

In the News...

INSIDE THIS ISSUE

- LSM Class of 2015–
Session Two: History &
Heritage
- October Lunch ‘n Learn–
SMCISD Update
- Remarks from President
- Remarks from Executive
Director
- Leadership Character: The
Role of Integrity
- Alumni Information
- Feedback Welcome



MARK YOUR CALENDARS

November 12– Session Three:
Education

November 26– Regular Board
Meeting

December 10– Session Four

December 15– Regular Board
Meeting

The new LSM Class of 2015 recently participated in their second class session which focused on the history and heritage of San Marcos. Session Two was held on Tuesday, October 8th and provided great insight into such places as the Charles S. Cock House, Merriman Cabin, Aquarena Springs, downtown San Marcos and more. The class developed a working knowledge and appreciation for the historic people and places in our wonderful San Marcos community.

NEW LSM CLASS OF 2015 SESSION TWO



The LSM Class of 2015 is pictured here at the steps of the Hays County Courthouse which was one of the many stops during the History & Heritage session.

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.

SESSION TWO— HISTORY & HERITAGE

By Karen Wyatt— Facilitator Chair

Session Two, always a class favorite, found our newest members learning and embracing the history and heritage of San Marcos. Led by the always dynamic Rodney van Oudekerke, we began our day at the Charles S. Cock House and Merriman Cabin where we learned how San Marcos initially became an established settlement. Then the class traveled to the historical home of Thea Dake where we got to hear stories about the home's early residents and see the architectural legacy they left behind. Pushing onward, we arrived at Diana Baker's historical residence and learned about some of the first families to settle San Marcos.



After lunch, the group traveled to Aquarena Springs and enjoyed a glass bottom boat tour. Hearing about the Springs, which serve as the heart of our community, gave the class a unique view of what the very first settlers saw and experienced as they began populating the area. To see even deeper, literally, into the physical attributes of our community, we ventured downward into Wonder Cave. From covert card games, to the birth of tourism in the area, Wonder Cave's legacy and history did not disappoint. We finished up the day touring the Dunbar Historic District and our Downtown Square.

Thank you to all speakers and sponsors for making Session Three a huge success. A special thank you also goes out to James K. Baker, M.D. with Lone Star Orthopedics and Aunt Jane Hughson for generously donating the book titled, *Historic San Marcos: An Illustrated History* to all of the class members. The book was authored by Rodney van Oudekerke.



Session Three, which focuses on Education, will be held on Tuesday, November 12th. We look forward to seeing you there!

LEADERSHIP SAN MARCOS ACCOMPLISHMENTS

Congratulations to Mitsie Benton, Class of 2011 and LSM President-Elect, who received the "District Service to Mankind for 2013" award from the San Marcos Sertoma Club on Wednesday, October 23rd. The mission of this organization is to improve the quality of life, through education and support, of those at risk or impacted by hearing loss. Mitsie was honored with this award for all of the volunteer work she has done in the community.

Please join me in congratulating Mitsie!



OCTOBER 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, were the guest speakers at the October Lunch 'n Learn which was held on Wednesday, October 23rd at Saltgrass Steakhouse. Gossett and Wright gave an update on the SMCISD and the school bond.



A special thanks to Danny Gonzales, Membership Development Chair, for coordinating the Lunch 'n Learn and to Mensor for generously donating the lunch.

Look out for more details for future Lunch 'n Learns in the coming LSM communications. If you have any suggestions or requests, please contact Danny Gonzales at dgonzales@txi.com.



THE 2013-2014 LSM BOARD OF DIRECTORS

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* Non-voting chair position

THOUGHTS ON LEADERSHIP FROM THE PRESIDENT



Visit any bookstore and you will be overwhelmed with the number of books in the leadership section. Weekly I'm inundated with offers for courses and seminars on leadership. I typed "leadership" in Google and it offered 330 million results. Thus Leadership San Marcos tends to be right in the midst of what everybody seems to be talking about and wanting to know more about.

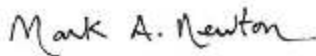
Marv Knox is a good friend who is the editor and publisher of a magazine CommonCall as well as a news journal the Baptist Standard. These are publications many of us Texas Baptists read. Recently Marv posed the question... "**What are the qualities of great leaders?**" The article was insightful and I want to share some of his practical answers.

Great leaders do the following:

- ***Put others first**- A leader cannot guide or direct anyone unless he or she places the needs of others ahead of his or her own needs. This perspective enables leaders to generate the will to succeed, passion for the purpose and creativity to overcome challenges.
- ***Listen**- Effective leaders realize nobody has all the answers, and collaboration is required for success. They stimulate creativity and teamwork by keeping their mouths shut and their ears open.
- ***Hire their superiors**- The philosophy sounds like this: "I hire people who can do their jobs better than I could dream of doing them. My job is to help them see and share our vision, fight their bureaucratic battles for them and turn them loose."
- ***Don't worry about who gets the credit**- A real leader enjoys tremendous success because they don't covet the credit. Rather they take delight in seeing others succeed and are the first to applaud and praise them.
- ***Lead by example**- True leaders do not ask others to do anything they are not willing to do themselves- and, indeed, have not done already. Yes, true leaders not only do the big, heroic things but also pay attention to the small details.
- ***Tend to home**- Wise leaders take care of themselves. This does not contradict putting others first. Effective leaders tend to their friendships, their marriages and their children, their fitness and health, their private time, their spiritual nurture. Taking care of self is not a selfish act but an act of good stewardship.

These are good words for each of us as leaders. May we strive to make these leadership characteristics a part of our lives and guiding principles of Leadership San Marcos.

Best regards to all,



Mark A. Newton
President
LSM Class of 2007

MESSAGE FROM LSM EXECUTIVE DIRECTOR



Greetings Alumni,

In preparation for this month's piece, I reviewed a number of articles from a pile of leadership newsletters that came my way several months ago. I won't detail the articles, but the headlines will serve to illustrate: "Practice Strategic Humility". "Build Credibility Before Shaking Things Up". "Face Your Fears". "Lighten Up". "Give Everyone a Piece of the Power Pie". "Eliminate Bad Words" (in this case "no", "but", and "however"). Since I try to come up with something useful and perhaps even insightful on a regular basis, this is scary stuff. It gives the impression that leadership is mostly manipulative, following a set of behavioral guidelines that people are helpless to resist. Check all the right boxes and you are, almost automatically, *el numero uno*. I mean, seriously, how could you, or anyone, not revere and follow someone who never says "but", or better yet, someone who actually practices "strategic humility". Resistance is futile, right?

Among my literary treasures is the *Life Picture History of World War II*, published in 1950. (For you younger folks, *Life* was a weekly news magazine that was probably in every home in America back in the day.) The photos of that conflict that were deemed appropriate for public consumption, even after the war, were pretty tame compared to what we see daily now, from around the world. But one of them, to me, has come to epitomize the face of leadership. It shows General Dwight D. Eisenhower speaking to the men of the 101st Airborne Division the day before the D-Day invasion of Europe in 1944. It's important to keep in mind that the outcome was unknown when the pictures were taken.

My guess is that General Eisenhower displayed many of the traits and behaviors recommended in the headlines featured above, but I would further guess that they were not being "practiced" so much as being authentically revealed. The humility required of a general officer to deliver encouragement to private soldiers in person, was in its essence an authentic expression of the man, since both he, and they, knew that many of them would be dead within days. His appearance among them was an acknowledgment that he was completely dependent upon them for the success of the mission. Leaders are always, always in that position, and the real ones always, always know it. The truly humble ones also acknowledge it.

We, you and I, are fortunate that our endeavors are generally not of such existential importance. Our efforts at leadership will not likely impact the fate of civilization, at least not in our local theater of operations. However, but, (and no), if we hope to influence others, we owe them authenticity, not a riff on our "leadership" licks. Most folks can tell when we're really there and when we're just practicing. Let's try to be sure we're really there.

Best regards to all,

A handwritten signature in dark ink, appearing to read "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 INTEGRITY

Editor's Note: This article is the second-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 article below is the second-part of the series and is on the role of integrity in leadership. Enjoy!

Of all the facets of character, integrity might be the most critical – it builds valuable trust between people – and yet also the most esoteric. I've heard many sage leaders say, "Integrity is doing the right thing when no one is watching." That definition relies too much on habit. I can be without integrity, yet trained to behave predictably in a certain manner. Of course, discipline is valuable; but I want to know that my hands are disciplined as a result of the integrity of my soul, not my ability to follow rules without thinking about them.

There are two critical components of integrity that go beyond just doing the right thing when no one is looking. The first is the adherence to a moral or ethical principle. This isn't simple compliance to a rule; it implies a philosophical understanding of the reason it exists. The second is the pursuit of an undiminished state or condition. Everyone makes mistakes, so being a person of integrity does not mean you haven't committed a moral or ethical violation, ever. It means having the strength of character to learn from those 'misbehaviors' and seek continual self-improvement.

The word 'character' is derived from the Greek word *charattein*, meaning to engrave. This provides a much richer understanding of integrity as something we can develop and strengthen, rather than as a glass ball handed to us that we try in vain not to drop. Our integrity is shaped by our most valuable life lessons, those that involved our deepest issues of honesty and motive. Integrity requires humble introspection, not self-righteous declaration. For instance, I may say without hesitation that I do not lie, cheat or steal; but have I ever attempted to deceive someone? I may in fact be lying to myself.

So before we can even embrace the notion of integrity, we need to develop the ability to intellectually wrestle with the urge to rationalize away our underlying faults and the related consequences. Intellectual ownership produces authenticity, and authenticity doesn't suffer compartmentalization or rationalization. Our actions must mirror our words in all facets of life.

The engraving process that is the development of our character requires courage and transparency to forge this true integrity. My integrity is what it is today because of painfully valuable lessons with consequences, born from accountability to moral and ethical principles. I learned not to lie because of a lie I told when I was young, one that had a consequence. Then, years after my integrity would not tolerate a simple lie, I improved on this lesson even further: I learned that satisfaction with a half truth is unacceptable when the whole truth can be won. This lesson was expensive yet so valuable, and I only understood it with the help of a mentor who taught me that integrity is not the absence of failure, it's moving forward from it.

What are you doing to lead with and strengthen the integrity of those around you? Transparently telling your own story is a good place to start. And sharing how your character has developed and strengthened over time will help others to see past the false fear that their integrity is only as strong as the secrets they keep.

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, 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, 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.