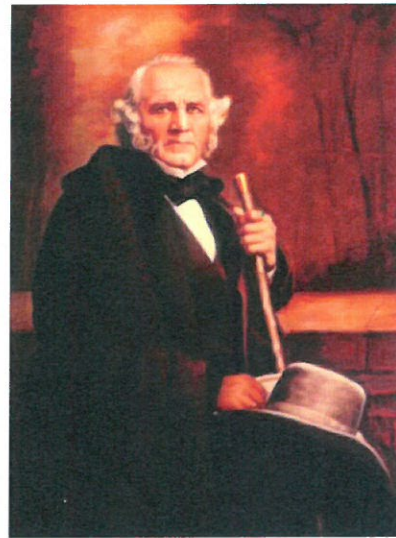




One Team, One Mission: Your Success!

Leadership Lessons of Sam Houston



Colonel Lee Flemming
Vice Commander, 502nd Air Base Wing
Deputy Commander, Joint Base San Antonio

C. Patrick Howard
Historian
502nd Air Base Wing

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Background



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Colonel Flemming

- Corpus Christi native
- Bachelor's and Master's degrees from the University of Houston
- Vice Commander of the 502nd Air Base Wing, located on and responsible for Fort Sam Houston
- Deputy Joint Base San Antonio commander

Patrick Howard

- Recent Texan (2014)
- Bachelor's degree from Hampden-Sydney College in Virginia; Master's from George Washington University in WDC
- Historian for the 502nd Air Base Wing



Joint Base San Antonio



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Ground Rules

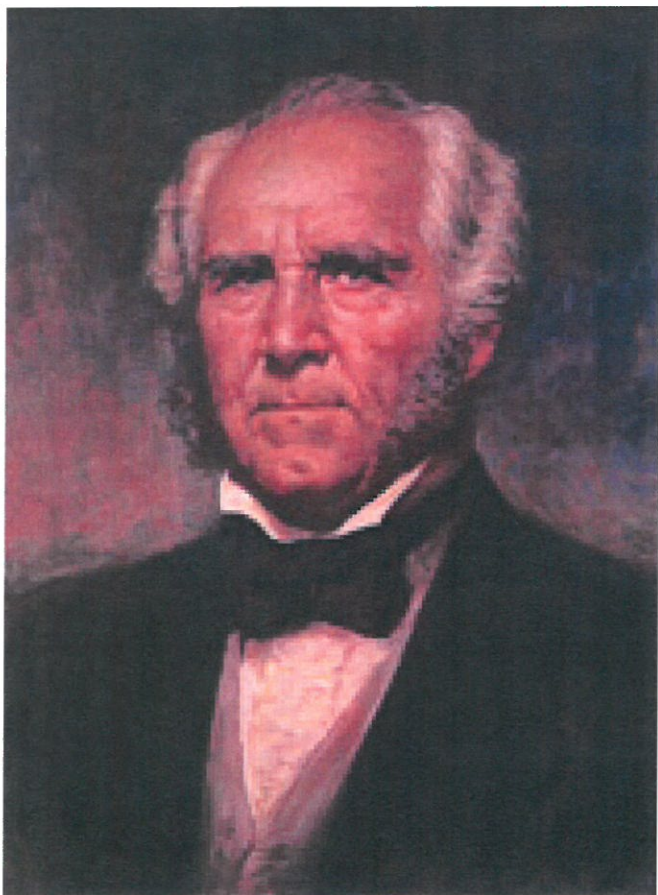
- This is an interactive session—we will learn together
- Treat each other with respect—one person, recognized from the stage, speaks at a time



Why Sam Houston?



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- War hero at both the tactical and strategic level
- Congressman from Tennessee (1823-27)
- Governor of Tennessee (1827-29)
- President of Texas (1836-38)
- Texas House of Representatives (1839-41)
- President of Texas (1841-44)
- Senator from Texas (1846-59)
- Governor of Texas (1859-61)



Early Life



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- Born near Lexington, VA, on March 2, 1793
- Fifth of nine children
- Father was a Revolutionary War hero and heir to a small plantation, but was a poor money manager, and died when Sam was 14
- Mother moved family to a farm near Maryville, in eastern Tennessee
- Sam had little formal education, and became bored working as a clerk in his brothers' store
- Ran away at age 16 (1809) to live with the local Hiwassee Cherokees, where he learned their language and developed close friendships, was treated as a son by Chief Ooluteka
- Returned to Maryville in 1812 and established a one-room schoolhouse





War of 1812

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- Enlisted as a private in the 39th Infantry Regiment on March 1, 1813
- Within a month he was a drill sergeant, and by July, he was an ensign commanding a platoon (roughly 30 men)
- In February, 1814, he had risen to third lieutenant commanding a company (roughly 100 men)
- Wounded in the left thigh by an arrow during his first action in March 1814, later the same day he led another charge and was again wounded



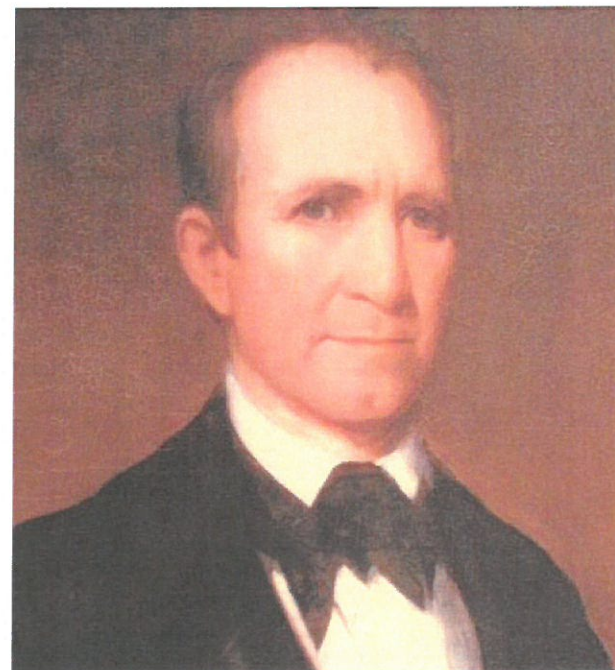
- Examined by the surgeon and left for dead
- The battle knocked the Creek Indians out of the war, allowing Jackson to focus his forces completely on the British when they landed on the Gulf coast, gaining him a resounding victory at the battle of New Orleans in January 1815
- Houston remained in the army until early 1818, when a personality conflict caused his resignation



Tennessee Politician

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- Moved to Nashville to study law under Judge James Trimble, a distant relative
- After a six-month apprenticeship, he began a law practice in Lebanon, Tennessee, and was appointed as a local Nashville prosecutor shortly after
- Jackson and Governor McMinn helped his successfully campaign for Attorney General of Davidson County in 1819, but the work bored him and he resigned to return to private practice within a year
- Elected to congress from Tennessee's 9th District in 1823
- Elected Governor of Tennessee in 1827
- Married Eliza Allen in January 1829
- Eliza left Houston less than three months later, returning to her family





Practical Exercise #1



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Situation

- Divorce was socially unacceptable for a Tennessee governor—it was an embarrassment to the state
- Houston's opponent for governor was nearly as popular as Houston himself
- The socially important Allen family actively defended their daughter, hinting at drunkenness and mental illness on Houston's part
- There were at least two public protests against Houston, one of which required the militia to restore order

Deliverables

- Define the problem: What are we trying to fix?
- Define the end state: When the dust settles, what do we want things to look like?
- Develop a plan of action
- Prepare talking points for Governor Houston to use to launch your plan



Houston's Actions



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- **Problem:** Houston has been publically disgraced at the beginning of a tough election campaign
- **End State:** At end state, Houston wants to again be politically viable for high office
- **Plan: Retreat!** Resign the governorship. Do not directly respond to Eliza or the Allen family. Reconnect with Chief Ooluteka, now in Arkansas, to heal away from the public eye. Abandon Tennessee and start new somewhere else.



Houston's Statement



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Statement:

It has become **my duty** to resign the office of chief magistrate of the State...

That veneration for public opinion by which I have measured every act of my official life, has taught me to hold no delegated power which would not daily be renewed by my constituents...

And although shielded by a perfect consciousness of undiminished claim to the confidence and support of my fellow-citizens, and delicately circumstanced as I am and **by my own misfortunes** more than the fault or contrivance of anyone, overwhelmed by sudden calamities, it is certainly **due to myself** and **more respectful to the world**, that I retire from a position which, in the public judgment, I might seem to occupy by questionable authority.



Exile with the Cherokee



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- Rejoined the Hiwassee Cherokee in Arkansas
- Spent most of 1829 working with local traders, military officers, and Indians to broker peace arrangements between Indians and whites that were favorable to his tribe
- Cherokee elders formally accepted him as a citizen in late October, he later took a Cherokee wife
- Houston visited Washington to protest the swindling of the Cherokee by government agents, resulting in the removal of five senior U.S. agents and subagents



- Anti-Jackson congressman William Stanbery accused Houston of fraud in bidding on government contracts
- Houston beat Stanbery with a cane on Pennsylvania Avenue. Stanbery pulled his gun, which misfired.
- Congress tried and reprimanded Houston for his actions; a civil court fined him \$500
- Houston left for Texas without paying the fine (December 1832)

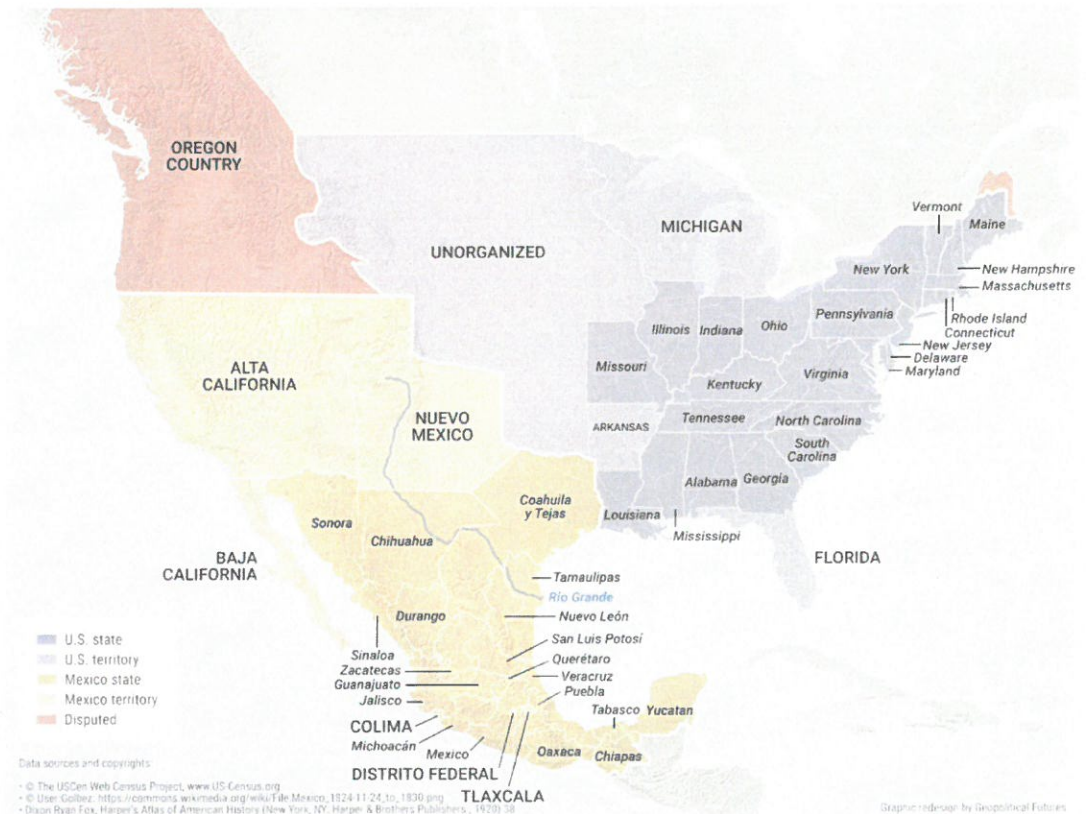


Texas



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- Houston immediately became involved in Texas politics, siding with the Anglo faction that wanted to secede from Mexico
- When war began in late 1835, the provisional government appointed Houston commander of the Texas Army
- Spontaneous attacks drove the small Mexican Army garrisons away, causing the Mexican dictator Santa Anna to bring an army of 6,000 to crush the rebellion in February 1836





The Texas Revolution

One Team, One Mission: Your Success!

- Houston sent troops to remove the artillery from the Alamo and destroy the complex, but they chose to stay, and the Alamo's 200 defenders were defeated by Santa Anna's 1,500-man force on March 6
- Texas Declaration of Independence was passed March 2, and the Constitution on March 17
- A Mexican force of 1,000 troops destroyed a 300-man Texian force at Goliad on March 20



- Houston retreated from Gonzales on learning of the Alamo's fall, his army grew from 350 to 1,400
- Not wanting to become decisively engaged by a stronger, trained force, Houston continued retreating—from March 20 to March 28, they fell back more than 120 miles



Practical Exercise #2



One Team, One Mission: Your Success!

Situation

- Houston believes he is facing a 10,000-man Mexican Army—regulars with infantry, cavalry, and artillery, under Santa Anna, a skilled professional officer
- Houston has 1,400 mostly-untrained troops
- Santa Anna is leading 850 men toward the Texian Army, with 540 more Mexicans 20 miles away; two other large Mexican forces are even further away, on the coast and to the west
- Texian troops are discouraged by a month of retreat—desertion is soaring
- From President Burnet: “Sir: the Enemy are laughing you to scorn. You must fight them. You must retreat no farther. The country expects you to fight. The Salvation of the country depends on you doing so.”

Deliverables

- Define the problem: What are we trying to fix?
- Define the end state: When the dust settles, what do we want things to look like?
- Develop a plan of action



Houston's Actions



One Team, One Mission: Your Success!

- **Problem:** Texian Army is outnumbered, outclassed, and about to be outmaneuvered
- **End State:** Engage and defeat the Mexican Army
- **Plan: Retreat!** Find somewhere safe to train, and seek battle later, on favorable terms:
 - On March 31, Houston paused his army at Groce's Landing, where they trained and drilled for two weeks. He then resumed his retreat.
 - On April 14, the Mexican Army nearly captured the interim Texas government at Harrisburg—the Texian Army was too far away to assist



San Jacinto



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- Santa Anna believed the revolution was about to fizzle, and split his forces to push forward with 700 men to destroy Houston's army
- Houston's scouts captured a Mexican messenger who was carrying Santa Anna's troop dispositions
- Seeing that Santa Anna had only a small force, Houston moved his army toward the Mexicans. Both armies arrived in the bayou area near Lynch's Ferry midday on April 20.
- On the 20th and the morning of the 21st, the armies skirmished. Another Mexican force arrived with 500 reinforcements.
- The outnumbered Texians attacked at 4:30 pm, during their afternoon siesta
- The surprise attack resulted in complete victory, including the capture of Santa Anna

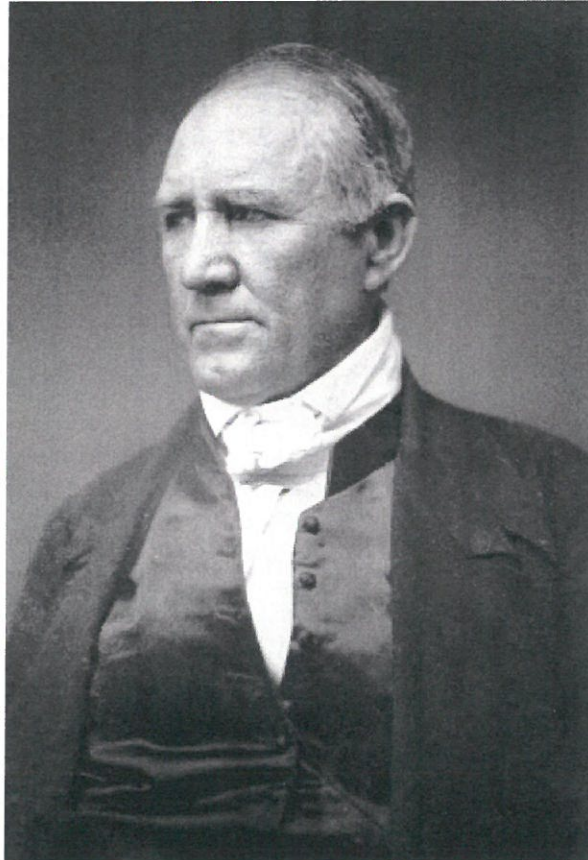




Second Act

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- Santa Anna's capture ended the war and won Texas her independence
- As Texas' "George Washington," Houston became her first (1836-38) and third president (1841-44)
 - After Texas became our 28th state in 1845, Houston served as a senator (1846-59) and governor (1859-61)
 - Forced from office as governor in 1861, when the Texas legislature voted to secede from the Union
 - Died of pneumonia soon after, in 1863
 - Memorialized by
 - City of Houston
 - USS Sam Houston (SSBN-609)
 - A university
 - A national forest
 - Fort Sam Houston



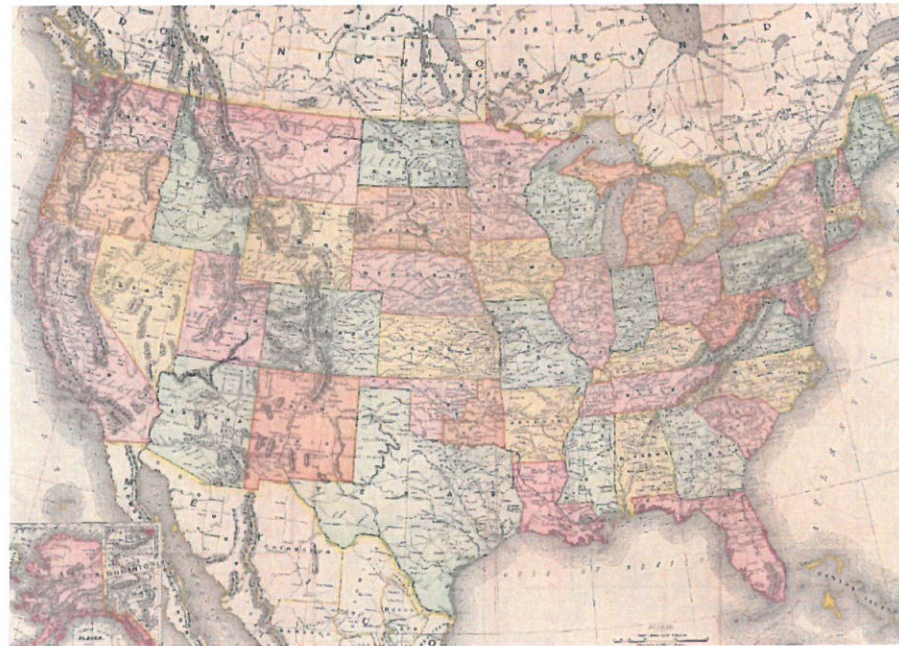


Houston's Legacy



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- Helped Texas to become a republic and then a state, and thus enabled the United States to become a **continental power**
- Most of the good we as a nation have done since is possible only because of Houston's leadership, and the successes he brought us





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Conclusion

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