

## In the News...

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### MARK YOUR CALENDARS

**February 11-** Session Six:  
Economic Outlook

**February 25-** Regular Board Meeting

**March 11-** Session Seven:  
Healthcare & Social Services

**March 25-** Regular Board Meeting

**April 24 -** Annual Meeting/  
Graduation

## CONGRATULATIONS TO THE LSM CLASS OF 2014 FOR THE COMPLETION OF THE LBJ MUSEUM SIGN



The LSM Class of 2014 is pictured here in front of the LBJ Museum during the dedication ceremony that was held on Sunday, January 12th. Thank you to everyone who supported the class and this beautiful project.

### 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.

# LBJ MUSEUM SIGN LIGHTING

The Leadership San Marcos Class of 2014 proudly completed their class project and recently held a dedication for the new lighted sign for the LBJ Museum. The celebration was attended by representatives from the LBJ Museum Board, city government, the Main Street Program, the Arts Commission, Leadership San Marcos alumni and more.

Thanks to everyone who supported the efforts of this incredible project, and congratulations LSM Class of 2014!





## SESSION FIVE– BUSINESS & MANUFACTURING

By Karen Wyatt, Facilitator Chair

Session Five provided the class an in-depth look at the manufacturing and small business industry in San Marcos. We began the morning with a presentation and tour of CFAN. It was amazing to see how such a complex and diverse process can be so streamlined and efficient under good management. During the tour, the class had the opportunity to talk with members of each department and learn how important "trouble shooting" is in day-to-day operations. Next, the class participated in a panel discussion with different members of the San Marcos manufacturing industry. Peter Baen with Thermon, Stan McLellan with Texas State University, Bill Covington with the Star Park and LSM alum Danny Gonzales with TXI served on the panel. It is always an eye-opening experience to learn what is made right within our community and what is on the horizon with each of these companies. After lunch, we were privileged to have Brian McCoy come and speak with the class about leadership. Brian is always a fan favorite. He reminds us that it is our employees that make our company and to be successful we must always keep that in mind and show that we care. He also shared different management styles that have worked for him in the past and even some that did not work quite as well.



Our afternoon panel brought together members of the business community to share their experiences. Russ Huebner with Pioneer Bank discussed the pros and challenges he faced when spearheading the opening of Pioneer Bank right here in San Marcos. Adriana Cruz discussed the Greater San Marcos Partnership and the fact that they are focused on bringing more manufacturing businesses to the area. LSM alum Bonnie Hughson, with Sur

-Powr Battery, gave us insight into her experience of taking over a small business that San Marcos has been lucky to have for many decades. Cody Couch, a new business owner in town, gave us a look at the challenges he has faced with opening a restaurant. Lastly, LSM alum Linda Porterfield shared with the class how she has been able to keep Gulf Business Forms successful for over 50 years with most of her employees having been with her for over twenty years.

The day concluded with the class coming together to finalize their project proposals. Thank you to everyone for making this day possible, especially Jason Otto and Ran Solis who went above and beyond to coordinate an amazing session.

Session Six will be held on Tuesday, February 11th and will focus on the Economic Outlook of San Marcos. It is being spear headed by Blake Hartman, and we hope you can come and show your support.



## RECRUITING NEW LEADERS

The time is now to “think” referrals for the next Leadership Class. Who do you know? Who do you think could contribute to or benefit from our program? Perhaps friends, business colleagues, church peers, neighbors, social acquaintances that could bring their talent to the next class of Leadership. It is now a two year commitment which means the new class will graduate in 2016. During the first year, class members will attend training sessions and presentations, and work on the class project. During the second year, the class will facilitate the training sessions themselves, applying what was learned during the first year.

The Selection Committee, under the leadership of Jeremiah Pizana, kindly asks all alumni to submit at least one referral each. The Selection Committee will send out letters to candidates with all the information needed to be submitted for a complete application packet. Awareness of and enthusiasm for the Leadership Program by each of us is the key to this program’s continued success. Remember, our mission is to identify, inform, educate, and motivate for the improvement of the San Marcos community. “You are Leadership San Marcos!”

The Selection Committee will be reviewing applications in June and hope to have all candidate interviews completed by June 30, 2013. You may send your referrals to anyone on the committee. Applications will be accepted until June 1<sup>st</sup>, 2014. Thank you for your support and consideration.

### SELECTION COMMITTEE FOR THE GRADUATING CLASS OF 2016

Jeremiah Pizana, Committee Chair  
Phone: 512.787-7159  
[Pizana005@gmail.com](mailto:Pizana005@gmail.com)

Greg Wurzbach  
Phone: 512-659-6668  
[Greg.Wurzbach@mygrande.com](mailto:Greg.Wurzbach@mygrande.com)

Bonnie Hughson  
Phone: 512-787-4953  
[blhughson@yahoo.com](mailto:blhughson@yahoo.com)

Karl Kuhlman  
Phone: 512-805-2663  
[KKuhlman@sanmarcostx.gov](mailto:KKuhlman@sanmarcostx.gov)

Lisa V. Tanksley  
Phone: 512-757-1649  
[lvtanksley@yahoo.com](mailto:lvtanksley@yahoo.com)

## THE 2013-2014 LSM BOARD OF DIRECTORS

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## MESSAGE FROM LSM EXECUTIVE DIRECTOR



Greetings Alumni,

This month I join the chorus celebrating the successful completion, by the Class of 2014, of the LBJ Museum Sign Project. I was among those attending the “Flip the Switch” event earlier this month, and was impressed by the turnout, by the wide array of speakers and organizations represented, the quality of the project itself, and by the publicity which followed the dedication ceremony. I was left with the impression that the new sign meant a great deal to a number of city officials and was symbolic of the sort of renaissance which many of them envision for our community

in general and for the downtown area in particular.

The new sign was the sort of collaborative effort that Leadership San Marcos pursues by design. I’d like to recognize first the quality of Jay Gordon’s work, and the persistence of both the Class of 2014 and the LBJ Museum Board in bringing the project home for the community, despite the inevitable obstacles encountered along the way. Leadership San Marcos is grateful to the Museum Board for offering LSM this opportunity to enhance the appearance of the square and add something of value to our local culture.

The purpose of the class project in our curriculum is to offer hands-on experience, and I’m pretty sure there was plenty of that for everybody involved. Special recognition to Melissa Nicewarner-Daly for her role as master of ceremonies during the final unveiling ceremony, to Karl Kulman for liaison work with Jay Gordon and his team at Blackout Signs and Metal Work, to Judy Johnson for keeping track of the project budget and funds, to Jason Otto for his close contact with the Museum Board, and to Diana Baker for her strenuous work writing grants to secure a significant part of the project funding. Earlier in the project, Blake Hartman, Tammy Walden, Rick Koch, and Ran Solis got the project on track through their planning, organization, and early fundraising efforts.

Congratulations, Class of 2014, on a very successful project, and a very classy presentation ceremony.

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 EMPATHY

*Editor's Note: This article is the fourth-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 fourth-part of the series and is on the role of empathy in leadership. Enjoy!*

Perhaps the most pervasive axiom on the topic of leadership is that *leadership is all about people*. This simple statement reveals two critical principles of effective leadership. First, leadership is more than accomplishing a goal or mission. Second, seeing as the word "people" is plural, the focus of who benefits from leadership should be on the followers, not the leader.

These truths, in turn, rest upon empathy, one's capacity to comprehend or experience the emotions of another. Followers view leaders in terms of the personal impact made on the followers' lives. Unfortunately, many leaders spend all their energy trying to impress others when they could be truly impressive by learning more about those whom they lead.

People decide just how much they will allow you to lead them. Sure, if you are in charge, people will most likely do as you say. But how well they carry out your commands and for how long is their decision, not yours.

Transactional leadership, which relies purely on formal authority, only works for a short time and achieves diminished results. Assuming people will do as you command just because you say so is a cowardly indicator of incompetence. This ultimately cheats the organization by achieving the minimum.

Humility is essential to character-based leadership. Think of a humble leader as one who is selfless, not one who has been punished or put in his or her place. The former is strong enough to get his or her ego out of the way; the latter is most likely too weak to keep hubris from going terribly wrong.

Interestingly, the followers decide how empathetic a leader really is, and this is how the most powerful and effective leaders receive their influence. Leadership, after all, is a relationship. We cannot expect others to go very far with us in a relationship until we reveal who we are and in turn learn who they are in a meaningful manner.

Powerful leaders value their followers as individuals. They are also tolerant, willing to investigate the perceptions and positions of others objectively. Empathetic leaders leverage diversity *because* of individual differences, not in spite of them. Each person brings unique perceptions, experiences, strengths and challenges to a team. Allowing everyone to contribute to a goal in a meaningful way is far better than marginalizing someone for the sake of an imagined better outcome.

In this way, empathy is far more critical to good leadership than any technical knowledge, skill or ability. You can learn to be more empathetic—but not the way you would memorize answers for a test, rather the way you would internalize knowledge for a lifetime of application. We can all tell when someone is pretending to be interested in us, and others can sense it just as easily when we do the same.

As leaders we must be listening rather than waiting to speak. The brilliant nugget of wisdom on the tip of my tongue is nowhere near as powerful as what the other person is saying. What I cannot wait to say matters to me. What they are saying matters deeply to them. We have two ears that do not close, but only one mouth that easily does.

As you strive to be more empathetic, try not to interrogate people for information about themselves. Instead, focus on increasing your understanding and appreciation of what makes them unique. The next time you have the occasion to recognize someone's good performance, ask if you can spend an hour with them learning how they do a task so effectively. Every time you have something powerful to say, resist the urge. Instead turn the tables with something as simple as, "Tell me more about yourself." If you are truly listening, you will be well on the way to increasing your empathy—and the integrity of your leadership character—in the eyes of those you lead.

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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).