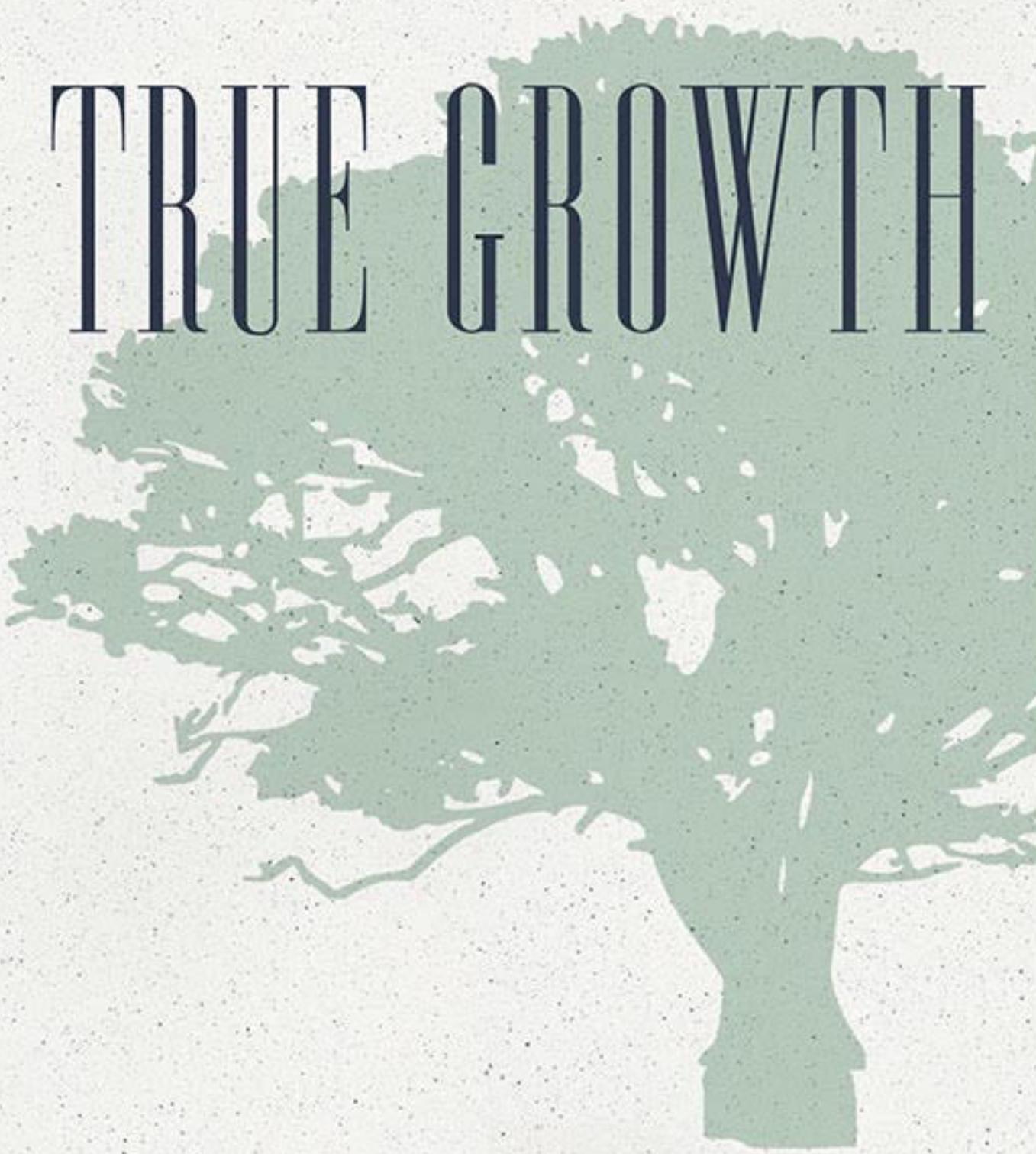


SIMPLE INSIGHTS ON
HOW TO LIVE AND LEAD WITH
AUTHENTICITY

TRUE GROWTH



AN LWM III CONSULTING SOLUTION

Table of Contents

Foreword

Introduction

Section 1: Authentic /Humble

Chapter 1: Story of Authenticity, Courage and Hope - Lawson W. Magruder III

Chapter 2: Not an Easy Thing to Do - Bob Dare

Chapter 3: The Power of a Positive Attitude – Anne Macdonald

Chapter 4: Whose Plan Was This? - Bob Dare

Chapter 5: Gettysburg Lessons - Byrd Baggett

Section 2: Transparent

Chapter 6: Giving Thanks - Lawson W. Magruder III

Chapter 7: Matthew's Journey: Embracing Reality, Reinforcing Faith & Family Core Values - Shane Deverill

Chapter 8: The Last Lap - Byrd Baggett

Chapter 9: “Kids Say The Darndest Things” or How I Learned To Listen - Bob Dare

Section 3: Trustworthy

Chapter 10: A Value Lost - Bob Hall

Chapter 11: What Would Coach Think? - Byrd Baggett

Chapter 12: Trust: The First Phase of Combatting Divisiveness - Byron Bagby

Chapter 13: The Consequence of Lost Trust - Byrd Baggett

Chapter 14: A Matter of Trust - Bob Dare

Section 4: Approachable

Chapter 15: The Moral Courage to Challenge Others - Lawson W. Magruder III

Chapter 16: Toothpaste & Toilet Paper - Bob Dare

Chapter 17: Taming Technology - Dan Elder

Chapter 18: What If We Really Cared? - Bob Dare

Section 5: Purposeful

Chapter 19: Lost, In A Lost World© - Bob Dare

Chapter 20: Kenny's Story - Byrd Baggett

Chapter 21: Running for The Kids - Greg Batton & Byrd Baggett

Chapter 22: "Why Are You Here?" - Lawson W. Magruder III

Chapter 23: Hope in America - Phil Johndrow

Chapter 24: Mindful Monkey, Happy Panda© - Bob Dare

Chapter 25: Mother's Day Disaster - Is Finding Balance Possible? - Ken Keen

Chapter 26: Faith, as a Source of Strength - Bob Dare

Chapter 27: Rock & Roll Legacy – Bill Weber

Chapter 28: Life versus Livelihood - Bob Dare

Chapter 29: My New Year's Resolution: Simplicity - Byrd Baggett

Section 6: Respects /Values People

Chapter 30: What Coach Taught Me About Leadership - Byrd Baggett

Chapter 31: The Question I Get Asked the Most - Vinny Boles

Chapter 32: "Sam, You Made the Pants Too Short!" - Bob Dare

Chapter 33: What Is Truth? - Bob Dare

Chapter 34: That Little Boy - Byrd Baggett

Chapter 35: The Most Important New Year's Resolution - Byrd Baggett

Chapter 36: What Kind of Friend Are You? - Bob Clark

Section 7: Knows Self

Chapter 37: Personal Board of Directors - Byrd Baggett

Chapter 38: Whose Ball Are You Hitting? Which Team Are You On? - Vinny Boles

Chapter 39: It's Nice to Have a Good Buddy - Freddy McFarren

Chapter 40: Being A Leader - Bob Dare

Chapter 41: A Lifetime of Learning - Lawson W. Magruder III

Section 8

Contributors' Bios

True Growth Leader Development Resources

Introduction

The seed for this book was planted in 2007 when we, as perfect strangers, met for breakfast at a greasy spoon café north of San Antonio in the beautiful Hill Country of our native Texas. After a marathon four-hour breakfast, we left with a vision to create a leader development experience that would help people become more authentic and effective leaders at home and work. The inspiration for our model was the majestic Mystic Oak, a 300 year old oak tree growing on the banks of the Guadalupe River. It was only natural that we named our leader development experience, True Growth.

Even though we had big plans, we never dreamed that ten years later more than 10,000 leaders would have benefited from the True Growth experience! Since our humble beginning in 2007, our team of facilitators and coaches has grown from the two of us to 38 seasoned practitioners committed to helping leaders embrace the transformational power of authenticity to improve themselves and the lives they touch. This world-class team has truly been the key to our growth and success.

Back to the evolution of this book. As part of the True Growth experience, we developed a 360° assessment based on the 7 core competencies and corresponding 25 behaviors of an authentic leader. For the thousands of leaders who benefited from this assessment and their one-on-one coaching sessions, we decided to publish a free monthly newsletter that focused on these seven core competencies that are essential to becoming an authentic leader. Each of these newsletters was written by a member of our team with the goal of sharing a personal story that brought to life one of the competencies.

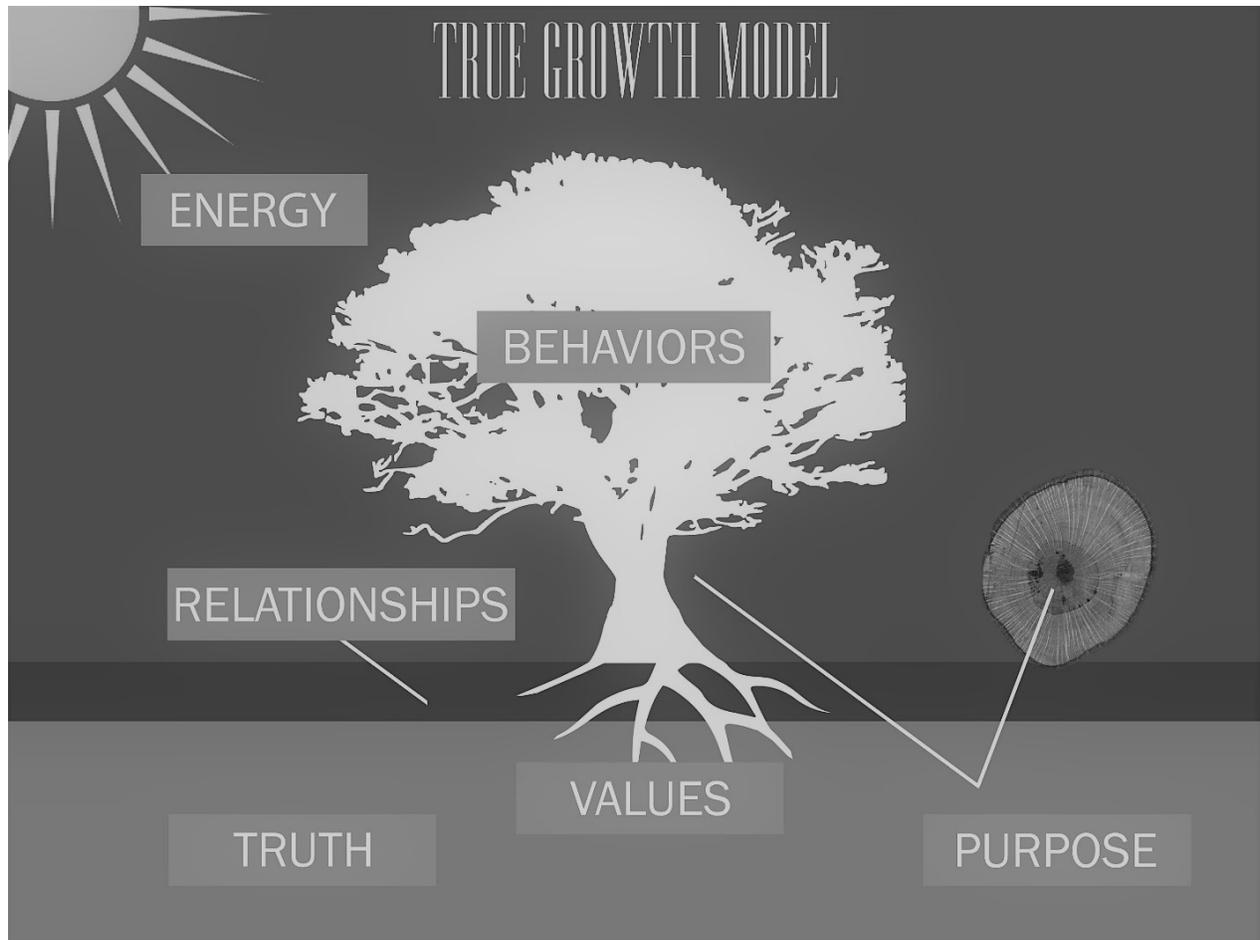
The response to the newsletters was overwhelmingly positive. Not only did the readers, True Growth Alumni, enjoy the impactful real-world stories, but they saw great benefit from the True Growth Takeaway, Reflection Questions, and Book Recommendation that were included with each newsletter. That information allowed them to go deeper into making that competency an integral part of their life.

This book is our way of sharing these True Growth lessons on how to become an authentic leader. It is organized into seven sections focused on the behavioral competencies of an authentic leader. We encourage you to read

each chapter deliberately, focus on the True Growth Takeaway, and, most importantly, take time to reflect and act on the Reflection Questions included after each chapter. We have also included at the end of each section some specific behaviors you should consider using to improve as a leader at home and work.

Our hope is that this book serves you well on your journey to leadership authenticity!

Lawson Magruder & Byrd Baggett



Virtues of Authentic Leaders:

Authentic leaders have clarity of purpose.

Authentic leaders are committed to living their core values. Authentic leaders are disciplined in their behaviors.

Authentic leaders understand that truth is the lifeblood of growth.

Authentic leaders understand that managing energy, not time, is the key to high performance and personal renewal.

Authentic leaders understand that growing relationships is what really matters.

Section One: Authentic/Humble

Chapter One

A Story of Authenticity, Courage and Hope

Lawson Magruder

April 2015

This month marks the 40th anniversary of the end of the Vietnam War. It was a war that cost our great nation over 58,000 killed and 363,000 wounded. There has been much written and debated about the war "we lost" but I would like to devote this article to a friend, a brother who not only fought in the war but is from South Vietnam. It is a story of authenticity and hope and courage. The remarks below are from a speech I gave two years ago in San Jose, CA in honor of my friend, Nguyen Cong Luan.

Good afternoon everyone. It is a tremendous honor for my wife Gloria and me to be here at this book presentation for our dear friend Luan. We have known him for over 40 years and consider him a member of our family and a "brother".

If I may, I would like to spend my time speaking personally about Luan the friend, the soldier, and the family man. My comments are based upon personal observations, time with his family and months of reviewing and editing his book. If I get somewhat emotional, it is because Luan's story is one of Calling, Character and Conduct of the most authentic leader I have ever known.

First, Luan our friend:

We first met Luan in July 1974 at Ft Benning Georgia when we attended a course for Infantry officers. I was a Captain who had served in Vietnam a few years before and was selected as the class leader. Luan was a Major, the senior allied student and Gloria and I were his class sponsors. Over the next nine months, we would forge a bond and friendship that would last a lifetime. Luan was not able to bring his family with him so he became a member of our family. He joined us for so many significant family events: welcoming our second child Loren into the world; playing with our oldest daughter Shannon to include a memorable trip to Disneyworld; sharing in our special holiday and family traditions; and participating in the many fun class parties and events. It was a remarkable year for our young family to have a "new member" of our family to enjoy time together.

Our lasting impressions of Luan during that special time together were: His zest for life and how he savored every moment of the day; his incredible sense of humor; his ability to forge personal friendships; his tremendous memory; and how much he always talked about his wife and children and how much he missed them.

Next, I would like to speak about Luan the soldier:

I watched Luan the soldier each day for nine months and I can unequivocally state he is the most authentic military leader I have ever met. We sat by each other every day and totally immersed ourselves as young leaders in learning more about military doctrine, tactics and techniques. I loved Luan's thirst for knowledge, his grasp for military history, his inquisitive mind, his creative thinking and his transparent nature. Needless to say, he understood counterinsurgency operations better than

anyone in our class because he had observed it as a child and prosecuted it throughout his career as a soldier.

Of special note, Luan was extremely admired by all the leaders in our class which was represented by over 15 nations. Luan knew how to connect with leaders from very diverse backgrounds. As a result, our class was touted for years as "The International Class that got it right". Our Allied officers were greatly inspired by Luan's leadership. Personally, I learned a great deal from Luan about the Vietnam War- a war I had fought in as a young lieutenant from 1970-1971 in Quang Ngai Province. He broadened my perspective during an important period in my career and it served me well over 3 decades of service.

Last, I would like to talk about Luan the Husband, the Father, the Grandfather and the Brother:

As I mentioned, we started our course at Benning in July 1974. Of note, our class graduated in mid-March 1975. As the class was winding down, by late February, the North Vietnamese Army was starting its final invasion of the South. It was a sensitive and nervous time for the five South Vietnamese officers in our class. By early March, the situation in South Vietnam was very grave. Many felt the end was near. Luan and the other four were offered diplomatic asylum in the United States. I remember talking to Luan about this and without blinking an eye, he said he must go home to his family and fight for democracy to the end. Gloria and I absolutely understood his decision was motivated by his love for his family and his Nation. The final two weeks were full of emotion as we spent time with our friend. It was a sad day when we bid Luan farewell after graduation. I thought we would never see him again but my beloved Gloria was ever hopeful and prayerful.

We departed the next day for a new assignment at Fort Lewis Washington and Luan departed for home. We last spoke on the phone on the 1st of April 1975 right before Luan got on a plane from Travis Air Force Base outside of San Francisco. By then the northern provinces of South Vietnam had fallen to the Communists. We told Luan how much we loved him and would be praying for his and his family's safety. We said our tearful goodbyes to our friend, our brother and then we hung up. Through my tears, I looked at Gloria and said: "Honey, we will probably never hear from him again".

Over the next month we watched the images and video coming out of South Vietnam and Saigon and realized the country had fallen. We prayed for the safety of our friend and his family. Gloria wrote letters for months but we never heard back from Luan and the letters were never returned.

Through the years, I am somewhat embarrassed to admit, I lost hope for my friend but Gloria never did. She always said, "We will see him again". I remained in the Army and over the next eleven years we moved many times.

In 1986, I was a Lieutenant Colonel and found myself back at Fort Benning, responsible for the same course that Luan and I attended a decade before. Over the next year, as I walked the halls of the Infantry School, many strong images of Luan and our time together 11 years before kept coming back to me.

Then one day I received one of the most important gifts in my life- a smuggled letter out of Ho Chi Minh City from our friend Luan!! There is no way to express the joy Gloria and I felt and the thanks we gave the Lord that night for delivering Luan back into our lives.

Over the last two decades we learned more about Luan and his family's journey to the United States. We have marveled at their courage while Luan spent seven grueling years in Communist reeducation

camps. We have admired his son's journey to the United States as a boat person. We have been humbled by their love and devotion for one another, their assimilation into a new culture, their academic and professional achievements, and their patriotic zeal for their adopted Nation.

In closing, for those of you who have read his remarkable book, you know what Luan endured over the intervening years since we last saw him. His is the story like many of yours in the audience: one of remarkable courage, of love of family and of indomitable hope and Faith.

For those of you who have not read Luan's memoir, you are in for a tremendous journey when you read it. It is a book for the ages. A book written by a friend, a soldier and a family man; a book written by a victim who never lost his purpose in life during the darkest of times; a book written by a leader who was always true to his values and demonstrated impeccable character every step of the way; and it's a book written by a man who has conducted himself with highest integrity throughout his lifetime. I strongly encourage you of all generations to read Luan's book to get the complete picture and whole truth about the War in Vietnam.

Once again Ladies and Gentlemen, thank you so much for this opportunity to say a few words about our friend and brother Luan.

Lawson W. Magruder III - LTG US Army Retired - A Proud Vietnam Veteran

Epilogue: My final reunion with my friend, Nguyen Cong Luan, was his funeral January 25th, 2017 in San Jose, where he and his family, and many Vietnamese, settled after coming to the U.S. to live the American Dream.

True Growth Takeaway: When in your life have your personal values strengthened and sustained you during the most challenging times?

True Growth Reflection: Is there a decision you made because of a conflict of values? What did you do and would you do the same thing if you had a chance to do it again?

Recommended Reading: *A Nationalist in the Vietnam Wars: Memoirs of a Victim turned Soldier* by Nguyen Cong Luan

Chapter Two

Not an Easy Thing to Do

Bob Dare

November 2014

Some years ago, although it seems like yesterday, I endured the ugliness of combat. The details are not important. Suffice it to say that I returned from Viet Nam, a 19 year old kid, angry, bitter, confused and disillusioned. Reintegration with society was more easily said than done. Although I legally could not drink, I had access to those who were and, as with many immature young people I drowned my emotions with alcohol. I was headed down a very dangerous path and was clueless as to how to reorient myself. Worse, I don't think I was even considering reorientation.

Then a day came while I was home on leave and my mother demanded that I meet her at work and take her to lunch. She scolded me severely and told me it was time that I realize that life goes forward, not in reverse.

What can I say, this was my mother and she was extremely persuasive. I cleaned myself up and showed up at her office, somewhat uncomfortable, but there just the same. Mom greeted me and began to introduce to me to many of her co-workers. I was growing impatient, and as politely as possible suggested that we go eat.

"Just wait a minute, Mom said, "There is someone I want you to meet".

A few minutes passed and then, approaching from the back of the office building was a young woman who immediately caught my eye. This was the person Mom had wanted me to meet. The requirement for me to be brief here precludes me from filling in all the events that took place after that meeting but Karen became my girlfriend, then my fiancée, and ultimately, my wife.

But that is not the end of this story. Karen and I began dating and she immediately detected my attitude and she saw my growing habits of self-destruction. Why she didn't walk away from me is still a mystery but then again, God does work in mysterious ways. Karen became my friend. She did not pry for my internal thoughts and emotions. She listened and offered only silent consolation. She would wake me from my nightmares, listen to anything that I had to say and never tried to analyze me, but would always be encouraging in a positive manner. She would not tolerate my excessive drinking unlike so many others who had become enablers to my bad habit.

And so, the day finally came when Karen said to me, "The longer you hold the negative feelings inside the longer you will deny yourself the rest of your life."

With that warning, I began to open up to Karen. Not all at once, but slowly, and over time, I realized that letting go of the ugly past was medicine for the soul. It opened new doors to my life that I had kept closed. It made me realize that those internal wounds never heal as long as you keep them internal. Needless to say, Karen's wisdom and careful but loving approach to helping me had everlasting effects and 43 years after saying "I do" she remains my best friend and confidant. No, I am not completely healed and doubt that I ever will be. But I obviously overcame the worse and reoriented myself to a path of productivity. For this I can thank my best friend.

True Growth Takeaway: Everyone needs someone that he or she can count on to be a true friend; someone who will listen without judging; someone who will enable you to work towards being your best. Are you a true friend? Do you have a true friend?

True Growth Reflection: Who are my real friends and why?

Recommended Reading: *Same Kind of Different as Me* by Ron Hall and Denver Moore

A dangerous, homeless drifter who grew up picking cotton in virtual slavery; an upscale art dealer accustomed to the world of Armani and Chanel; a gutsy woman with a stubborn dream. A story so incredible no novelist would dare dream it.

It begins outside a burning plantation hut in Louisiana...and an East Texas honky-tonk...and, without a doubt, in the heart of God. It unfolds in a Hollywood hacienda...an upscale New York gallery...a downtown dumpster...a Texas ranch.

Gritty with pain and betrayal and brutality, this true story also shines with an unexpected, life-changing love and friendship. If you only read one book this year, this should be the one!!

Chapter Three

The Power of a Positive Attitude: "Don't worry. You'll find them."

Anne Macdonald
November 2014

It is often said that nothing good happens after midnight. That saying held true for me as a battalion commander. One dark February night at Fort Campbell I received a call from a flight crew at 0200 hours (2 a.m.). During night vision goggle (NVG) training, a set of aviation NVGs had accidentally fallen out of an aircraft. The U.S. aviator night vision systems were extremely expensive and highly sought after by both our friends and adversaries. In the wrong hands, the goggles could do serious harm to our technological advantage.

Missing, lost, gone, unaccounted for— whatever the word used— the lack of accountability of a high dollar item, triggered a series of events including immediate notification to the Brigade Commander, Division Commander and the XVIII Airborne Corps Emergency Operations Center. For our battalion, it meant standing down what we were doing and putting a 100% concentrated effort on recovering the goggles.

In the middle of the night there was no stand down. In fact, the task was the exact opposite – getting folks to stand up—to wake up and begin the search. Finding a set of night vision goggles, a device six inches by four inches in size, a set that had "accidentally fallen out of the aircraft somewhere over the Fort Campbell Reservation", would be a daunting task by any measure. The Fort Campbell Reservation covers over 100,000 square kilometers: the goggles could be anywhere.

I called my Battalion Command Sergeant Major and Executive Officer to prepare a search plan. As I got ready to leave our quarters, my husband "warmly" offered, "Don't worry. You'll find them!"

I thought, "Right. You who get to go back to sleep."

When I arrived at the battalion, a search party made up of the full flight company had been assembled. The young Soldiers, who obviously had been hastily awakened, had no idea why they were at the hangar this time in the morning. The 1SG was explaining to them how a set of aviation goggles had fallen out of the aircraft during night flight operations. Their task would be to find the goggles. As I looked at their dejected faces and the hopelessness in their eyes, I knew I had to say something.

Much to my surprise the first words I said were those of my husband's, "Don't worry. We will find them." (These words had stuck in my mind. They were a seed of hope.) I saw the Soldiers visibly square off their shoulders and stand a little taller. They got it. "Don't worry. We will find

them."

The power of positive words! Those words put us into the right frame of mind. Science tells us that we perform significantly better when we are in a positive state of being. We had to start our search with an attitude that would at least attract a positive outcome. The last thing we needed was to quit before we even had started.

Fortunately, this story had a good outcome. We started our search at the last known place of accountability of the goggles—a huge landing zone located close to the airfield. Standing side by side, we began our sweep of the field. After hours of searching, walking shoulder to shoulder with only flashlights to guide us, we found the night vision goggles. What a glorious sound when we heard a soldier cry out, "Stop, I think I just hit something!" All flashlights went to the sound of his voice, then to his feet. And there on the frozen ground, amongst the stubble of cut hay, was the most beautiful site – a set of night vision goggles!

How many times do we look at a task and feel defeated or want to quit before we even start? A positive attitude can set the conditions to foster a positive outcome. A significant part of leadership is to swallow misgivings, paint a realistic picture of the desired outcome and with a positive mindset... "get 'er done."

True Growth Takeaway: Never underestimate the power of being positive!

True Growth Journal Questions: How has the power of a positive attitude changed the course of an event in your life?

Describe one positive thing that happened to you in the last 24 hours.

Recommended Reading: *The Power of Positive Thinking* by Dr. Norman Vincent Peale.

An all-time classic by one of the most inspirational individuals to grace the earth. If you've read it, read it again; if you haven't, it's a must read!

Chapter Four

Whose Plan Was This?

Bob Dare

July 2014

"Open and honest communication is the lifeblood of healthy relationships."

Having spent 28 years in uniform I began to accept that my tenure as a soldier was close to ending, so, in 1996 I began to listen to offers that were coming my way. One afternoon at the Joint Readiness Training Center my cell phone rang.

"You don't know me", said the voice at the other end. "I got your name from a friend of mine in the Pentagon and would like to discuss a job with you. I know that you are not thinking about retirement but we are interested in what you might bring to our organization".

"I am open to hearing what you have to say", I responded. One thing led to another and before you knew it I had a written offer that seemed pretty fair and would allow me to leave the Army on my terms. I struggled with the decision for almost two weeks. I did not tell anyone of what I was considering. Karen, my wife of then 25 years, knew that I had interviewed and that I had found the company interesting. She had no idea of how serious I was in taking the offer, that was, until 2:30 in the morning when I woke her and told her to go find a house on the other side of 285. "You're serious" she said.

"Yes, I am. I am going in and put in my paperwork this morning."

I did what I said I would do and the series of events that occur when one makes a life decision began unfolding. The house was bought. The retirement date was set. A ceremony was planned. It seemed as if 28 years had happened within a 24 hour period. All so fast, but all so exciting.

I retired on a Friday at 10 o'clock in the morning. The ceremony was memorable and many family members and friends made their way to Ft McPherson, Georgia to be part of a major milestone in my life. I retired in grand style and was sent off to start a new chapter in my life, grinning from ear to ear. The household had been relocated to the new residence and following the retirement festivities I closed the passenger door for Karen and drove north to 3904 Berwick Farm Drive, Duluth, Georgia. That weekend was consumed with setting up the new home, but my mind was on the new job and the excitement of my second career. The following Monday morning I was out of bed at 4:00 as usual. I ran my 3 miles, showered and put on my suit and tie and drove off to my new job.

A couple of weeks elapsed. One evening I came home to find Karen in a somewhat distraught mood. The house was rather messy. No dinner was planned, much less ready.

"Is there something wrong with you?" I asked.

"Do you really want to know?" asked Karen

"Of course I do!"

"Bob, for 25 years we were a team. Very few decisions were made that we had not discussed. We planned all of our moves together. We may not have agreed on everything but we always found a way to work things out for the best. Then, in making the biggest decision in our lives, you totally excluded me. We never discussed retirement. You woke me up and told me to go find a house. You had a ceremony, dropped me off here and went on your merry way. All you did was change uniform and an office. You left me behind at Ft McPherson. You dropped me here where I have no commonality with anyone. I feel like I was deserted and that you never considered anyone but yourself in this significant change of lifestyle."

I was taken aback and immediately realized that Karen was totally correct. I had lived in a "Season of Self" without regard to my partner, my friend, my wife and confidant. I had taken the "we", "us" and "our" out of our equation that had served us well over the course of our Army career. I had disregarded the personal sacrifices Karen had made to be an exceptional military spouse. I had taken her for granted that she would easily conform to what I saw as just another permanent change of station. What a selfish and thoughtless person I had been. I apologized profusely, begged forgiveness and spent hours discussing how to move forward.

This July marks 43 years for our marriage and partnership. It should go without saying that from that crater I created in 1996 to this date, communication between Karen and I have been very healthy. Decisions are arrived at mutually and our relationship is sound. Oh yea...and, I have not slipped back to a "Season of Self".

True Growth Takeaway: "WE" decisions are the key to healthy relationships.

True Growth Reflection: What one behavior do you need to change to be more of a "WE" listener?

Recommended Reading: *The Givers and the Takers* by Cris Evatt and Bruce Feld

The following endorsement speaks to the worth of this book: "Being a Giver is no better or worse, healthy or less healthy, than being a Taker. This book will help you recognize the manipulative potential in both personalities." - The San Francisco Chronicle. This book is chocked full of gems that, when applied, will help you develop deeper and more fulfilling personal and professional relationships.

Chapter Five

Gettysburg Lessons

Byrd Baggett

May 2016

"This is the last you may ever hear from me.

I have time to tell you that I died like a man.

Bear my loss as best you can.

Remember that I am true to my country

and my greatest regret at dying is that she is still not free

and that you and your sisters are robbed of my youth.

I hope this will reach you

and you must not regret that my body cannot be obtained.

It is a mere matter of form anyhow.

This letter is stained with my blood."

– A dying Confederate Soldier's last words to his mother, Friday, July 3rd, 1863

When I sat down to write this newsletter, I was reflecting on the impact of our True Growth Academy that we host in Gettysburg, PA. It's been less than a week since the May session, when our team and 28 client leaders gathered to explore the transformational power of authenticity. I still get emotional when I think of the ultimate sacrifice that was paid by eight thousand men at the Battle of Gettysburg. Of those casualties, more than 3,000 were Union Soldiers fighting for the rights and freedom of slaves as well as the unity of our Nation, and almost 5,000 were Confederate Soldiers fighting to sustain their way of life. Even though people will continue to debate which side was most honorable, no one will disagree that these men were committed to a cause greater than self. For me, a proud Texan, I am grateful for the way the Civil War ended, as the outcome preserved our country and is why we are blessed to be living in the United States of America.

We always end the True Growth experience on Thursday with a tour of the battlefield – the purpose of which is to study the various leaders and how they led, both successfully and unsuccessfully, during the three days of battle. Our guide for the day is Len Fullenkamp, an imminent expert on the Battle of Gettysburg. During the eight stops, Len brings to life the respective battle, insights into the lives of the key leaders and the impact that their leadership styles had on the outcome. Len does a masterful job of aligning his message to bring to reality the impact of both authentic and inauthentic leadership, as the purpose of the True Growth experience is to help our clients embrace the transformational power of authenticity to improve themselves and the lives they touch. After Len's narration, the 28 leaders break into groups with one of our coaches to discuss lessons learned from Len's analysis. Most importantly, our coaches encourage their group of 4-5 leaders to apply one of the lessons learned that will help them

become more authentic in their leadership roles both at home and work. Following are the group's takeaways from the May 2016 True Growth Experience:

- Surprised as to the leadership relativity/lessons learned from the 'Battle' and how they apply today.
- Thoughtful, thought provoking, reflective opportunity to learn lessons on this battlefield, that not only help us to understand our nation and government but give us leadership lessons from then that apply to today. Also, personal appreciation of what my ancestors did for our country.
- Conceptually, it was a top down, bottom up way to look at leadership and apply it to our lives.
- Great focus on leadership.
- Everyone learns one's own life lessons from someone else or your own experiences. It was a great application of what we learned in class.
- The reality/importance of dealing with uncertainty.
- The realization that decisions have to be made even when you don't have 'all' the information needed.
- The importance for leaders to be flexible, willing to change plans/adapting.
- Surprised as to the leadership relativity/lessons learned from the 'Battle' and how they apply today.
- Leadership challenges don't always come when you're ready for them. Expect the unexpected.
- Not all leaders are the ones in charge. Subordinates are leaders too and can make a difference at critical times.
- A leader has to know himself/herself and other leaders too if they, as a team, are going to achieve success.
- Small decisions make big waves (ripple effect). Said another way, "Tactical decisions can have strategic consequences."
- Leaders discussed the importance of being there for their people especially when confusion, rapid changing situations were occurring.
- We had some dialogue about delegating and motivating – how to transfer their passion and emotion.

The last stop on the battlefield tour is the cemetery where Abraham Lincoln gave his inspirational Gettysburg Address. When I reflect on the time we spent on that hallowed ground, words will never be enough to express my gratitude for the dead, wounded and missing American soldiers who, 153 years ago, willingly sacrificed their lives and futures for a cause greater than self. I, as one who never had the privilege of serving in the military, am so thankful for all the men and women who made the ultimate sacrifice to protect the freedoms that I too often take for granted. My hope and prayer is that we never forget the debt we owe these true heroes - their sacrifices saved our great Nation.

True Growth Takeaway: Never forget why America is "the land of the free and home of the brave."

True Growth Reflection: List three blessings of being an American.

Recommended Reading: *Killer Angels* by Michael Shaara - Winner of the Pulitzer Prize for Fiction in 1975. If you are going to read one book about the Battle of Gettysburg, this is the one! The following testimonial says it all...

"A book that changed my life... I had never visited Gettysburg, knew almost nothing about that battle before I read the book, but here it all came alive...I wept. No book, novel or nonfiction, had ever done that to me before." - Ken Burns, Filmmaker and Co-Author of *The Civil War*

True Growth Reflection: Authentic/Humble

Reflect on the following behaviors that are essential to being an Authentic and Humble leader:

1. The leader is genuine and not trying to imitate someone else in speech, expressions or gestures. Viewed as the real deal and not modeling or emulating anyone else.
2. The leader puts the interest of others and the team ahead of his/her own self interests.
3. The leader avoids the limelight while ensuring team members receive recognition for their performance.

Transparent

4. The leader's words and actions are consistently aligned.
5. The leader openly discusses his/her personal values and the organization's values with others.
6. The leader ensures people are informed about the reasons for his/her decisions/actions.

If you need to work on being a more Authentic and Humble leader, select the one behavior that needs the most attention and develop three actions that you will work on within the next 30-90 days to shore up this competency:

1. _____

2. _____

3. _____

Contributors

Lawson Magruder

Founder and President of LWM III Consulting LLC, Lawson has been coaching professionals, mentoring leaders and building highly effective teams for more than four decades. He has led soldiers in combat in Vietnam and Somalia, and commanded the Joint Readiness Training Center and Ft Polk, US Army South in Panama and the historic 10th Mountain Division. Retiring as a Lieutenant General after 32 years of service, he has served as a senior leader in business and academia, and a senior mentor for Army leaders and units. He is a member of the US Army Ranger Hall of Fame, the US Army ROTC Hall of Fame and the highest ranking graduate from Army ROTC at the University of Texas at Austin. He has been married to Gloria for over 48 years and they are blessed to have three children and four grandchildren.

Byrd Baggett

Byrd is a best-selling author and popular motivational speaker. He has been helping organizations develop authentic leaders and passionately engaged teams since 1990. His corporate experience includes sales and management careers with two Fortune 500 companies. He is a Member of LWM III Consulting LLC and the creator of the True Growth brand. Byrd is the author of 15 best-selling books on the topics of sales, customer service, leadership and motivation. A former All-American sprinter at the University of Texas at Austin, Byrd is also a Certified Speaking Professional (CSP), the highest earned designation presented by the National Speakers Association. Jeanne is his wife and best friend and they have been blessed with three children; Ashley, Amy and Austin.

Bob Dare

Bob served 28 years in the United States Army. He held every noncommissioned officer leadership position culminating with his last three assignments as Command Sergeant Major for the 25th Infantry Division, United States Army Pacific Command and United States Army Forces Command. Since his retirement, Bob has continued leading in the corporate sector. He has been the Vice President of Global Sales for two training and simulation companies. He has been part of the True Growth team since 2011. Bob and his wife of 46 years, Karen, reside in Atlanta, GA.

Larry Cole

Larry Cole, Ph.D., created the TeamMax® methodology that measures behavior change in “real-time.” His methodologies drive behavioral change and answer the question, “does classroom training result in a behavior change?” His consulting success over the past three decades is based on the philosophy that *systems drive behavior change*. His discovery of the core competencies and behaviors of high performing leaders is the basis of the True Growth 360° Assessment. This assessment has helped more than 10,000 leaders become more effective in their leadership roles. He authored the 7-Step Personal Change Process™ that systemically improves individual performance and organizational change. He has published ten books and over one hundred articles. He champions the concept that *frustration is your best friend™*.

Freddy McFarren

Freddy served in the United States Army for over 37 years retiring as a Lieutenant General. The majority of his military career was spent leading/coaching soldiers at all levels. His key assignments included commanding the Fifth US Army, the 24th Infantry Division and Fort

Riley, Kansas. He was also the Commandant of Cadets at West Point. Over 12 years were spent as a paratrooper with the XVIII Airborne Corps and 82d Airborne Division. His combat experience included Vietnam, Grenada, and the First Gulf War. Freddy has been a member of the True Growth team since 2011.

Bob Clark

Bob served for over 36 years in the United States Army, retiring in 2007 as a Lieutenant General. He is a distinguished Military Graduate and Distinguished Alumnus of Texas Tech University. He holds a master's degree in Political Science from Auburn University. He commanded the Fifth U. S. Army, the 101st Airborne Division and the 3d Brigade of the 101st in Desert Shield/Storm. He served as a rifle platoon leader in the 1st Cavalry Division in Viet Nam. Following retirement from active duty, he served as a senior mentor for Army commanders preparing for deployment to Iraq and Afghanistan, and for civil support missions in the continental United States. Bob has been a member of the True Growth team since 2014. He was recently inducted into the 2016 inaugural class of the U.S. Army ROTC National Hall of Fame. He and his wife, Susan, reside in San Antonio, Texas.

Ken Keen

Ken is the Associate Dean of Leadership Development for Emory University's Goizueta Business School. Ken served 38 years in the Army retiring as a Lieutenant General. His assignments included Commander of Joint Task Force – Haiti following the 2010 earthquake, Commander of the Military Group in Colombia, Commander of the 75th Ranger Regiment, and Battalion Command of 1st Ranger Battalion and 1st 505th PIR. His combat experience includes Just Cause in Panama and Desert Storm. Ken is a distinguished military graduate from Eastern Kentucky University and a graduate of the University of Florida's Master

of Arts in Latin American Studies program. Ken is a member of the U.S. Army Ranger Hall of Fame and the U.S. Army ROTC National Hall of Fame. He has been a member of the True Growth team since 2015.

Vinny Boles

Vinny Boles resides in Huntsville, Alabama. He served in the US Army over 33 years retiring as a Major General. He held leadership positions at every rank in the Army to include 5 consecutive years of service as a Commanding General after the terrorist attacks of 11 September 2001. He culminated his service as the Army's Assistant Deputy Chief of Staff, G-4 in the Pentagon. A member of the National Speakers Association, he has presented to professional associations and companies throughout the world. He holds an MBA from Babson College and BA in History from Niagara University. He is a member of the Niagara University ROTC Hall of Fame and the US Army Ordnance Corps Hall of Fame. Vinny has been a member of the True Growth team since 2011.

Byron Bagby

Byron served in the U.S. Army for 33 years and retired as a Major General. He has spent his career leading and training Army, Joint and Multinational organizations. He has served as Commandant of Joint Forces Staff College and Chief of Staff of U.S. Army Europe. He has combat experience in Grenada and Afghanistan. He earned a Master's degree in Education from UNC-Chapel Hill and a B.A. in Economics from Westminster College. He serves on numerous boards, including the Vice Chairman of the Westminster College Board of Trustees. He is a 2011 Westminster College Lifetime Alumni Achievement Award recipient. He has earned the National Association of Corporate Directors Governance Fellow credential. Byron has been a member of the True Growth team since 2012.

Bill Weber

Bill retired from the US Army as a Brigadier General after 32 years of service. He commanded numerous units and organizations throughout his career and is a veteran of combat operations during Desert Storm in 1991 and Operation Iraqi Freedom in 2003. He also served in operations in Lebanon, Sinai, Haiti, and Bosnia and had extensive education and experience in the Middle East. Since retiring, Bill has worked in a variety of executive level positions in the corporate sector. A 1975 graduate of Texas A&M University, he has a Master's Degree in National Security Affairs (Middle East Studies) from the Naval Postgraduate School and served as Mayor of the City of Woodway, Texas. Bill has been a member of the True Growth Team since 2014.

Anne Macdonald

Anne Macdonald served in the United States Army for over 30 years and retired as a Brigadier General. She is an Army aviator and commanded Aviation units at the battalion and brigade level. She served as Deputy Director for Operations at the National Military Command Center, The Pentagon; Deputy Commanding General for 7th Infantry Division, Fort Carson; Chief of Staff, United States Army Reserve. Her final assignment was as the Deputy Commanding General for Police Development, NATO Training Mission-Afghanistan. She served in combat during the First Gulf War and Operation Enduring Freedom. Anne was in the first class to graduate with women from the United States Military Academy in 1980. She has been a True Growth team member since 2013. Anne has been happily married to her husband, John for the past 28 years.

Shane Deverill

Shane served 33 years as an Army officer and as an Army civilian. He commanded the 10th Aviation Brigade; served as Inspector General for Army Forces Command; First Army Human Resources Director, and CEO for an aviation surveillance start-up company. He served in Operation Iraqi Freedom 1 & 2. The majority of his career was spent leading, coaching, and inspiring soldiers and civilians. He is currently the strategic planner at the Defense Forensic Science Center in Atlanta. He graduated from the United States Military Academy in 1981. He has been married to Libby for 36 years; they have two sons and one grandson. Shane has been a True Growth team member since 2013.

Bob Hall

Bob retired as the 11th Sergeant Major of the Army after 33 years of service. He held numerous leadership positions including Command Sergeant Major for the Second Infantry Division, 1st US Army, and US Central Command. Upon retirement, he continued his commitment to service with his nomination to senior mentor a US Army panel dedicated to NCO Leader and Training Development. He also served as the co-chair for the Chief of Staff, Army Retiree Council, as Vice Chairman of the Association of the US Army NCO and Soldier Programs and is currently a member of AUSA's Council of Trustees. In 2007, he was presented The Doughboy Award for outstanding contributions to the United States Army Infantry. Bob has been a True Growth team member since 2014.

Dan Elder

Dan retired as a Command Sergeant Major with more than 35 years of service. He served in a variety of units in Germany, Bosnia-Herzegovina,

Croatia and Iraq. Dan's culminating assignment was as the senior enlisted advisor of Army Material Command (AMC). Dan served on the Sergeant Major of the Army's Board of Directors and has authored three books. He is a certified leadership coach and trainer. He earned a master's degree in organizational communication from Northeastern University and a BS in business administration from Touro College. He has been married to Gloria for 32-years and they have two daughters and four grandchildren. Dan has been a member of the True Growth team since 2014.

Phil Johndrow

Philip served more than 33 years in the United States Army. He has held every noncommissioned officer leadership position culminating with his last three assignments as Command Sergeant Major of the 1st Cavalry Division, Multi-National Division Baghdad and the Combined Arms Center. Phil served 42 months in Iraq as a Squadron, Brigade and Division Command Sergeants Major. Since his retirement Phil has been the National Director for Military Relations at Trident University Internal. He serves as a Senior Mentor for the Pre-Command and Command Sergeants Major Development Program. Phil has been a True Growth team member since 2013.

Back Cover

Praise for True Growth

“Success in dealing with life’s struggles begins with knowing oneself. The *True Growth* insights on authentic leadership presented in this book will afford readers with the opportunity to gain a better understanding of themselves and in so doing be better prepared for dealing with the challenges in both their work and personal lives”.

– Len Fullenkamp, Colonel, U.S. Army, Retired, former Professor of Military History and Strategy at the Army War College

"We always built our football program on four pillars: Communication, Trust, Respect, and a Common Purpose. You will find these as a common theme in the many insightful messages from a lot of learned people which are contained in this work. It is a recurring theme of wisdom where the power of the mind opens us to all kinds of possibilities with a "can do" attitude of resolve and commitment.”

– Mack Brown, ESPN/ABC College Football Commentator, Former Head Football Coach, University of Texas Longhorns

“*True Growth* is a wonderful, must-read book, one you will read and re-read, then share with friends and colleagues. Whether you lead a family, a multi-national corporation, or anything in between, *True Growth* is a book that will help you develop as a person and a leader. It’s a book of stories—many very moving, all very real—that provide grist for reflecting on the kind of person and leader you are. Every reader will benefit from this book. I sure did”.

– Lieutenant General Jim Dubik, U.S. Army Retired, PhD, Senior Fellow, Institute for the Study of War, author, *Just War Reconsidered: Strategy, Ethics, and Theory*.

www.truegrowthleadership.com