

## In the News...

### INSIDE THIS ISSUE

- LSM Class of 2017–  
Session One: Team  
Building & Leadership
- October Lunch 'n Learn
- Remarks from the  
President
- Remarks from Executive  
Director
- Alumni Information
- Feedback Welcome



### MARK YOUR CALENDARS

**October 14th**— Session Two:  
History & Heritage

**October 15th**— Regular Board  
Meeting

**October 22nd**— Lunch 'n Learn:  
11:45 am at Salt Grass

**November 11th**— Session Three:  
Education

**November 18th**— Regular Board  
Meeting

The New LSM Class of 2017 is officially underway! Session One was held on Tuesday, September 9th at Fire Station 5 with the topics including Team Building & Leadership. The New Class was welcomed by several members of the 2014-2015 Leadership San Marcos Board of Directors as well as several LSM Alumni who dropped by to show their support. The Class of 2017 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 2017 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. 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 14th and the focus will be History & Heritage. 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

## SESSION ONE– TEAM BUILDING & LEADERSHIP

Session One for the LSM Class of 2017 was kicked off on Tuesday, September 9th 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 2017 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 14th, and we look forward to seeing you there!



# JOIN US FOR THE NEXT LUNCH 'N LEARN– SM CITY UPDATE



We invite you to join us for the next LSM Lunch 'n Learn which will be held on Wednesday, October 22nd from 11:45 am - 1:00 pm at Saltgrass Steakhouse . Abigail Gillfillan, Permit Center Manager at the City of San Marcos, will be the speaker. She will be presenting on topics including the permit and growth trends in San Marcos, customer service in a regulatory organization and the role of development services in a fast growing community.

Abigail has been a proud resident of San Marcos for the last 13 years. She graduated from Texas State University with a Bachelor's in Public Administration in 2005 and a Masters in Public Administration with a focus on urban planning in 2008. After two years with the City of Wimberley, she started her career with the San Marcos Development Services Department in 2010 as a City Planner and was promoted to Permit City Manager in 2012 where she has spent her time focusing on process improvements and innovation in local government. During her time as Manager of the Permit Center, they implemented a fully digital permitting process that earned San Marcos national recognition with the 2013 Digital Government Achievement Award in the local "government-to-citizen" category.

If you plan on attending this Lunch 'n Learn, **please RSVP by Friday, October 10<sup>th</sup>** by emailing Jessica Jolly at [jessicajolly8@gmail.com](mailto:jessicajolly8@gmail.com). Mensor Corporation is graciously sponsoring the lunch so payments will not be necessary. We look forward to seeing you there!

## THE 2014-2015 LSM BOARD OF DIRECTORS

President	Mitsie Benton, Ignite Nutrition Associated w/Rapid Nutri.
President-Elect	MollyAnn Garcia, State Farm
Secretary	Karen Wyatt, Blue Sky Mortgage
Treasurer	Dorothy Evans, Community Volunteer
Events Coordinator	Lisa V. Tanksley, ColorMix Graphics & Printing
Public Relations	Jeff Caldwell, MWM Design group
Technology	Greg Wurzbach, Grande Communications
Internal Communications	Dannette Elliot, Texas State University
Alumni Development	Jessica Jolly, Central Texas Medical Center
Class Selection, 2016	Jeremiah Pizana, Ozona National Bank
Class Selection, 2017	Bonnie Hughson, Sur-Powr Battery
Facilitator Co-Chair	Liz Castaneda, Texas State University
Facilitator Co-Chair	Teresa Lauderdale, Grande Communications
Executive Director*	Rick Bell, McCoy Corporation

\* Non-voting chair position

# MESSAGE FROM THE PRESIDENT

I have never been known for my eloquent writing skills and find that such late in life that I will probably never achieve that status in my business life. However, I am known for connecting people and sharing interesting ideas that I've unexpectedly come across on my life travels. I would like to share some leadership blog comments from the experts.

## Leading through People

*Leadership is the art of getting extraordinary performance from ordinary people. – Anonymous*

Everything we accomplish happens not just because of our efforts, but through the efforts of others. To accomplish anything significant requires the support and coordination of others. The biggest difference between managers and leaders is how they develop their people. Leadership is influence. It's power with people, not power over people.

## Managers versus Leaders

Managers	Leaders
Managers have employees.	Leaders win followers.
Managers react to change.	Leaders create change.
Managers have good ideas.	Leaders implement them.
Managers communicate.	Leaders persuade.
Managers direct groups.	Leaders create teams.
Managers take credit.	Leaders take responsibility.

Leaders understand the following four things.

**Character matters.** Be trustworthy. What does this mean? If you don't know something, say so. Don't make promises you can't keep. Be careful to create realistic expectations. Do what you say you will do. One man said, "Humility isn't thinking less of yourself; it's thinking of yourself less."

1. **Competence matters.** What you do is a walking billboard of your competence. You won't inspire others if you are not competent, and by the way, this is not something you can fake long. People discover this very quickly, and once they do, you will lose respect. You will have a title, but it won't mean anything.
2. **Connection matters.** You can't lead from a distance. People need to see you and be able to talk to you. Being nice to people is fundamental. People won't follow people they can't connect with.

**Motivating matters.** People do things for their own reasons, not for yours. **Truth:** People need a reason to do things. They need to know the benefit, and how what they do matters. One of the greatest compliments a leader can receive is to have someone say, "You helped me be better than they thought they could."

As a leader your job is to act as a thermostat, not a thermometer. Lead the way in showing others a great attitude, commitment to others, and stellar performance and service to the business. Industrialist Harvey Firestone said, "You get the best out of others when you give the best of yourself."

The whole purpose of **TEAM** is that **Together Everyone Achieves More.** Treat your team as respected people that have valuable contributions to make to the business. Treat them with respect; maintain your character, continue to develop your competencies, connect with others and learn to motivate, and you will be amazed at the results.

## MESSAGE FROM THE PRESIDENT CONT'D

A leader isn't just a person who is focused, but one who creates shared focus. Just as a conductor makes sure members of an orchestra are all playing the right music to the best of their ability, so does an effective leader do his job. That is the most important job of the leader.

~**Mark Sanborn** – *You Don't Need A Title To Be A Leader*

This means sometimes building consensus before the decision is made is the right choice – other situations call for developing support for a judgment the leader has already determined.

~**Scott McKain**

And when it comes to leading people, there is nothing more important than creating a culture that consistently delivers positive results for the customer and the company. Your culture is defined by your habits. My work with leaders and organizations has taught me that the best opportunities for consistent results occur when the culture reinforces these six choices at every level every day:

Value candor and honesty

Pursue the best over the easiest

Focus the energy to make the main thing the main thing

Leverage the power of partnerships with customers and staff

Continually learn, grow, and adapt

Show the courage of accountability

Your organization is perfectly designed to deliver the results you are delivering today. It is your job to build and sustain a culture that can deliver results tomorrow and beyond.

~**Randy Pennington**

It is my desire that you let these profound words marinate a while in your minds so that the flavor of their existence mingles with your own thoughts until it becomes part of you.



## MESSAGE FROM LSM EXECUTIVE DIRECTOR



The mission of Leadership San Marcos is stated each month right here in the newsletter. It is to identify and prepare people with an interest in the civic life of San Marcos for some useful role within the community. We are here to show these interested people the many needs and opportunities for community service that exist right here in our home town. We instruct our classes in the history of San Marcos, the formal and informal relationships that keep the city and county running smoothly, and we give our classes access to the private businesses, public institutions, public agencies, and individual personalities that influence when and how things get done. It is our intent that many of our alumni will go on to become public servants, volunteers, role models, perhaps even elected officials, as many have.

It is also our hope that those who complete the two years of classes, project implementation, and facilitation of the program will recognize the value of Leadership San Marcos to the larger community, and will support it with their alumni dues, will turn out at our annual meeting and graduation, will attend our enrichment events, will support the dedication of class projects, and maybe even serve on the Board of Directors. Without question, the time or money our alumni donate to LSM might be spent elsewhere, and we continue to see that many believe our mission of service is a worthy one.

Each year as the Board begins planning the coming year, there is inevitably some discussion of the value that LSM brings to San Marcos. To those of us serving on the Board, it is self-evident that the successful continuity of Leadership San Marcos is worth our efforts. It is also evident from the repeated submission of membership dues by many of our alumni, that we are not alone. We also believe, and we have seen in the past, that there are alumni who simply need to be asked, and they will quickly take on greater responsibilities.

I spoke with one alum a few years back about this very thing, asking what value we offered to someone who had completed the program. He told me I was asking the wrong question, that I had it backwards, and that what we had to offer was the opportunity to serve. He pointed out that LSM was like an umbrella, and that supporting LSM was a way to support all the social services and public agencies that San Marcos has to offer.

Leadership San Marcos will be marking its 30<sup>th</sup> Anniversary next year. Fiscal Year 2015-2016 will be an important one, and we hope, a truly great one. Well over 350 people have completed the program since it began in 1985, and we know that many of you would like to be a part of the celebration. Those wishing to begin planning for it, should contact either me, Mitsie, or Molly Ann.

Best regards to all,

A handwritten signature in blue ink that reads "RJB".

Rick Bell  
Executive Director  
LSM Class of 2007

# The Focus of Leadership

American newspaper commentator [Walter Lippmann](#) defined leaders as "the custodians of a nation's ideals, the beliefs it cherishes, of its permanent hopes, of the faith which makes a nation out of a mere aggregation of individuals."

*Custodians.* The word means a keeper, a guardian, or a caretaker. It is a proactive word that implies action on the part of the bearer. Custodians hold something in trust on behalf of others. It is not a behavior motivated out of self-interest.

A custodian then, is an individual who upholds what is best for all people even if it may not be in their own interest to do so. A custodial role must be approached as a temporary role, preserving something greater than the self—principles of enduring and lasting value. This is an attitude of mind that focuses on the task at hand and not on what the leader may gain from the position. It implies a caring and concerned relationship between leaders and followers; individuals motivated by their constituents' best interests.

This idea seems at odds with what we see happening around us today. In all too many arenas, we see many of our leaders holding nothing in trust for those they purport to serve but advancing only their *own* ideals and hopes. Today, it is often difficult to tell if our leaders are serving themselves or us. And it is all too common to find leaders simply helping themselves to privilege and power. Mismanagement, deceit, greed, and frying-pan-into-the-fire problem solving all beg the question, "Where are our leaders leading?" "To whom can we look to for the direction we need?" Is Lippmann's statement merely an idealistic, unrealizable dream?

## Choosing Service Over Self-interest

Throughout time, leaders who have exhibited the proper kind of *custodianship*—leaders who have sought service over self-interest—have been held in high regard. We gladly look to them for direction and guidance in times of indecision, turmoil and trouble.

One such custodian stood out in the Fifth century BC. The Roman army was surrounded. The country was in need of a leader who would seize the moment and turn the situation defeat into victory. They called upon a man who was out plowing his field, a farmer. He came. He saw. He conquered. He went home. [Cincinnatus](#) gained fame for his selfless devotion to his country. This half-legendary hero of the Roman Republic gave his all in a time of crisis and then gave up the reins of power when the task was done and went back to his plow.

In more modern times, America's first President, [George Washington](#), considered "the Father of his Country," provides a paramount example of this same kind of custodial leadership that Lippmann espoused.

Washington was an aristocratic gentleman farmer of distinctive character. When called upon to defend the interests of a fledgling nation as Commander in Chief of the Revolutionary Army during the American War of Independence, he rose to the challenge and persevered against all odds. Then, after eight and a half years of being the most powerful man in America, he resigned his commission and returned to his agricultural pursuits.



Not surprisingly, he became the reluctant, yet automatic and unanimous choice for the first president of the United States. He served two terms. His final and perhaps greatest act of service to his country was that like Cincinnatus, who he had often been compared to by his contemporaries, he stopped serving and retired back to his Mount Vernon estate in Virginia.

Washington is remembered for his strength of character and discipline, his loyal patriotism, his principled leadership and selfless devotion to public duty. He held in trust for the American people the very values and beliefs that made their nation possible without regard for his own gain.

In reality, true leadership is and has always been a selfless action. It involves taking yourself out of the picture and considering the needs of others. It is a way of thinking that takes other people into account even when your own needs are pressing. It asks what is right or best in the wider interest. Few would doubt the need for more leaders like Cincinnatus and George Washington today. Leaders who will complete the job they were asked to do without regard for themselves; leaders who will lead and not merely register the popular will of the people. Yet it would be difficult to build a consensus as to how a leader might do that; how a leader might be a custodian of or hold in trust a nation's or a group's values and beliefs.

How might we answer this question in a world that has seemingly grown unmanageable? Today our world is faced with serious, even life-threatening problems of a global nature. Where will we find the wisdom necessary that might be applied to modern civilization's most pressing dilemmas?

### Leadership Is Everyone's Business

Clearly, leadership is an issue that affects all of us. Not only are we impacted by it, but also, we are all called upon to exercise it. Whether we are called upon to be involved in leading government or business, guiding young minds, leading a family, standing for what is right, or organizing a dinner, a carpool, or a household, everyone has a leadership role to play. We are each thrust into many different leadership roles again and again, throughout our lives. We are each called upon to be custodians of what is right and good, lasting and of value, for those in our care.

Surprisingly, this idea of custodianship even runs through the writings of the Renaissance writer often thought to be one of the most cynical yet most observant political thinkers of all time, Niccolò Machiavelli. Machiavelli insisted that leadership was virtuous only if the good of the community was sought out and achieved above all else. A good leader, in other words, was a steward of the community.

When we are called upon to lead, what kind of custodian we will be depends greatly on what we understand a custodian to be, on how we think about other people, and on how we determine what is right and worth holding in trust.

The word *custodian* as we are applying it here is the same as the word steward that we find in the pages of the Bible and used throughout history. A custodian or steward performs the task of watching over that which is placed in their trust by the one who owns it or for those who will benefit by it. It is a service performed for others. It is not about ownership or control. It is not a technique. It is who the leader *is*. It is an attitude—a state of being—a way of looking at the world. But it is not the passive, hands-off leadership that some have attributed to this way of thinking. It is a component of leadership that leaders were not intended to function without.





In the context of what Mr. Lippmann is talking about, it means not only maintaining the vision of and faith in those ideals, beliefs and hopes but, living those values as a model and example for others to follow. It means raising the sights and holding the focus of those we lead such that they are empowered to reach their potentials. It means enabling people by getting the roadblocks out of their way and often out of their thinking. To do this, of course, the leader must grasp the larger picture at all times and hold the course for the benefit of all.

## Understanding Servant Leadership

In the widening chasm between what we want and expect from our leaders and what we are getting, it seems only natural to take a hard look at leadership itself. And many do. Finding the leadership we see around us lacking, our traditional views of leadership might seem to be archaic. Out of what can only be frustration, we often find many traditional ideas tossed out for new and myopic ideas of what leadership is all about. Due to real and perceived problems with what we have seen leaders doing, the faults of the old views seem sufficient to float the new. The self-serving nature of many of the leaders we have looked to in the past, have led some to call for more passive, follower-driven leadership.

One such version has called for *replacing* leadership with a concept called "stewardship." Although this might look at first blush to be what Mr. Lippmann was referring to, it is not. Neither does it refer to the biblical concept. Stewardship cannot replace leadership because indeed it is an integral part of it.

This *nouveau-stewardship*, as we will refer to it here, has as a guiding principle, the belief that others have the knowledge and the answers *within themselves*. As such, there is no need to manage other adults. No need to teach others how to think, behave or conduct themselves. While this sounds very appealing, democratic, liberating and almost mystically primal, it is naïve. We know from experience that people do not always act in their *own* best interest.

All of this might sound arrogant to an age that has placed in higher esteem personal knowledge over external guidance. As the structures and institutions that have traditionally provided us with external guidance are dissolving—the family, schools and religion—the desire to believe that we are our own best source of wisdom and will act in our own best interest, is strong. Theoretically, it would seem to make sense. Practically, it has never worked in any sustainable way. Human studies have shown that we all take our cues not from the realities of the environment, but from our own biases, desires, perceptions, and distractions. A function of leadership then, should be to help followers create a more accurate and constructive view of reality by painting the larger picture.

## What Is Stewardship?

The *nouveau-stewardship* model is based on a myth that leadership—where direction, vision and guidance comes from the top of an organization—creates a dependency on the part of the followers and removes personal responsibility and satisfaction. But does it really?

When the concept of *nouveau-stewardship* is presented, it most often claims to have roots in the Bible. Perhaps so. But then proponents of this *nouveau-stewardship* go off on a tangent that the Bible never intended. When the concept of stewardship is first presented in the Bible, in [Genesis 1 and 2](#), Adam was instructed to "dress and keep" the physical creation God had made. Not a passive hands-off approach. Adam was to apply God's Laws and thinking to the physical realm he created. Adam was expected to do something. In living with it, he was to make changes in accordance with higher laws and thinking other than his own.

In the same way, when we are given any other leadership responsibility, we are responsible for maintaining a set of standards that is line with higher laws. Again, we are not to impose our own thinking, wants and desires on those we lead, but to apply those standards that are the best for the whole as authored by God. Naturally, this is implemented with respect for and two-way communication with those the leaders serve.





True leadership, not to be confused with dictatorship, does not take away an individual's freedom, choice, accountability, or responsibility. Just as the leader is to be serving and taking into account the ideas and needs of those they lead, those following that lead are to be doing the same thing. In doing so, they, along with the leader, practice self-restraint, develop character, integrate discipline, and practice love and respect for other people. This creates a kind of self-leadership at all levels of the group. It promotes a self-leadership environment where all are empowered and working toward the good of the whole because it is in the best interest of all.

Daniel Goldman, author of [Emotional Intelligence](#), refers to this kind of concern for others feelings, ideas and opinions, as *empathy*. But, he cautions in a *Harvard Business Review* article, that "empathy doesn't mean a kind of 'I'm okay, you're okay' mushiness. For a leader, that is, it doesn't mean adopting other people's emotions as one's own and trying to please everybody. That would be a nightmare—it would make action impossible. Rather empathy means thoughtfully considering employees' feelings—in the process of making intelligent decisions." In other words, true stewardship or custodianship means taking others' ideas and feelings into account while holding in trust—keeping as boundaries or guardrails—the groups ideal's, beliefs and hopes. Ironically, an attitude of service keeps the leader aware of other's needs while in turn enabling them to become better leaders.

The *nouveau-stewardship* model sounds right on the surface, but it plays out more like a defense mechanism than a constructive method to get leadership thinking back on track. As Mr. Lippmann correctly defines, leadership is truly about choosing service over self-interest. Leadership properly performed is not a consensus-building exercise but an exercise in outgoing concern for others including defining and setting boundaries as needed.

## Leadership's Firm Foundation

What is critical to the leadership process and its success, is where those values come from that determine those boundaries. They can't come from a single individual. Nor can they come from the collective whole. Where do we get the ideals, the beliefs and the permanent hopes that Mr. Lippmann wrote of, that define the boundaries—those guides that mold and shape us?

George Washington believed that those values and boundaries came from God. In his [first Inaugural Address](#) he asserted that "we ought to be no less persuaded that the propitious smiles of Heaven can never be expected on a nation that *disregards the eternal rules of order and right which Heaven itself has ordained.*"

Again, our boundaries must come from something outside of ourselves. An effective leader has an agenda designed to produce results, but is guided by a core of values that come from outside and not from within. This process is maintained by means of the leader's integrity or custodianship of those values.

Stressing the need for integrity to an outside core of values in the performance of proper leadership, John Adair, Visiting Professor of Leadership Studies at the University of Surrey and Exeter in England, states, "Although it is impossible to prove it, I believe that holding firmly to sovereign values *outside yourself* grows a wholeness of personality and moral strength of character. The person of integrity will always be tested. The first real test comes when the demands of the truth or good appears to conflict with your self-interest or prospects. Which do you choose?"

Perhaps it is time to apply those "eternal rules of order and right", those values, to the leadership roles we must perform and lives we do lead. Everyday activities are opportunities to demonstrate and illustrate the values and beliefs for which we must be custodians. Thus, the element of empowerment is introduced into our lives. Every person becomes in some sense a leader.

The Being that created us and knows what is best for us, is the source of the values we must demonstrate. In His Word he teaches us how to serve, how to look after each other, how to esteem others higher than ourselves, how to teach—

By Michael McKinney



---

## 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."

---

## 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.

---

Newsletter produced and published by:  
The Board of Directors of Leadership San Marcos  
P.O. Box 1144  
San Marcos, TX 78667-1144

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