

## In the News...

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### MARK YOUR CALENDARS

**October 8th**— Session Two:  
History & Heritage

**October 15th**— Regular Board  
Meeting

**October 23rd**— Lunch 'n Learn:  
11:45 am at Salt Grass

**November 12**— Session Three:  
Education

**November 26**— Regular Board  
Meeting

The New LSM Class of 2015 is officially underway! Session One was held on Tuesday, September 10th at Fire Station 5 with the topics including Team Building & Leadership. The New Class was welcomed by several members of the 2013-2014 Leadership San Marcos Board of Directors as well as several LSM Alumni who dropped by to show their support. The Class of 2015 Facilitators did a wonderful job coordinating the lessons for the first session, and there are many more great sessions to come. The new LSM year is off to a promising start!

### NEW LSM CLASS OF 2015 SESSION ONE

The first class session of the new LSM year revealed great chemistry between the Class of 2015 members, and it is clear we should expect wonderful things from this diverse group of energetic and talented leaders. Pictured below is the class participating in a teambuilding exercise led by Karl Kuhlman.



A special thanks goes out to all presenters for providing insightful lessons and the San Marcos Fire Department for providing the delicious snacks and lunch. The next LSM class session will be held on Tuesday, October 8th and the focus will be History & Heritage. We look forward to seeing you there!

## SESSION ONE– TEAM BUILDING & LEADERSHIP

Session One for the LSM Class of 2015 was kicked off on Tuesday, September 10th at Fire Station 5. There were great activities and presentations throughout the day including a dynamic presentation by Dr. Beebe titled “The Art of Listening.” Jane Hughson presented on parliamentary procedure and provided the group with the tools to run an effective meeting. Jeff Caldwell concluded the day giving his famous “Colors” presentation, and the results showed that the Class of 2015 is a group of natural leaders who are already learning how to incorporate everyone’s strengths for the betterment of the group. A big thanks to Karl Kuhlman with the Fire Department for donating all of the food throughout the day. Session Two will be held on October 8th, and we look forward to seeing you there!



Pictured left is the Class of 2015 having their first “project” meeting at The Railyard on September 24th. The new class is already brainstorming great project ideas and looking forward to making a lasting impact on the San Marcos community.



## JOIN US FOR THE NEXT LUNCH 'N LEARN- SMCISD UPDATE

Jason Gossett, SMCISD Assistant Superintendent of Business and Support Services, and Howell Wright, Assistant Superintendent of Curriculum, Instruction and Accountability, are scheduled to present at the next LSM Lunch 'n Learn which will be held on Wednesday, October 23rd from 11:45 am—1:00 pm at Saltgrass Steakhouse. Gossett and Wright will give an update on the SMCISD and the bond, and Mensor will be sponsoring the lunch.

If you plan on attending this Lunch 'n Learn, please RSVP by Monday, October 14th by emailing Danny Gonzales, Membership Development Chair, at [dgonzales@txi.com](mailto:dgonzales@txi.com). We look forward to seeing you there!

### Mission of Leadership San Marcos

To identify, inform, educate, and motivate individuals to participate in programs and activities that will improve the San Marcos community.

## THE 2013-2014 LSM BOARD OF DIRECTORS

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\* Non-voting chair position

## MESSAGE FROM LSM EXECUTIVE DIRECTOR



Greetings Alumni,

One of the more popular parts of session one in the LSM curriculum is the personality profile segment. Whether it is the "Colors" version that we have seen so skillfully presented by our own Jeff Caldwell, or some variation of Myers-Briggs, our classes always seem to enjoy this guided insight into their own and one another's quirks and qualities. More than any other segment, they call upon these lessons as they interact throughout the two-year program.

Considering that one of our stated goals is "discovering the leader within", it would seem that an underappreciated but profound benefit of the personality profile segment is the image it presents of ourselves, and the opportunity it provides for self-examination, and perhaps even a little self-understanding. We credit Socrates with stating that the unexamined life is not worth living, and with due respect, I'm not sure I agree with him unequivocally. After all, no matter who you are, it's pretty hard to create a pithy aphorism that's right all the time. But I would agree so far as to say that anyone in a position of leadership, whether the position was sought or accidental, should take some time to reflect honestly on who we are, what motivates us, what's important to us. The key word here, of course, is "honestly".

Leadership by definition involves interaction with others, under circumstances that can change quickly, with goals that may change with circumstances. Spending a little time alone with one's self every once in a while can help us sort through distractions, evaluate our own and others' capacities, separate the urgent from the important, and refocus our attention on what matters. And as a bonus, solitary reflection lets us get to know ourselves better.

As I read back through the previous paragraphs, the idea of compartmentalization, about which I've commented before, comes to mind. Many of us try to live our lives in compartmentalized boxes that we imagine never connect with one another. The problem is, they do connect, through the element common to all the compartments, which is us. Attempting to be one person in one box and a different person in another box is probably not a very good idea, as you may eventually lose track of which person is actually you. This can be a problem for anyone who is caught in that circumstance; for a leader it becomes a problem for the entire organization in which he or she is a leader. The reality is that we are all those different persons, and all those compartments would probably be much more comfortable if we understand how they connect, and permit ourselves to be our whole selves in each of them.

Best regards to all,

A handwritten signature in blue ink that reads "Rick Bell". The signature is written in a cursive, slightly slanted style.

Rick Bell  
Executive Director  
LSM Class of 2007

## LEADERSHIP CHARACTER: THE ROLE OF COURAGE

*Editor's Note: I ran across this article which is the first-part of a six-part series written by West Point's Col. Eric Kail who is an Army field artillery officer who has commanded at the company and battalion levels. He is the course director of military leadership at the U.S. Military Academy at West Point and holds a PhD in organizational psychology. Each part of his series focuses on the importance of a particular facet of leadership, and over the course of the next several months, I will share one of his articles in the LSM newsletter. The first is on the leadership character of courage. Enjoy!*

Are you a courageous leader?

The question often leads the imagination to extreme examples such as rushing into a burning building without hesitation in order to save someone. And it's easy to assume that someone simply has that ability to be courageous or they don't. Yet not only is the example flawed, the subsequent assumption is flawed. Let's make the question more relevant. Would you speak up for a coworker if your boss were speaking inappropriately about them, or is that something you just pretend you would do?

Most of us overestimate our courage, just as we do many other attributes so vital to maintaining a positive self-image. Courage is a critical yet complex component of character-based leadership, and has two components: physical and moral. We focus on the physical aspect of courage the most, because we think it's the stuff heroes are made of. However, without the foundation of moral courage and wisdom, those actions might simply be reckless. Moral courage is at the heart of our resiliency to resolve internal strife, and it is all about choice not genetics. To understand it, we have to go a layer deeper than asking "Would I do the right thing?" That question is loaded; and regardless of whether we answer yes, the *why* remains unaddressed. Better questions to ask are "Am I easily intimidated?" or "Does criticism bother me?" These get at the selfish insecurities that inhibit the development of moral courage.

Hoping or thinking that we will be courageous when a critical moment arrives is a cowardly approach. We cannot become someone in 30 seconds that we haven't been for the past 10 years. The critical truth of courageous leadership lies in how we live every day, not just the flashes of the extreme.

To assess courageous leadership in yourself and in the lives of those you lead, you can begin by looking for indicators that represent a struggle to resolve the conflict between self and truth. For example, we often attempt to be more physically courageous when we know we've behaved with moral cowardice. It makes us feel better about ourselves, though it can resemble physical recklessness because it's not actually derived from a place of moral bravery.

Developing courage, especially moral courage, in yourself and in others starts by shifting the focus from doing things right to doing the right things. This involves transparency and patience. Moral courage is not an inherited trait: It takes time and reflection to learn to reconcile internal conflict, but only a second to ignore it and lie to yourself. So the next time you say or do something inappropriate and subordinates play along, discuss how you can better facilitate their ability to speak up—because if you are not actively developing morally courageous leaders, then you are creating and underwriting moral cowards.

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## ALUMNI MEMBERSHIP INFORMATION

Leadership San Marcos provides face-to-face contact with peers from various organizations and industries in the community. Networking advantages through Leadership San Marcos include expanding your resources, keeping abreast of new developments, learning about other businesses and industries and making new business contacts.

If you are not already an alumni member, please plan to send your dues in today! Membership only costs \$50 per year and we will gladly provide a receipt. Not only will your dues go towards promoting and enhancing the Leadership San Marcos program, your membership is a great way to stay involved in community events and be a part of great networking opportunities!

**NOTE:** LSM has implemented a PayPal account for renewals and donations! On the LSM homepage at [www.leadershipsanmarcos.com](http://www.leadershipsanmarcos.com), you will find a large yellow "Donate" button for convenient online payment of dues, project donations, or any contributions (as seen below). The PayPal interface provides a comment field so you can specify the purpose for your payment.



In addition, you can also contact any of the 2012-2013 LSM Board of Directors to pay your dues or send them to P.O. Box 1144, San Marcos, TX 78667-1144. If you mail in your dues, please include the invoice or indicate in the memo line of the check that you are submitting your "alumni dues."

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## FEEDBACK WELCOME!

The Board of Directors welcomes your ideas and feedback so that we can continue to provide an invaluable experience for all members of Leadership San Marcos. We take your input very seriously and will strive to meet your needs as we develop class programs, enrichment lunches, and other activities that will not only capture your interest as alumni or class members, but also continue to spark the interest of future leaders in joining our distinguished group.

You may contact our Board President, Mark Newton, via email at [leadershipsm@grandecom.net](mailto:leadershipsm@grandecom.net), or any member of the Board of Directors, to offer your ideas, comments, or concerns. You are also always welcomed to send your thoughts and comments to the Board at P.O. Box 1144, San Marcos, TX 78667-1144.

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\*Please submit feedback regarding the newsletter to [leadershipsm@grandecom.net](mailto:leadershipsm@grandecom.net).