

# NOTES

## **Introduction: The Emperor Has No Clothes**

1. Personal interview with Dr. Gretchen Gee, January 2019.
2. James O'Toole and Warren Bennis, "A Culture of Candor," *Harvard Business Review*, June 2009.
3. Jack Welch with Suzy Welch, *Winning* (New York: HarperCollins, 2005), 25.
4. Hans Christian Andersen fairy tales are public domain. However, the above is a paraphrase of what is presented in Hans Christian Andersen, *The Emperor's New Clothes* (New York: First Anchor Books, 1983), 77–81.
5. "McCabe Fired for Lacking 'Candor,'" Merriam-Webster, March 17, 2018, <https://www.merriam-webster.com/news-trend-watch/mccabe-fired-for-lacking-candor-20180317>.

## **Chapter 1: Speak the Unspoken Truth**

1. Ephesians 4:15.
2. Job 32:6–9.
3. *Merriam-Webster*, s.v. "candor," last updated December 9, 2020, <https://www.merriam-webster.com/dictionary/candor>; *Online Etymology Dictionary*, s.v. "candor (n.)," <https://www.etymonline.com/word/candor>.
4. *Cambridge Dictionary*, s.v. "candor," <https://dictionary.cambridge.org/us/dictionary/english/candor>.
5. Example is the story of Nathan and David from 2 Samuel 12:1–7.
6. Ephesians 4:15, 29.

## Chapter 2: Enemies of Candor

1. First John 4:18.
2. Paraphrase of David Causey personal Facebook post, “Partakers of the Divine Nature,” January 14, 2020, 8:36 a.m., <https://www.facebook.com/david.causey.507>. Used by permission. Source material for this content can be found in this article: Heather Murphy, “Man who had transplant finds out months later his DNA has changed to that of donor 5,000 miles away,” *Independent*, Monday, December 9, 2019, <https://www.independent.co.uk/news/world/americas/dna-bone-marrow-transplant-man-chimera-chris-long-forensic-science-police-a9238636.html>.
3. As an army chaplain, I have gained confidence by meditating on what Scripture speaks about confidence in our relationship with God. Jeremiah 17:7–8 describes how the person whose confidence is in the Lord is like a strong tree beside a stream, fearing neither heat nor drought. Jeremiah 17:7 (BSB) states: “Blessed is the man who trusts in the LORD, whose confidence is in Him.” Isaiah 32:17 explains that the fruit of righteousness is quiet confidence forever. These are powerful concepts for those who struggle with confidence.
4. First John 4:18.
5. First Corinthians 13.
6. This quote and subsequent thoughts in this paragraph are related to an article I read a while ago that unfortunately I could not find again. I thank this unknown author for their challenging ideas. It is very similar to ideas in this article, <https://quoteinvestigator.com/2015/03/19/judge-others> and similar to Stephen Covey’s quote in his book *The Speed of Trust: The One Thing That Changes Everything* (New York: Free Press, 2005), 13: “We judge ourselves by our intentions and others by their behavior.”

## Chapter 3: Leaders and Meetings with Candor

1. Walt Whitman, *Leaves of Grass*, Preface to the Original Edition, 1855 (London: Trübner & Co., 1881), 22.
2. Ryder Kimball, “Jack Welch, the Former CEO of General Electric Who Grew the Company’s Stock Price by 4,000%, Has Died at the Age of 84,” *Business Insider*, March 2, 2020, <https://www.businessinsider.com/jack-welch-the-former-ceo-of-general-electric-has-died-2020-3>; Wikipedia, s.v. “Jack Welch,” last edited December 5, 2020, [https://en.wikipedia.org/wiki/Jack\\_Welch](https://en.wikipedia.org/wiki/Jack_Welch).
3. Welch and Welch, *Winning*, 25.
4. This is a little bit of an inversion of the quote that is attributed to French philosopher Voltaire, [https://en.wikipedia.org/wiki/Perfect\\_](https://en.wikipedia.org/wiki/Perfect_)

is\_the\_enemy\_of\_good. In my definition, we are looking for the best but might be distracted with just good; whereas Voltaire is cautioning against perfectionism.

5. A climate survey is a questionnaire that goes out to all the office staff that asks about the work culture, and sometimes specifically how the leadership is doing. It provides a picture of the organization's needs and is used by the leadership to enter into a discussion with employees (perhaps at a town hall type meeting) about how to improve.
6. Stewart W. Husted, *George C. Marshall: Rubrics of Leadership* (Carlisle, PA: U.S. Army War College Foundation, Inc., 2006), 116–17.

#### **Chapter 4: Candor in Families**

1. Quoted in Joe Lonsdale, “Thoughts on Marcus Tullius Cicero,” Cicero Foundation, <https://www.ciceroinstitute.org/post/marcus-tullius-cicero>.
2. I first published CAM with coauthor Tony Miltenberger in, *Unbreakable*, our book on marriage. I also wrote about CAM in my dissertation. Both were published in 2014.
3. I realize that for many couples the wife might leave for work early and the husband will stay home, or both may work from home.
4. Henri J. M. Nouwen, *Bread for the Journey: A Daybook of Wisdom and Faith* (New York: Harper One, 1997), 14.
5. C. S. Lewis, *The Four Loves* (New York: Harcourt Brace & Co., 1960), 42.

#### **Chapter 5: Blistering Honesty with Self**

1. The quote is from Jack Welch in his interview at GLS with Bill Hybels, quoted in Lillian Kwon, “Willow Creek Interviews TOMS Founder, Former GE CEO,” *Christian Post*, August 7, 2010, <https://www.christianpost.com/news/willow-creek-interviews-toms-founder-former-ge-ceo.html>.
2. Temperament sorters that work with the Myers-Briggs Type Indicator such as the Keirsey Temperament Sorter.
3. This can be found at [www.causeybooks.com](http://www.causeybooks.com) or <https://survey.sogo.com/survey.com/survey.aspx?k=RSsQQVWVUsSsPsPsP&lang=0&data=>.
4. I understand that there are past experiences in people's lives that need to be dealt with in counseling. Here, I am focusing more on the one- or two-day seminar that is trying to help people. If they focus on either the past or the future in exclusion of how the brain is processing things right now, I believe it will achieve minimal results in the long run.
5. David G. Benner, *The Gift of Being Yourself: The Sacred Call to Self-Discovery* (Downers Grove, IL: InterVarsity, 2004), 69–70.

**Chapter 6: The Indispensable Friendship Factor**

1. Peggy Noonan, *What I Saw at the Revolution: A Political Life in the Reagan Era*, 20th anniversary edition (New York: Random House Trade Paperbacks, 2010), 218.
2. I believe that I heard this story for the first time in a seminary class on leadership in the Spring of 2003. The professor's name was Crawford Loritts.
3. Proverbs 27:17 (NIV).
4. Ecclesiastes 10:10 (BSB).
5. *Merriam-Webster*, s.v. "magnanimous," last updated December 1, 2020, <https://www.merriam-webster.com/dictionary/magnanimous>.
6. Stewart W. Husted, *George C. Marshall: Rubrics of Leadership*, 116–17.
7. Marshall Shelley, *Well-Intentioned Dragons: Ministering to Problem People in the Church* (Minneapolis: Bethany House, 1985), 107.

**Chapter 7: Candor with Difficult People**

1. Quote often misattributed to Winston Churchill. Similar to a quote from Victor Hugo: "You have enemies? Why, it is the story of every man who has done a great deed or created a new idea" (*Things Seen* [New York: Harper & Brothers, 1887], 63).
2. Paraphrase of David Causey personal Facebook post, "Swallowing What Kills Us," June 4, 2020, 9:18 a.m., <https://www.facebook.com/david.causey.507>. Used by permission.
3. The other Hawaiian Islands have similar issues. See Kenneth Chang, "In Hawaii, Chickens Gone Wild," *The New York Times*, April 6, 2015, <https://www.nytimes.com/2015/04/07/science/in-hawaii-chickens-gone-wild.html>.
4. J. R. R. Tolkien, *The Return of the King: Being the Third Part of The Lord of the Rings* (New York: Ballantine Books, 1965), 159, 383.
5. 1. Curmudgeon, 2. Termite, 3. Termite, 4. Rooster, 5. Wolf, 6. Curmudgeon, 7. Wolf, 8. Wolf, 9. Wolf, 10. Curmudgeon, 11. Termite, 12. Curmudgeon, 13. Rooster, 14. Rooster and Wolf and Curmudgeon. (There is more than one right answer for several of these.)
6. *Merriam-Webster*, s.v. "intimate," November 10, 2020, <https://www.merriam-webster.com/dictionary/intimate>.
7. Meekness means "enduring injury with patience and without resentment" (*Merriam-Webster*, s.v. "meek," last updated November 15, 2020, <https://www.merriam-webster.com/dictionary/meek>).

**Chapter 8: Charm vs. Character**

1. Jeffrey Kluger, "Narcissists Know They're Obnoxious, but Love Themselves All the Same," *Time*, October 27, 2011, <https://healthland.time>

- .com/2011/10/27/narcissists-know-theyre-obnoxious-but-love-them-selves-anyway/.
2. Paraphrase of David Causey personal Facebook post, “Charm vs. Character,” January 4, 2019, 2:54 a.m., <https://www.facebook.com/david.causey.507>. Used by permission. Source material for this story can be found at these websites: Mark Oliver, “They Thought Killer-Turned-Writer Jack Unterweger Was Reformed — Then He Started Killing Again,” ATI, January 1, 2019, <https://allthatsinteresting.com/jack-unterweger>; Biography.com Editors, “Jack Unterweger Biography,” Biography.com, July 17, 2020, <https://www.biography.com/crime-figure/jack-unterweger>; and Adrian Bridge, “Murderer’s ‘Final Freedom’: The Bizarre Life of Jack Unterweger, Poet and Killer of Prostitutes, Ends at His Own Hand,” *Independent*, July 3, 1994, <https://www.independent.co.uk/news/world/murderers-final-freedom-the-bizarre-life-of-jack-unterweger-poet-and-killer-of-prostitutes-ends-at-1417861.html>.
  3. Mark Oliver, “They Thought Killer-Turned-Writer Jack Unterweger Was Reformed—Then He Started Killing Again,” All That’s Interesting, January 1, 2019, <https://allthatsinteresting.com/jack-unterweger>.
  4. James O’Toole and Warren Bennis, “Why Good People Do Bad Things,” *Business Today*, December 13, 2009.
  5. Ibid.
  6. Ibid.
  7. Charles Causey, *Words and Deeds: Becoming a Man of Courageous Integrity* (Colorado Springs, CO: NavPress, 2018), 15.
  8. *Merriam-Webster*, s.v. “trust,” last updated November 11, 2020, <https://www.merriam-webster.com/dictionary/trust>.
  9. Daniel Roth, “Jack Welch Says Only Two Words Matter for Leaders Today: Truth and Trust,” LinkedIn, April 21, 2015, <https://www.linkedin.com/pulse/truth-trust-crap-how-jack-welch-looks-leadership-today-daniel-roth>.
  10. Causey, *Words and Deeds*, 17–19.

### Epilogue: The Gift

1. Source unknown.
2. First John 4:18–19.