters with inherent leaders, the conclusion that leadership is a birthright is embodied in the Great Man Theory, popularized two centuries ago by Scottish historian and author Thomas Carlyle. In support of the Great Man Theory, Carlyle said that "the history of the world is but the biography of great

men." A 2019 Villanova University online article titled "The Great Man Theory" expounded upon the theory and explained, "This school of thought espouses that great leaders are born, not made. These individuals come into the world possessing certain characteristics and traits not found in all people. These abilities enable them to lead while shaping the very pages of history."

In examining the side of the debate that leaders are born, the U.S. National Library of Science noted

the Great Man Theory in its article "Are Outstanding Leaders Born or Made?" in which the authors also purported that medical science seems to support that leaders are born. In studies on twins over the past 30 years or so, personality characteristics have been associated with the rs4950 genetic marker, which connects leadership with genetics. There are examples of identical twin leaders to further support that leadership is genetic, such as NASA astronauts and former U.S. Navy Captains Mark and Scott

**Continues on Page 15**

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## IRWA Courses – Region 1

**C604** Environmental Due Diligence and Liability, 6/11/21, INSTRUCTOR-LED VIRTUAL CLASS (CH. 79)

**C410** Reviewing Appraisals in Eminent Domain, 6/15/21, INSTRUCTOR-LED VIRTUAL CLASS

**C102** Elevating Your Ethical Awareness, 6/15/21, INSTRUCTOR-LED VIRTUAL CLASS (CH. 1)

**C303** Managing the Consultant Process, 6/17/21, INSTRUCTOR-LED VIRTUAL CLASS

**C213** Conflict Management, 6/17/21, INSTRUCTOR-LED VIRTUAL CLASS (CH. 1)

**C701** Property/Asset Management: Leasing, 6/22/21, INSTRUCTOR-LED VIRTUAL CLASS

**C201** Communications in R.E. Acquisition, 6/22/21, INSTRUCTOR-LED VIRTUAL CLASS

**C900** Principles of Real Estate Engineering, 6/22/21, INSTRUCTOR-LED VIRTUAL CLASS

**C205** Bargaining Negotiations, 6/23/21, INSTRUCTOR-LED VIRTUAL CLASS

**C804** Skills of Expert Testimony, 6/24/21, INSTRUCTOR-LED VIRTUAL CLASS

**C501** Residential Relocation Assistance, 6/24/21, INSTRUCTOR-LED VIRTUAL CLASS

**C703** Real Property Asset Management, 6/24/21, INSTRUCTOR-LED VIRTUAL CLASS (CH. 42)

**C700** Introduction to Property/Asset Management, 6/28/21, INSTRUCTOR-LED VIRTUAL CLASS

**C600** Environmental Awareness, 6/29/21, INSTRUCTOR-LED VIRTUAL CLASS (CH. 1)

Additional courses are listed on IRWA's website at [www.irwaonline.org](http://www.irwaonline.org)

**Are you interested in taking a free class? Contact Kelley Kelley, or any member of the Board, to find out how you can become a coordinator.**

## The Legacy That is IRWA

Cheers to a bright future



By Sharon Slauenwhite, SR/WA

Many members have found a place within the International Right of Way Association because it offers us the opportunity to grow our knowledge of the right of way industry and expand our circle of connections. Within this community, we learn to build our skills as infrastructure real estate professionals and become part of something bigger than ourselves and the singular roles of our jobs. Many IRWA members have been part of this community for years and for some, decades. Wonderful relationships and comradery are built over time spent together in the classroom, or at a conference or seminar where the leaders of our industry gather to share their time and experiences. Each IRWA member is part of our history, our reputation, and the legacy of education excellence and professionalism we pass on to future members and leaders.

As the legacy of the Association continues to grow with each passing year, investments are made by our members and our volunteers; they are what keep our Association thriving. The investments include funds raised through membership and course income, donations made to the education foundations and time spent managing the administrative duties of our Chapters and Regions. There are also the less tangible but equally important investments of the dedication our staff have to serving our members, the passion our members have for all things related to right of way, the desire senior members have to mentor and support new professionals and the generosity of our many volunteers to give so much of their precious time to the cause of making things better for those who come after — with no expectation of recognition or reward. These are the investments made by many of our volunteer leaders that have kept us

going through tough challenges and fuel our desire for continuous improvement. I've been thinking a lot about this legacy over the past few months as I conclude my time as a member of the International Executive Committee.

During the course of my time serving on the IEC, I have tried to find ways of ensuring that individual members and Chapter leaders can continue to influence the direction and vision of the Association. It has not always been an easy task — we have many Chapters, and I can say, in all seriousness, that no two are alike! Our field staff and Region leaders have done a tremendous job and worked very hard, especially this past year when public health restrictions made all our gatherings virtual, to ensure Chapter connections were maintained, and new lines of communication were opened to keep us all informed and engaged.

**Continues on Page 11**

# IRWA Mentor Match



This IRWA is proud to announce the launch of this exciting new member benefit that reflects our commitment to you and your professional development. This unique online networking and career development tool helps you find, connect and share your experiences with your fellow industry peers across the globe! You can simply apply to our IRWA Mentor Match program by following the four steps below:

## 1. START

First, complete your IRWA profile by ensuring that your contact information, professional profile picture, and bio are all up to date. You can even import your education and job history information from LinkedIn. A complete and accurate profile is crucial to the success of selecting and matching.

## 2. ENROLL

Next, decide whether you're looking to be a mentor, mentee, or both and sign up today by clicking on the links below:

- Enroll [here](#) as a Mentor
- Enroll [here](#) as a Mentee

Make selections for each of the program demographics to set your preferences. Demographics include: topics, venue, specialties, career stage and start/end date. Please note: Some fields are required for enrollment. The more information you provide, the easier it will be to make the best match. Keep in mind: in order to request a mentor or mentee, you must be enrolled in the program.

## 3. SEARCH

Then, use the Mentor Program Directory to input your search criteria. You can also take advantage of features to help you find and recruit matches:

- Track your mentoring relationships
- Participate in discussion forums on mentoring topics
- Search for helpful mentoring resources


## 4. CONNECT

Congratulations! You're all set. You completed steps 1-3 and are now ready for the fun to begin! Enter one or more searches. If you're unsure of the search criteria, select "Search for ALL of the selected values." The Mentor Program Directory will do the work for you and populate the results.

Next, click on the member's name who you're interested in establishing a mentor/mentee connection with. The link will bring you to their profile page. If you think it's an ideal match, look under their profile image for the Mentor Match badge, which when clicked will allow you to request a connection. If it's not a desired match, you can simply select the back button to return to your previous search results.

*Let the mentoring begin!*





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## Become a Coordinator

Are you interested in taking more courses?

We are currently seeking interested individuals to coordinate classes. If you coordinate, you can take the class for free!!!

Kelley Kelley

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## We would love to hear from you!

Hello fellow members of Chapter 57!

Would you like the Chapter to host a luncheon on your favorite topic? Do you know anyone who would like to speak at an upcoming luncheon? If so, please contact Matt Nusenow, President-Elect, at (949) 842-3191, or via e-mail at [mnusenow@farallonconsulting.com](mailto:mnusenow@farallonconsulting.com).

We value your opinion and welcome your input! If you have any comments or recommendations for the newsletter, please contact Sheryn Smay, Newsletter Chair, at (951) 826-5343 or via e-mail at [ssmay@riversideca.gov](mailto:ssmay@riversideca.gov).



**PRESIDENT'S MESSAGE**  
**June 2021**

It has been an honor to serve as president of Chapter 57 for 2020-21, the year like no other.

My goal for Chapter 57, as well as Chair of the International Public Agency Committee, was to double down and focus on member outreach and anything to keep us connected. The board of directors were committed to maintaining business as usual, while complying with the imposed COVID restrictions. I offer a special thank you to our board: **Matt Nusenow, P.E.**, Treasurer, Acting President-Elect and Environment Chair; **Robbie Hechanova, RW/RAC**, Secretary and Relocation Chair; **Patti Zendejas-Feist, SR/WA**, **Patricia Villa, SR/WA** and **Sheryn Smay, SR/WA**, Professional Development Committee; **Kelley Kelley, SR/WA**, Education Chair; **Kim Bibolet, SR/WA, R/W-NAC**, Immediate Past President, Parliamentarian and Advisor to the Board; **Christine Santolucito, R/W-AC**, Nominations and Elections Chair; **John Chaconas**, Local Public Agency Chair; **Cheryl Cook**, Oil & Gas Pipeline Chair; **Will Estepa**, Survey Chair; **Randall Blaes, ASA, MRICS**, Valuation Chair; **Emily L. Madueno**, Communications Chair; **Darcy Mendoza**, Event Chair; **Mark A. Easter**, Legal Issues Chair; **Griffin Wayne**, Membership Chair; **Sheryn Smay, SR/WA**, Newsletter Chair; and **Hector Casillas, SR/WA**, Young Professional (YP) Chair.

The votes are in! Your 2021-22 Executive Board and Professional Development Committee members will be installed at the next membership meeting on June 3, 2021 (announcement and registration to follow). The draft bylaws were approved and will be sent to Headquarters for finalization.



Many of you took advantage of on-line classes these past months. For those of you who are working toward a certificate or your SR/WA designation, contact Kelley Kelley and the PDC folks so they can assist you with getting the classes you need.

We held four successful virtual meetings via Zoom that included speakers, as well as our 5<sup>th</sup> Annual Joint Appraisal Institute meeting and our Holiday Bingo event, all of which were well attended. It is no secret that we long for in-person membership meetings a real raffle prizes—we'll get there! In the meantime, this chapter remains as steady as any in the IRWA, and for that I applaud you for your support and dedication to our profession and Chapter 57.

Next up, it is Chapter 57's turn to host the Region 1 Fall Forum in October. I expect it to be an in-person meeting. We will need plenty of help with the planning and implementation.

As always, if you have questions or need information, do not hesitate to reach out to me or any of the board members named above.

Have a happy summer!

Peggy Barnes, President  
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## Legacy - IRWA (continued)

about how such a wide variety of people in different right of way specialties have managed to build and grow a professional organization that has survived and thrived since 1934. Every decade of our history has brought change and progress. We have become an international organization with members around the world, and women have served in all leadership roles in the organization for many years. As this decade begins and social change raises our awareness about unconscious bias, I am confident we will continue to see positive change as we consciously examine ways to ensure our membership roster grows in diversity, and our

education offerings provide opportunities for all to learn and engage in our profession.

During my time on the International Executive Committee, I have been reminded regularly of how important diversity is to our legacy. While tradition can provide perspective and guidance when making decisions, new ideas, fresh perspectives and innovative thinking will continue to energize our Association; being open to change and willing to listen has helped us to manage some difficult challenges. It has been equally important to remember that when it comes to education, "one size" does not fit all, and we have worked hard to offer multiple options of access for teaching, learning and

sharing our knowledge with our members. We are all better when we share our skills and ideas, when we teach and learn from one another and when we are mindful of the impact our work has close to home and abroad.

I could not conclude this message about how important legacy is to the IRWA without mentioning the recent losses of Dan Beardsley and Carol Brooks. Both were very special IRWA members who left us far too soon. They were, each in their own way, inspirational leaders who left a lasting impact on our Association. They each demonstrated unwavering support for our education programs, and they championed our mission to be the best at

**"Dan and Carol were visionary leaders whose personal charisma and humility made them approachable and true ambassadors for our Association."**

Dan and Carol were visionary leaders whose personal charisma and humility made them approachable and true ambassadors for our Association. Those of us who were lucky enough to meet and engage with them recognized how special they were and how lucky we were to be their students as they taught us how to lead with true purpose, shared their love of learning and brought out the best in all who encountered them. That is their legacy and one that we should all strive for. Thank you, Dan and Carol, for showing us the way and helping us get there.

As we move on and new volunteer leaders join our ranks to maintain and grow the work of ensuring that

IRWA continues to thrive, I am confident that the future is bright and our Association will remain an industry leader for years to come. As we pass our leadership roles on to future members and leaders, let us set them up for success by giving them our support and encouragement. I look forward to seeing what they will accomplish and where we go from here.

Thank you for giving me the opportunity to lend a hand, I hope I have served you well. Raise a glass to those who have gone before us and those who will follow. Cheers and merci.

*"During my time on the International Executive Committee, I have been reminded regularly of how important diversity is to our legacy."*



(Reprinted from IRWA's Right of Way Magazine: The Voice of the Right of Way Professional, The Legacy That is IRWA: Cheers to a bright future, May/June 2021)

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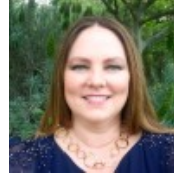
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### Industry Buzz: Transportation

#### **Daily Subway Ridership Tops Two Million for the First Time Since Beginning of COVID-19 Pandemic**

MTA New York City Transit announced that 2,009,025 trips were recorded on its subway April 8 — the first time the agency registered more than 2 million subway trips since the onset of the COVID-19 pandemic in New York City. The total combined number of subway, railway and bus trips on that day reached 3,131,233, MTA officials said in a press release.

Last week's subway ridership milestone was met after the recently passed American Rescue Plan included an additional \$6.5 billion in emergency funding for the MTA. Prior to the pandemic, the subway system's average weekday ridership routinely exceeded 5.5 million. That figure fell by more than 90 percent in April 2020.

The MTA has since undertaken cleaning and disinfecting protocols to ensure the system is as safe

as possible, agency officials said. The MTA has also implemented public education campaigns and issued millions of masks to riders. More than 97 percent of riders wear a mask when using mass transit. The COVID-related measures will remain in effect for the foreseeable future.

### Industry Buzz: Bridges

#### **National Bridge Report Ranks Nevada Bridges as Nation's Best**

The American Road and Transportation Builders Association's (ARTBA) recently released analysis of 2020 U.S. Department of Transportation bridge inventory data ([www.artbabridgereport.org](http://www.artbabridgereport.org)) shows only 1.4 percent of Nevada's more than 2,000 public bridges being structurally deficient. Compared to the 7.3 percent national average, it is the nation's best ranking. The term

structurally deficient is used to describe bridges in need of rehabilitation or potential replacement. Nevada's bridges were also ranked some of the nation's very best for the previous seven years.

"I am proud to once again see Nevada ranked as having the best bridges in the nation," NDOT Director Kristina Swallow said. "The NDOT team works tirelessly to ensure our bridges keep Nevadans safe and connected on our roadway system, and sustainable transportation funding will

be critical to maintaining our bridges for years to come."

(Reprinted from IRWA's Right of Way Magazine: The Voice of the Right of Way Professional, Industry Buzz: Transportation & Bridges, May/June 2021)



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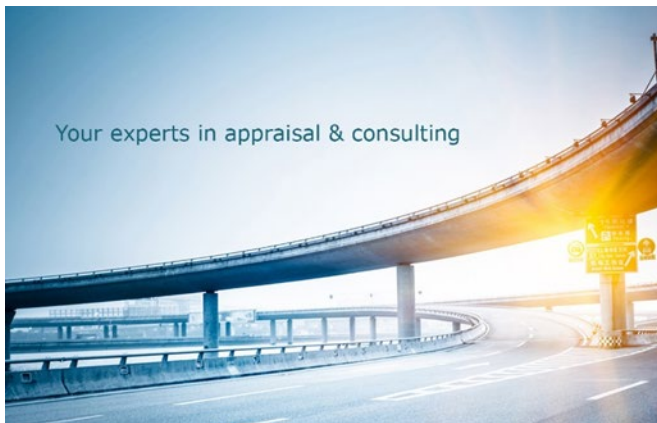
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## Leaders: Born or Made? (continued)

Kelly, as well as Julian and Joaquin Castro, who are a former U.S. Secretary of Housing and Urban Development and a U.S. congressman, respectively. Additionally, this article looked to nature to resolve the debate about leaders being born or made. Specifically, the article refers to the outcome of a study of three-spined stickleback fish, finding that "fish can learn to follow but struggle to take a leadership role."

Personality tests also seem to support that leadership is genetically based. The well-known Myers-Briggs personality test identifies 16 different personality types, which have each been given a name based on the characteristics of the

personality. "The Commander" personality type describes an individual who is extroverted, intuitive, thinking and judgmental. Famous Commanders include President Franklin Delano Roosevelt, former Prime Minister Margaret Thatcher, 1960s civil rights leader Malcolm X, technology genius Steve Jobs and actor Harrison Ford. According to 16Personalities, a website about the Myers-Briggs test, "Commanders are natural-born leaders. People with this personality type embody the gifts of charisma and confidence and project authority in a way that draws crowds together behind a common goal." True to their label, the Myers-Briggs

test reveals that Commanders "are decisive people who love momentum and accomplishment. They gather information to construct their creative visions but rarely hesitate for long before acting on them." The website also identifies Commanders' negative traits, which include "an often ruthless level of rationality, using their drive, determination and sharp minds to achieve whatever end they've set for themselves." According to the website, Commanders comprise only 3 percent of the population.

There's More to Leadership Than Genetics Certainly, more than 3 percent of the population are leaders, so one may be inclined to

**"There's More to Leadership Than Genetics Certainly, more than 3 percent of the population are leaders, so one may be inclined to disagree with the conclusion that leadership is genetic."**

disagree with the conclusion that leadership is genetic. One needs only to recall legendary football coach Vince Lombardi's famous quote that "Leaders are made, they are not born." Others well versed on the subject of leadership more sharply disagree that leaders are born. American author Warren Bennis, who has had written numerous books on the subject of leadership, warned against the belief that leaders are born. "The most dangerous leadership myth is that leaders are born — that there is a genetic factor to leadership. That's nonsense; in fact, the opposite is true. Leaders are made rather than born."

Herbert Spencer, a sociologist who studied leadership and wrote about the Great Man Theory in "The Study of Sociology," dismisses the conclusion that leadership is genetic; rather, he explained that the composition of a leader is far more complicated. Spencer said, "You must admit that the genesis of a great man depends on the long series of complex influences which has produced the race in which he appears, and the social state into which that race has slowly grown ... Before he can remake his society, his society must make him."

Critics of the conclusion that leaders are born and not made, including author and educational

consultant Kendra Cherry, MS, also point to the fact that not all individuals who are endowed with leadership traits actually ascend to leadership roles. In her article titled "The Great Man Theory of Leadership," published in Verywell Mind in 2020, Cherry cited Spencer's "The Study of Sociology." She challenged the belief that leaders are born and wrote, "Research has ... found that leadership is a surprisingly complex subject and that numerous factors influence how successful a particular leader may or may not be. Characteristics of the group, the leader in power, and the situation all interact to determine what type of leadership is needed and the effectiveness of this leadership."

*"Personality tests also seem to support that leadership is genetically based."*



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(Reprinted from IRWA's Right of Way Magazine: The Voice of the Right of Way Professional, Are Leaders Born or Made? Answering the age-old question, May/June 2021)

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## Leaders: Born or Made? (continued)

### And the Answer is...

Ultimately, based upon personal experiences and research on whether leaders are born or made, this author concludes that both are true. Undoubtedly, evidence exists that certain people have been inherently endowed with leadership traits, which they

can hone and use to propel them into leadership roles throughout their lives. However, leaders are not limited to those who are genetically inclined. Indeed, leadership skills can be taught, learned and cultivated, and anyone who strives to become a leader has that goal within his or her grasp.

## About RWIEF



The Right of Way International Education Foundation was established for the purpose of funding right of way education initiatives. The Foundation focuses on generating financial contributions

and determines how best to allocate those funds for the betterment of right of way education. Over the last few years, funds have been allocated for educational summits, creation of new courses, upgrades of existing courses, conversion to on-line

delivery methods, and leadership programs. Cutting-edge education and professional development are essential to the growth and advancement of our profession and to each of us as professionals in this fast-paced, ever-changing industry.



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