

THE KORU – DECEMBER 2008



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December 2008 – The Director’s Desk

Welcome to our Christmas edition of The Koru, an opportunity to celebrate a year just completed and welcome in some new and exciting prospects for the coming year. Obviously, a year that started off so promising for many of us has ended in considerably greater struggles than we may have envisaged as the year progressed. With the credit crunch taking its toll and affecting - for many - what otherwise might have been a smooth progression through 2008, it’s a worthwhile exercise to take stock of what has been achieved.

For us here at Lead to Succeed, we’ll reflect on some continuing business relationships with many of you, as well as with the further evolution of our school sport programme which continues to be a motivating passion for me as I watch the likes of foundation graduates such as Kieran Read (Canterbury Crusaders and All Blacks) establishing their burgeoning sport careers. In addition, there’s a second book to contemplate in the new-year, with my publisher soon to receive a manuscript for *Winning Ways: 101 Tips For Leadership Effectiveness*. Also of note is a recently created relationship with Conferenz, where I look forward to contributing to the development and training initiatives implemented by a true New Zealand success story.

But back to this edition of The Koru, and I’m certain you’ll once again find plenty of interest to both you and your colleagues as you contemplate the festive season and a well-earned break. I know it has been a pleasure in compiling the components that constitute this edition of The Koru, much of it driven by both my appreciation of the world in which we live and an evolving understanding of how important health and wellness really is. Having never been someone who’s had to deal with the agitations of any health issue, I was staggered to learn of a risen cholesterol level (not dangerously so, but evident nonetheless) when I last visited my doctor, Simon Mayhew. It was a revelation that has culminated in some significant changes to my eating habits and fitness regimes, the source of which I’m looking to share with you in The Koru.

It is with this in mind that I’ll draw your attention to The Doctor’s Room column of this quarter’s edition. Titled “One For The Blokes”, the column is written by a long-time colleague from my days of heavy immersion in international sport, Mark Sutherland. After attaining the age of forty, Mark found himself afflicted with health issues he had never previously encountered. And the culmination of this is a powerful and compelling workshop he’s presently in the process of marketing and selling to corporate New Zealand. It’s an insightful and essential journey for all

40-plus year old men, and Mark's "One For The Blokes" article is bound to get you thinking – I know it certainly did with me!

"Fit For Life" covers off on a marketing brochure I was fortunate enough to receive at about the same time my own cholesterol status became apparent. Titled "7 Days To A Happier, Healthier You", the article is the brainchild of Conscious Training's James Holins and contains an eating schedule I've subscribed to – although if truth be known, not with absolute and 100% diligence. Nevertheless, I'd have to say the adjustments to my eating strategies have left me feeling more energetic and healthier than I've felt for quite some time – and I've even managed to shed a bit of weight! December's Eat Yourself Holistic column espouses the virtues of the asparagus as an incredibly healthy food option.

Further to this, in an edition somewhat dedicated to issues of health and wellness, we take you surfing into the arthurdevany.com website, which features the workings and efforts of Arthur De Vany, author of the in-progress "Evolutionary Fitness". In addition, the column contains a reference to a timesonline.co.uk article that's undoubtedly worth a read.

This quarter's Feature Article is titled "The People Business: Admitting Error Is Not A Weakness, It's A Strength", and discusses the importance of a business leader's ability to read and interpret mood both in themselves and others. Moreover, the article highlights the importance of honesty in building the kind of relationships that make a difference, putting the onus on leadership to acknowledge mistakes and openly accept error should they occur. To admit a mistake is not a weakness – it's a strength! Our Golden Rules of Leadership segment advances its number to forty-five in the December edition of The Koru, and contains a sequence of three rules designed to be reactive to the difficult economic climate faced by global business.

We once again borrow from RadioSport's High Performance Hour archives and go face-to-face with New Zealand motor racing superstar, Scott Dixon. Having toiled over five years to bring an accurate account of what constitutes high performance in sport, adventure and business, the program has reached a point where it is now ready to consider a natural growth path to New Zealand's leading radio broadcaster, Newstalk ZB. Having previously been a guest on the show, it is with much delight that I link with the show's founding members, Andrew Dewhurst and Jon Ackland, as we collectively look to expand the initiative sometime in 2009. It seems only fitting that we should celebrate the close of 2008 (and welcome in the prospects of 2009) with what is an outstanding Andrew Dewhurst conducted interview.

So join with us as we take you on our quarterly journey to the attainment of your better self, and have a fantastic Christmas in the process. In addition, keep up-to-date with everything that's new by logging onto www.leadtosucceed.co.nz. There's bound to be something there for everyone.

Finally, we'd like to take this opportunity to thank our growing list of clients for all your support throughout the year. We trust you have enjoyed your association with us as much as we have enjoyed ours with you, and look forward to the further nurturing and growth of these relationships. Once again, there's no denying that 2009 looks to be an extremely challenging year for everybody involved in New Zealand and worldwide business, and we can only hope that some insight from The Koru might better enable you to meet the demands of the year.

December 2008 - Feature Article:
The People Business: Admitting Error is Not A Weakness,
It's A Strength



By Craig Lewis

Welcome to *the people business*! It's a business where the ability to read and interpret mood and behaviour in others is paramount - a business where suddenly the technical knowledge and executions that got you there somehow don't matter quite so much. It's a business where the more proficient of us are able to transition from an absolute understanding in one dimension of an industry into a (seemingly) unrelated second industry where the inspiration and motivation of others is the principal determinant of success. To many, promotion to leadership signals the replacement of a company's best technician with its poorest manager – but it doesn't have to be that way!

The people business is as much about awareness as it is about skill – although the more successful of us are able to find equilibrium between the two. In the first instance however, newly appointed leaders must first and foremost make a commitment toward the affiliation and understanding of those under their care. It is a fact that almost everything in leadership comes back to a leader's ability to build high quality relationships. It is my experience that the level of loyalty between two people increases exponentially as the level of trust between the two rises – and it is loyalty that matters most when the odds are stacked against you. The only way you can possibly generate a loyalty in others is to understand them better - and the best way to understand them is to get to know them through the leadership strategies you employ.

Moreover, lasting success in business involves more than simply building relationships between the leader and the other members of the team. That is to say, connections must be formed among *all* members of the team. Every member of the team must feel the existence of a strong bond between themselves and the other members of their team – a strong bond that ultimately culminates in the kind of trust that founders commitment, loyalty and pride on the *shop floor*. And the only way to accomplish this within any team is through leadership – through

leadership that appreciates its importance and commits to ensuring its occurrence.

Leaders who immerse themselves in the business of people are better positioned to interpret what members of their team are thinking and feeling throughout the journey of their working day. It's a great challenge – but a challenge that is prioritised, met and conquered by the truly great leader! Obviously, there are occasions when even the most diligent observer of human behaviour may be mistaken in their interpretation – but if a leader has built a strong relationship based on loyalty and trust the chances are they'll be accurate on the vast majority of occasions. *The people business* is about getting to know your staff well enough to confidently implement a method of operation most likely to be effective for each individual member of your team.

Moreover, a leader is also a part of the people business and has to show that they are real! They have to show they can make a mistake and openly accept it as error. Admitting error is not a weakness – in so many ways, it's actually a strength! It's the kind of strength that enables a working relationship to build, because it signifies the kind of honesty and integrity that brings people together. And it's often the catalyst that enables people to unite and successfully handle a crisis situation, simply because it enables a strong bond to develop prior to the crisis ever taking place. "I got it wrong. I'm sorry. It won't happen again. Let's move on from here" can be a compelling and bonding admission.

The Kiwis 2006 tri-series campaign was remarkable for two reasons. The first was the epic culmination of the series that saw the Kiwis defeated in a golden point extra time final – a game many rugby league pundits have since claimed to be the greatest international ever played. The second was even more heavily publicised. It featured an Australian rugby league player, a Wanganui-born Great Grandmother and a media frenzy that threatened to turn the game upside down – and in the process bring down the Kiwis and their amiable coach, Brian McClellan. *Grannygate* – as it would come to be known – was the story of Nathan Fein and his desire to play for his adopted country – but it also came to be the stimulus that united a team and irrevocably enhanced that team's regard for a coach who wasn't afraid to admit a mistake.

The revelation that an Australian-born player was ineligible to play for the Kiwis was met with a tirade of condemnation from the media. Quick to grab onto a potentially damning story, the Sunday newspapers wasted little time in identifying Brian as a central figure in happenings that had seen Nathan play despite concerns around his eligibility. By placing Brian at the scene of the meeting in which the question mark

over Nathan's eligibility were first raised, the media were able to direct accusations of dishonesty and deceit directly at the team's coach. Whilst Brian's actions could not honestly be construed as deceitful, the truth was that he had (somewhat naively) assumed Nathan's eligibility when his instinct told him this probably wasn't the case – it was a mistake that jeopardised the entire campaign and personally placed him in an untenable position.

And it was only through Brian's prompt and open delineation of the what happened - and his readiness to admit error - that the team was able to uphold its belief in a *good people get good things* ideology. Brian's actions in honestly conveying the actual happenings and conceding error were merely a reflection of his integrity. It was an action that triggered an urgent meeting of all players who needed to first express their despair, and then commit to forging resiliently ahead in its campaign. The players proclamation, "Bluey, we accept what's happened and need you to know we've got your back" was both an expression of trust and a precursor to a record winning victory against Great Britain that very same week.

It is this kind of honesty that breeds respect, and I can honestly say that in all my time in elite, international sport, I have never once witnessed a team that did not have respect as the cornerstone for its success. Everybody has to have a mutual respect for each other. Respect is extremely broad, encompassing respect for each other, respect for the management staff and respect for what the team will have to go through to achieve its ultimate goal. Once you attain the respect you desire, developing and nurturing the team chemistry required is a relatively simple task, but without team members that truly believe in one another you won't travel too far. I've seen countless teams who've tried to ignore this foundation step and instead projected into the recruitment of talent and the conceptualizing of benchmark team tactics. All these teams have failed when their team has been subjected to extreme pressure from a rampaging opponent.

There's no secret formula to developing respect in your organization - positive communication and standards based on common courtesy and honesty are paramount, as is a willingness and concerted effort to better know and understand colleagues. Success is derived not through a sequence of overbearing rules and regulations, but rather through the acquisition of respect within the collective – respect for the person and for the performance they are able to exhibit. It is through the need to better understand and respect each other that teams learn how to maximize the collective knowledge and talent they possess. Respect can be in the giving of time in order to empathize with and develop others. And respect is omnipotent! There should exist respect for the

team and its members and the strategies you choose to implement. In addition, there also needs to be a healthy respect for your major competitors - to disrespect them is to disrespect yourself! And it is the leadership that primarily instills the respect in the organization. By possessing a caring attitude, by communicating your concerns and commendations on a regular basis and by being honest, business leaders are most likely to enjoy the benefits of respect.

Whilst a naïve and less experienced leader might assume commitment, loyalty and pride from the outset, this is very rarely the case. The kind of loyalty and pride that hallmarks all great teams is significantly harder earned than these leaders might wish. People respond to leaders they respect. They respond to leaders who they believe care and are concerned for their welfare. And both of these commodities require a passage of time and a course of commitment that commences with the establishment of a formally developed rapport. People follow leaders not because they have to, but because they want to.

Do players play for coaches? Without question they do. And they play best for the coaches who they feel a strong affinity to – an affinity that is built up over a proven period of trust, loyalty and honour. Of all the great coaches and leaders it has been my privilege to associate with, the ones for whom I have the greatest admiration are those who have clearly set about building a foundation from which to launch a business relationship of a lifetime. And these are relationships nurtured and built over time. They are relationships that have been created from a platform that never once assumed blind follow ship.

Leaders of quality commence their tenure from a positive of ascertaining the motives of others. Theirs is not an expectation of blind allegiance, but rather it is a period of gradual growth and appreciation. Call it distrust or simple experimentation, the fact remains that it is unreasonable to expect cultures and relationships to become evident without first a period of trial. Get to appreciate the motives of others before providing them with an unequivocal freedom, and be certain that they'll be doing the same of you. Tell people what you stand for and care about, but don't expect them to buy it until they have been given sufficient time to assess it as a living process. When you're in a true period of setback, trust perceived on a brittle foundation almost always falters. True trust is what you're aspiring to -the kind of trust that drives performance when we're confronted by despair. The kind of trust that can only be developed through a constancy of effort and a process of unmitigated honesty and affiliation!

People are not going to follow you unless they sense you are real. They're not going to believe in you unless you earn their trust – and

they're not going to trust you unless you always tell the truth and admit when you're wrong. To admit a mistake is not a weakness – it's a strength!

December 2008 – The Doctor’s Rooms
One For the Blokes



By Mark Sutherland

Two cave men are sitting in a cave and one says to the other, “We have plenty of food which is all natural, organic and free range. The air we breathe is still thousands of years away from being polluted, we get plenty of exercise chasing our meals and we are not suffering from diabetes or obesity because sugar hasn’t been discovered, we don’t stress about our dwellings and possessions. All we need is a really well balanced club, we know how to make fire so we don’t get cold, and the Ozone is still intact so skin cancer is not a problem. And our women look after the children so we don’t have any real broken sleeps. There’s no money so we don’t have any bills to pay or fret about. On top of that, we get plenty of time to bond with our male friends and exchange old war stories. So if this is all good why don’t we live past 30?”

20,000 years after our ancestors we are living longer but we do have some issues to deal with. Cave men probably crammed into 30 years what we cram into 70-80 years. Sure they didn’t go on boating holidays at Christmas and get to drink a cold beer on a warm summer evening, but it is probably all relative.

In every practical sense you are in charge of your destiny, your goals, your plans and your life. You make it great or you don’t. We are only on this world for a short time so we may as well make it a great time.

After 40, something happens. We start to question things about our lives, our health, relationships, career, fitness, what we have achieved or not achieved, our future and other things too many to mention. The body doesn’t react to stresses the way it used to. Going for a run was something you did 15 years ago. You get aches and pains you didn’t used to get, your body is suffering from your sports field war injuries from your days as a high school or club athlete built of steel and bucketfuls of testosterone.

Before you know it you're 40, 45, 50 or 55 and older and you have kids and responsibilities. Your increased income doesn't go as far as it should because your teenage money-suckers constantly have their hands out for dancing shoes, guitar lessons, extra tuition, new footy boots, school trips and pocket money they don't want to do any chores for. Then the ultimate slap in the face happens: you wake up, get out of bed and walk down the hallway and a six foot giant walks by you and says, "G'day Dad and pats you on the head – the little bugger isn't shorter than you anymore."

While all of this is taking place you are trying to further yourself in your career, deal with work mates, bosses, clients, shareholders etc. This is draining and tiring, and starts to take over your mind. Before you know it you are completely out of balance and heavily work-oriented.

Let's not forget that you also have a relationship to maintain with your fishing, golf, sports night with the boys, and of course your wife or girlfriend (or both if you have lost your way). The true love of your life, that sports vintage car is being neglected all this time and you just can't seem to find the time. To add insult to injury your body is changing and your hair is greying, your belly is expanding, and your neck flops over your collar. You haven't had a health check for years and you have put off going to the dentist – it hurts and they cost too much! You puff going up the stairs because you don't exercise, deep sleep is not possible because your brain just keeps firing on the eight cups of coffee that have not made their way through your system. Your wife has been asleep for an hour - thank goodness. At least you don't have to perform; it was hard enough just walking up the stairs.

In the shower you notice that one testicle is a little abnormal, but she'll be right. Peeing is a little bit harder than it used to be, but she'll be right. Your heart seems to be racing, but she'll be right. You get headaches regularly, but she'll be right. An erection is a memory and that really is annoying - you don't feel quite the same without one of those from time to time. To top it all off, you are quietly grumpy and unhappy, but you will just keep that to yourself, she'll be right. You suffer from a lack of tolerance to just about everything and mostly you don't know what to do about it

Here are some statistics taken from a variety of sources that paint a picture of modern man. Unfortunately, they can't be compared with the Flintstones era as there doesn't seem to be any records carved in stone from that time.

We are -

- 95% of work-related deaths

- 90% of property damage arrests
- 83% of arrests for violent offences

We have –

- More road deaths because we drive too fast
- When over 45, a higher risk of bowel, skin and prostate cancer, sexual dysfunction and psycho/social ailments
- A life expectancy of 78 compared with women at 82 - for Maori this is 67 and 72.
- Compared to women, less likelihood of practising self-care.

We –

- Sleep 6hrs to women's 8.2hrs
- Consume more saturated fat and cholesterol
- Eat fewer fruits and vegetables
- Eat less fibre
- Skip breakfast
- Are less likely to limit sugar and sweet foods in our diet
- Drink more coffee
- Are more overweight
- Are 50% less likely to try and lose weight
- Are less physically active (although this may be changing in NZ)
- Have twice as many deaths attributed to smoking
- Make fewer visits to the doctor and when we do go we lie
- A 1996 NZ survey showed 60% of men don't have a doctor.

You will recognise some of these things but hopefully will not be suffering from all of them. If you identify with any of this then it's time you got your act together and fronted up to yourself and your loved ones.

Mark Sutherland is a former Olympic and World Championship winning coach to Ian Ferguson and Paul McDonald, who present day manages and directs a successful executive coaching company. He is also a forty-seven year old male, who found himself afflicted by health issues and disease post-40, having never experienced any such symptoms previous. As a consequence of this experience, Mark has created a highly entertaining and insightful workshop titled, "One For the Blokes" where he both shares his experiences and provides exceptional advice for all 40-plus year old males.

So if you are a 40-plus year old male, or if you're simply looking for a Christmas gift for your 40-plus year old team members, I'd strongly urge you to visit Mark's website, www.executivecoaching.co.nz, click on services and download the "One For The Blokes" brochure if you'd like

to better understand how you can go about getting either your life or the lives of the 40-plus year old males you care about together.

Personally, I can't think of a greater or better value for money gift to provide to either yourself or your 40-plus year old male team members – the gift of a healthy, happy and sustained life.

December 2008 – Fit For Life
7 Days To A Happier Healthier You...

By James Holins, Conscious Training

Are you unhappy with the way you look and feel?

Do you frequently experience low energy levels or high stress levels?
Does your body feel weak or seized up?
Do you sleep poorly? Do you experience mood swings? Do you get sick regularly?
Have you always thought your life should be better and more fulfilling than it is?

If you have answered yes to any of these questions, then this programme is here to help you get started on your personal journey to wellness.

7 Days to a Happier Healthier You offers a back to basics holistic approach to living. Each of the 7 steps in the programme has the power to profoundly change your life for the better.

It is up to you if you choose to fully embrace the entire programme at once, or just introduce one or two changes to your life to begin with. Often change is easier one simple step at a time. The important thing is to decide that change needs to happen and commit yourself to making that first step.

If you are definitely ready to make some positive lifestyle changes but feel like you could use some extra support and motivation in setting and achieving your goals, then at the end of this programme you will find information about how you can transform your life on every level with personal training and wellness coaching from Conscious Training Ltd.

Enjoy the programme and remember, “You have the power to change.”

Breathe

Breathing properly is the first step to improving health, energy and vitality.

If you currently suffer from headaches, neck, shoulder or back pains, sleep problems, poor digestion or just feel tired all the time, poor breathing may be the cause.

In today's fast paced world it is easy for life's stresses to get the better of us and as a result breathing suffers. Instead of taking nice deep slow rhythmical breathes our breathing pattern changes and we unconsciously start breathing more shallowly and rapidly. This upsets the energy balance in our entire body and leads to many health problems.

The way you are breathing is always a reflection of your state of mind. For the next 7 days, if you find yourself experiencing fear, stress, anger or other negative emotions immediately come back to the breath. Focus on restoring deep slow controlled breaths and the emotions troubling you will melt away...

Also, at the beginning of each day take a few moments to set your breathing. Breathe in slowly through your nose, filling your belly and lungs completely with air, slowly exhale through your mouth, pause slightly, and then inhale again. Repeat this cycle 5 times. Focus on how you feel afterwards and tell yourself that this is how you are going to breathe all day long.

Move

Flowing water never stagnates and the hinges of an active door never rust. This is due to movement. (Confucious)

The human body was designed to move and loves to move. If we are not physically active our energy does not flow and this affects our happiness and wellbeing on all levels. Without regular exercise you miss an opportunity to release stress and gain energy.

Exercising regularly improves physical health and brings about a corresponding mental and emotional transformation. Make exercise a habit; if possible, schedule your activity for the same time every day. Your body will come to expect and look forward to it.

For the next 7 days set aside 30-40 minutes every day and participate in a form of exercise you love. It could be walking, running, playing golf or tennis or doing a group fitness class. If it has been a while since you last did any exercise and the idea of 30 minutes of exercise is overwhelming start with 10 minutes and build from there. Again, the key is making that first step.

Exercising first thing in the morning is great as it boosts your metabolism and energy levels for the entire day. Establish your exercise

pattern as soon as possible and get some positive momentum happening in your life.

Muscle Check

Feeling weak? Once you hit 25 you begin to lose muscle mass. Regular resistance training using weights can stop and reverse the process and has many other benefits also. Strength training increases bone mineral density and decreases your chances of developing Osteoporosis.

Maintaining muscle strength and tone will help you maintain a resting metabolic rate throughout your life which helps to stop the accrual of body fat that normally occurs as people age.

By following a carefully tailored strength-training programme you will increase joint stability and strength, enjoy increased power and sporting performance, increase vitality and enjoy a better quality of life.

An ideal exercise programme is one that covers all bases - resistance training, stretching and a moderate amount of low-impact cardiovascular training. These components, coupled with a sound nutrition plan are the recipe for a very happy healthy body, which will support you well into old age.

Hydrate

“Water is the first principle of all things.”

This statement was made by a Greek philosopher thousands of years ago. Water is, quite simply, essential to life – there would be no life on Earth without the existence of adequate water.

The human body is made up of around 70% water and we require water for each and every internal function. Water regulates our temperature, removes toxins, assists in the digestion and absorption of food and allows for the transportation of oxygen and nutrients to every cell.

Most people don't drink nearly enough water and spend most of their lives in a dehydrated state. Often when people think they are hungry it is really their body sending them a message that it needs water!

To maintain our health, we need to be drinking around 3 litres of good quality water each day. Just as we need to include high quality foods in

our nutrition plan, the water we drink must also be free from harmful chemicals and additives to ensure it is of positive benefit to our bodies.

If losing body fat is your goal then drinking adequate amounts of water is your best weapon. When you drink cold water, it speeds up the body's metabolic rate due to the body's need to re-heat itself afterwards. So the more water you drink, the greater the amount of calories your body burns up!

Invest in a large container (20 litres) of high quality water and at the start of each day fill two 1.5 litre bottles. Carry these bottles with you for the day and regularly sip from them. At first you may struggle to get through even one bottle in a day but stick with it and slowly but surely your consumption and enjoyment of water will grow.

Stretch

Being flexible is the key to optimum living through to our senior years as demonstrated by many Eastern cultures. On the other hand, in the Western world minimal mobility is normally the order of the day.

To enjoy good health we need to stretch. If you have ever watched a cat go about its day you will have noticed that they are constantly stretching themselves. To retain suppleness, balance and agility throughout our lives we need to follow the cat's lead and work regularly on our flexibility.

By stretching we keep our bodies open and flowing. Being flexible helps us maintain good control of energy levels and hormonal functions and also enables vital nutrients to circulate freely through the body.

For the next 7 days when you get up in the morning and whenever your body feels a bit tight or seized up, take a minute to stretch. Tune into your body and feel if there is anywhere you are holding tension. Allow your body to move anyway it wants to or needs to to free itself up.

Look for somewhere near you that offers regular stretching or relaxation classes like Yoga, Pilates or Tai Chi and give them a go. Your body will thank you for it!

Be Grateful

Gratitude is a very powerful emotion. The more we are thankful for all that we are and all that we have, the more experiences we will be given in our lives to be grateful for. This works on the principle of "The Law of

Attraction”, which is the most powerful law in the Universe. In a nutshell, whatever thoughts or energy you send out to the world come right back to you.

Having an ‘attitude of gratitude’ helps us to live from our hearts and draws us more experiences and people to love and be loved by.

Each evening as you are getting into bed, take some slow deep breaths, tune into your heart and say thank you 20 times. Imagine you are speaking from your heart and allow yourself to really feel the things in your life you are grateful for.

Have a pen and a notebook ready beside the bed and write down 3 or 4 things you are truly grateful for in your life. Each night from now on you are going to write in this ‘gratitude journal’ and you will be amazed at just how much great stuff you already have in your life and how much more starts coming to you.

The way to write in your journal is to make strong statements. For example, “I am grateful for the abundance coming to me everyday”, “I am truly grateful for my loving relationships”, “I am so grateful for my children”.

As the programme is called 7 days to a Happier Healthier You, one gratitude statement I would like you to start using and really connect with is, **“I am truly grateful now that my body is creating perfect health and harmony.”** Take this phrase to heart and repeat it to yourself throughout the day. Just doing this one thing has the potential to transform your life.

Sleep Well

If you have trouble getting to sleep, find yourself waking up through the night, or wake feeling tired and low on energy try the following for the next 7 days.

Work out how many hours of sleep you need each night to feel rested.

Next, look at the time you need to wake up each morning. Calculate backwards to set your bedtime and aim to be in bed with the lights out at this time each night.

To help you wind down from the day and to prepare mind and body for rest, stop eating 2 hours before bedtime. Avoid drinks containing caffeine or sugar in the evenings and try a relaxing herbal tea instead.

Stop watching TV at least an hour before bed as this too can influence our sleep patterns negatively.

Wind down with a long soak in the bath, read an up-lifting book or write a few lines in your gratitude journal. Filling your mind with positive influences before bed guarantees a more peaceful night's sleep.

Just as we can set an alarm for the morning, we can also 'set' ourselves for a great night's sleep.

When you turn out the lights and close your eyes, visualize yourself having a deep, uninterrupted sleep and waking up at the perfect time feeling refreshed and energized. It won't be long before you no longer need that pesky alarm clock!

Alkalize

Our bodies are designed to run in a slightly alkaline state for optimum functioning and health. All foods we eat leave an ash residue behind internally once we have digested them. This residue is either alkaline or acidic depending on what foods we have eaten. For peak health our diets should consist of around 80% alkaline forming foods and 20% acid forming foods. If we maintain this balance our bodies run happily and smoothly and we feel energized.

Unfortunately, in today's modern world most people's diets consist of quick convenience foods which are highly processed, packed with chemical additives and severely lacking in nutrients. These foods not only offer very little nutritional benefit but are also very acid forming. Not only that, but many people only add to the damage they are doing to themselves by consuming large amounts of alcohol, caffeine or sugar laden drinks which again are purely acid forming!

By constantly flooding our bodies with acid, digestion slows down and waste products and toxins accumulate and get stored as fat. This toxic build-up is the cause of most disease in our bodies so it is really important to pay attention to what we are putting inside ourselves.

An alkaline eating plan is designed to work in harmony with your body and its requirements for complete nutrition. It is a holistic way of eating, using food to nourish our whole being – body, mind and soul.

Once you start getting all the vitamins and minerals you need from your diet you will soon find that your energy and happiness levels improve and you stop craving junk foods and other 'quick fix' foods and drinks.

For the next 7 days

- Cut back on or eliminate processed or pre-prepared foods
- Eat more fresh fruits and vegetables and plenty of greens
- Aim to eat around 50% raw food and fruit each day to replenish vital enzymes in the body
- Eat plenty of protein from good sources – fish, free range chicken, organic lamb
- Eat nuts and seeds
- Cut down on breads and products containing wheat or gluten
- Consume less dairy products
- Cut down or eliminate alcohol and drinks containing caffeine or high levels of sugar
- Avoid biscuits, cakes and all other sweet foods.

To help you get started, included in this programme is a 7 day meal plan. Try it out for a week and see how much better you feel.

If you would really like to get your eating on track then Conscious Training can put together a nutrition plan for you perfectly suited to your needs.

The 7 day programme

The day before you start this programme discard any highly processed foods from your fridge and cupboards and pick up a 20 litre container of quality water from your local health or organic shop.

Buy yourself enough fresh food to last the first few days. Start getting in the habit of buying food every couple of days to ensure freshness.

Get yourself a notebook to used as your gratitude journal and get some motivational books or magazines from the library or bookshop.

Let your friends and family know what you are doing for the next week and ask for their support and encouragement.

Most importantly, let your body know that you are going to be making some positive lifestyle changes to help it become healthier and stronger. The journey to good health is all about re-connecting and making friends with our bodies again.

At the end of the 7 days, plan to do something to honour yourself and to celebrate your achievements on the programme. Make a list of 10 things you have thought about doing just for you and do 1 of them at the end of the week. It could be having a massage, buying some new clothes, or maybe going for a long walk along your favourite beach. Set aside 2-3 hours just for you and enjoy yourself.

Look forward to the next 7 days and see yourself easily adapting to and enjoying the changes you are making towards a new you and a better life.

Day 1

When you get up: Stretch and do 5 deep breaths. Have a drink of lemon juice in warm water to quickly alkalize your body. Now is a great time to start moving. Go for a walk for 30-40 mins.

Breakfast: 2 poached free range or organic eggs on well toasted wholegrain bread.

- Fill your two 1.5 litre water bottles for the day.

Snack: 1 piece of fruit or a handful of nuts and seeds (try almonds, walnuts, cashews and pumpkin and sunflower seeds).

Lunch: Large salad with plenty of leafy greens – garnish with olive oil, pesto and lemon juice.

Is your breathing nice and relaxed?

Mid-afternoon: Carrot sticks and celery with hummus or 2 apples or 2 oranges.

Are you drinking enough water?

Dinner: Chicken stir fry. Use free range or organic chicken if possible. Cook in olive oil and lightly cook vegetables.

Before bed: Have a relaxing herbal tea. Give thanks for the day and write in your gratitude journal. Tell yourself you are going to have a great night's sleep and turn lights off at the bedtime you have set for yourself.

Day 2

When you get up: Stretch and do 5 deep breaths. Have a drink of lemon juice in warm water to quickly alkalize your body. Now is a great time to start moving. Go for a walk for 30-40 mins.

Breakfast: Muesli – organic if possible with unsweetened acidophilus yoghurt topped with freshly grated apple

- Fill your water bottles for the day.

Snack: Have a green drink with Spirulina or Barley grass. Green drinks are packed with energy and alkalize your body rapidly. Available from all good health food shops.

Lunch: Large tuna salad.

Breathing check – nice and slow or fast and erratic?

Mid-afternoon: Have a handful of nuts and seeds or 2 pieces of fruit

Dinner: Grilled lamb. Use organic meat if possible and cook until medium rare. Garnish with a good quality mustard. Add steamed silver beat or spinach with steamed carrots.

Before bed: have a herbal tea or wind down with a nice soak in a hot tub. Give thanks for the day and write in your journal and light's out at your set bedtime.

Day 3

When you get up: Stretch and do 5 deep breaths. Have a drink of lemon juice in warm water to quickly alkalize your body. Now is a great time to start moving. Go for a walk for 30-40 mins.

Breakfast: Buckwheat with figs, raisins and honey. (Buckwheat is available from all good health or organic shops and is cooked in 15 minutes by boiling). Then add other ingredients. A delicious energy packed breakfast

- Fill your water bottles for the day

Snack: Whey protein shake with a banana or a handful of nuts and seeds

Lunch: Large salad with lots of leafy greens. Add chicken and/or avocado

How is your breathing going?

How much water have you drunk so far today?

Mid-afternoon: Have a green drink or 2 pieces of fruit

Dinner: Grilled salmon with honey caramelised on top. Serve with steamed broccoli and carrot. Garnish with lemon juice.

Before bed: have a herbal tea. Read a good book. Write in your gratitude journal and light's out at the same time as usual

Day 4

When you get up: You know the drill by now - Stretch and do 5 deep breaths. Have a drink of lemon juice in warm water and go for a walk for 30-40 mins.

Breakfast: Avocado and tomato on toast. Rub a clove of garlic on the toast then spread on avocado and add sliced tomato. Season with a good quality sea salt

- Fill your water bottles

Snack: Have a green drink and 2 pieces of fruit

Lunch: Organic soup – chicken, lamb or pumpkin flavour. Available from all good supermarkets.

Are you breathing well today? How are your energy and stress levels?
Are you drinking enough water?

Mid-afternoon: Whey protein with banana

Dinner: Fresh fish (steamed) with asparagus, broccoli and tomatoes.
Garnish with lemon juice

Before bed: Wind down in your favourite way. Write in your journal and lights out

Day 5

When you get up: Stretch and do 5 deep breaths. Have a drink of lemon juice in warm water and go for a walk for 30-40 mins.

Breakfast: Muesli topped with yoghurt and fresh fruit

- Fill your water bottles

Snack: Whey protein shake or green drink

Lunch: Large leafy salad with avocado or tuna

Mid-afternoon: Handful of nuts and seeds

Dinner: Stir fried vegetables with brown rice and cashews

Before bed: Relax, breathe deep and look forward to a great night's sleep. Write in your gratitude journal. Are you finding more and more to be grateful for each day?

Are you finding you are getting to sleep easier now? Are you sticking to your set bedtime? Are you sleeping more deeply through the night?

Day 6

When you get up: Stretch and do 5 deep breaths. Have a drink of lemon juice in warm water and go for a walk for 30-40 mins.

Is your body starting to feel fitter? Have you noticed that you are starting to lose body fat?

Breakfast: Buckwheat with figs, raisins and honey.

- Fill your water bottles

Snack: 2 pieces of fruit or a green drink

Lunch: A nice big salad sandwich on wholegrain bread or a large salad

Mid-afternoon: Whey protein shake with banana or a handful of nuts and seeds

How are your energy levels now? Are they improving each day? Do you feel more alert and focused? Do you feel happier? Have your stress levels gone down?

Dinner: Grilled steak with onion, garlic and steamed silver beat and raw carrot and capsicum

Before bed: Relax, breathe deep, be grateful and write in your journal, then lights out.

Day 7

When you get up: Stretch and do 5 deep breaths. Have a drink of lemon juice in warm water and go for a walk for 30-40 mins.

Breakfast: Make an omelette using 2 whole eggs and 2 egg whites and add tomato and spinach

- Fill your water bottles

Snack: Whey protein shake with banana and nuts

Lunch: Beef salad plenty of fresh raw vegetables

Mid-afternoon: Green drink or 2 pieces of fruit

Dinner: BBQ or grill some fresh prawn or salmon kebabs and serve with lightly sautéed vegetables

Before bed: Wind down in your favourite way. Write in your journal and perhaps make mention of how grateful you are for your body's support and healing over the last week.

Congratulations on your accomplishments. I hope you are feeling better on all levels and that you have established some good habits and patterns to continue with.

Remember, the path to wellness is just that, a path. As long as we stay on the path and keep doing the things we know are good for us, our bodies will reward us with good health.

How Conscious Training Ltd Can Help You

Conscious Training specialises in: Holistic personal training, wellness and lifestyle coaching, nutritional guidance, weight-loss solutions, detox programmes.

Would you like to discover your true potential and be all that you can be? If you are ready to get your body in fantastic shape and transform your life on every level, then I would love to hear from you.

I offer a true 'holistic' or whole body approach to Personal Training. I will help you re-connect with all aspects of yourself to enable you to tap into your inner power and enjoy increased strength, health, happiness and vitality.

I offer personalized work-outs which are up-lifting, energizing and above all, FUN!

I am passionate about helping people feel great about themselves and live longer, more fulfilling lives.

Through my own personal search for the 'truth' over the last 10 years, I have discovered that the 'secret' to good health and a happy body is all about getting back to basics. There is no reason why you can't feel fitter and stronger every year. Doing the 'simple' things consistently is the answer.

I will share what I have learned with you and give you the knowledge to understand your body and its unique make-up and provide the support and motivation you need to achieve your goals and live the life you've dreamed of.

- As part of my desire to see my clients make positive progress as rapidly as possible, I provide a 'recovery' drink for you after every workout which is filled with yummy and nutritious organic ingredients.

To assist you even more, the initial personal training session with me is complimentary. So you are able to see and feel for yourself how Conscious Training can help you reach your goals.

How to get started

If you are ready to get started on the journey to a new you –

Contact: James Holins
Ph: 021 893-938
Email: james@conscioustraining.co.nz
Address: Conscious Training Ltd is based in the Lifestyle Fitness gym in the Apollo Health Centre, 119 Apollo Drive, Albany, Auckland

Please Note: Complimentary initial training sessions are mentioned on the original marketing document, and may or may not still be applicable.

December 2008: Eat Yourself Holistic
Asparagus: Fascinating Insights on this Healthy Holiday Favourite

Asparagus has been a prized vegetable for nearly 2,000 years. Though it originated in the eastern Mediterranean region (and was later re-popularized by Louis XIV in the 18th century), it is now quite common in the United States.

In fact, the Asparagus Capital of the World is right here in Oceana County Michigan, and if you're interested in really delving into the "roots" of this fascinating vegetable, you may enjoy the award-winning documentary film just produced about its "spear-struck" residents: [Asparagus: Stalking the American Life!](#)

Some Facts About Asparagus You Never Knew ...

Aside from serving it as a side dish during the holidays, many people are largely missing out on what makes asparagus so unique. For instance:

- Asparagus is a member of the lily family
- It grows from "crowns" planted into the ground, and it takes about three years from first planting before it can be harvested (during this time the crown grows a strong root system)
- An asparagus spear can grow 10 inches in a 24-hour period under the right conditions
- There are about 300 varieties of asparagus, but only 20 are edible
- After it's harvested, asparagus spears grow into ferns that produce red berries

Healthy Reasons to Enjoy Asparagus

Asparagus is an excellent source of vitamin K, the B vitamin folate, vitamin C, vitamin A, and numerous other B vitamins including vitamin B1, B2, B3 and B6. It also contains dietary fiber, manganese, copper, phosphorus, potassium and protein.

Health-wise, asparagus is most noted for:

Heart Benefits: The folate in asparagus is excellent for your heart, playing a role in the proper transcription of DNA and transforming norepinephrine into adrenaline, and serotonin into melatonin. Folate also helps keep levels of homocysteine low, which is important as raised levels have been linked to heart disease. One

serving of asparagus gives you nearly 66 percent of the daily recommended intake of folate!

Good for Your Gut: Asparagus contains inulin, a type of carbohydrate that friendly bacteria in your gut loves. A diet rich in inulin helps the good bacteria in your gut grow and flourish, which makes it harder for disease-causing bacteria to reside in your intestinal tract.

Reduce Swelling and Water Retention: Because of its mineral profile and the amino acid asparagine, asparagus has a diuretic effect. It has been used historically to treat the swelling of arthritis and reduce water retention.

Fight Birth Defects: The folate in asparagus is essential for proper cellular division, and inadequate levels during pregnancy have been linked to birth defects. Because of this, eating plenty of asparagus during the early stages of pregnancy, or if you're thinking of becoming pregnant, is a healthy choice.

What About That Strange Smell?

If you enjoy asparagus you may have noticed that it can give a distinctive "asparagus smell" to your urine. Not to worry, this odor is caused by breakdown products of asparagus and is completely harmless.

Asparagus Recipes to Try Out

Asparagus is delicious simply steamed, boiled, or roasted, but here are a couple of more unusual recipes to try.

Asparagus Soup

Ingredients:

- 1 pound fresh asparagus
- 3/4 cup chopped onion
- 1/2 cup vegetable broth
- 1 tablespoon butter
- 2 tablespoons all-purpose flour
- 1 teaspoon salt
- 1 pinch ground black pepper
- 1 1/4 cups vegetable broth
- 1 cup soy milk

1/2 cup yogurt
1 teaspoon lemon juice
1/4 cup grated Parmesan cheese

Directions:

1. Place asparagus and onion in a saucepan with 1/2 cup vegetable broth. Bring the broth to a boil, reduce heat and let simmer until the vegetables are tender.
2. Reserve a few asparagus tips for garnish. Place remaining vegetable mixture in an electric blender and puree until smooth.
3. Melt butter in the pan that was used for simmering the asparagus and onions. Stir while sprinkling flour, salt, and pepper into the butter. Do not let the flour brown. Allow the mixture to cook only 2 minutes. Stir in remaining 1 1/4 cups vegetable broth and increase the heat. Continue stirring until the mixture comes to a boil.
4. Stir the vegetable puree and milk into the saucepan. Whisk yogurt into the mixture, followed by lemon juice. Stir until heated through, then ladle into bowls. Garnish with reserved asparagus tips. Sprinkle with Parmesan cheese if desired.

Recipe Source: AllRecipes.com

Baked Asparagus With Balsamic Butter Sauce

Ingredients:

1 bunch fresh asparagus, trimmed
cooking spray
salt and pepper to taste
2 tablespoons butter
1 tablespoon soy sauce
1 teaspoon balsamic vinegar

Directions:

1. Preheat oven to 400 degrees F (200 degrees C).
2. Arrange the asparagus on a baking sheet. Coat with cooking spray, and season with salt and pepper.
3. Bake asparagus 12 minutes in the preheated oven, or until tender.

4. Melt the butter in a saucepan over medium heat. Remove from heat, and stir in soy sauce and balsamic vinegar. Pour over the baked asparagus to serve.

Recipe Source: AllRecipes.com

Article extracted from the Six Wise newsletter, www.SixWise.com

December 2008 – Golden Rules of Leadership



In recognition of the continuing emphasis on leadership and the acquisition of leadership skills, we continue our Golden Rules of Leadership by adding a further three fundamental and critical considerations for business leaders. With our list of rules now expanding to forty-five, we first invite an opportunity to revisit and reflect on the previous forty-two rules espoused throughout this segment of The Koru (all of which can be reconsidered by tracing back through the archives)

In this addition of The Koru, we pay homage to what clearly are testing times in business, and look to provide insights into how you might best combat the challenges ahead and ensure relative prosperity throughout 2009:

1. Show Respect For Everyone
2. The Power of Love
3. Recruit People Who Can Work in a Team Environment
4. The Power of WOW
5. When the Right People Become the Wrong People
6. Recognise Your Key Stakeholders
7. Define Your Values and Constantly Reinforce Them
8. Benchmark Off #1
9. Regularly Look to Develop Your Sense of Self-Awareness
10. Lead By Example
11. Understand the Importance of Emotion
12. Smile and Laugh
13. Think Big
14. Become a Process Oriented Thinker
15. Convey Positivism
16. Become a Refined Listener
17. Working With Quality Feedback
18. Provide Constructive Criticism
19. Take Control of Your Emotions
20. Alert Yourself to the Emotions of Others
21. Become Adaptable
22. Know The Leader You Want To Be
23. The Barbecue Theory

24. The Leader As Salesman
25. Blame The Action, Not The Person
26. Expertise Means Persuasion
27. Talk Business Through Rapports
28. Reflection Matters
29. Creating Peak Performance in the Workplace
30. Tell Me And I Forget, Show Me And I Remember, Involve Me And I Understand
31. What's Your Point of Difference?
32. "Captain. My Captain!"
33. Laughter is the Best Medicine
34. The Law of Attraction: We Get What We Expect
35. The Sixth Sense
36. The Leadership Framework
37. Conscientiousness Pays
38. Embrace Your Passion
39. Operator V's Manager V's Leader
40. Creating Time: The Importance of Systems
41. Even The Right Decision is Wrong if its Made Too Late
42. In a Family You Are Never Alone

43. Promote Your Efficiencies - Leanness In The Operation

Whilst a reckless business house might focus its energies solely on maximized revenue, more astute business leaders lead organizations more attuned to a double-edge sword. These organizations recognize the significance of a streamlined operation and set about eliminating non-value adding extravagances from within their business, with a view to eliminating waste and capitalizing on efficiencies. Business leaders who fall most into this category avail themselves of every opportunity to maximize productivity within their organization, more than anything else because of the awareness they retain over the practices of both the business and the people within it. Theirs are businesses immersed in a practice of "lean", as identified by American Dr Edwards Deming who is attributed with the post-war business strategy known as *kaizen* that saw Japanese industry come to fruition amidst a background of embargo and hardship.

Intelligent leadership appreciates a philosophy of "lean", as it relates to both a reduction in waste and an enhanced sense of purpose. It is through the identifying and eliminating of non-value-adding activities that organizations are best able to maximize their productivity. Furthermore, leaders who operate to a philosophy of "lean" work earnestly to discover those facets of the business for which improvement will create the most spectacular source of progress.

“Lean” revolves around constant process analysis, making it more befitting of business leaders who value the significance of reflective awareness.

It is a fact that Japanese industry has succeeded in taking over many markets because it has been able to drive down costs, while at the same time improving the quality of its products. Strategies such as just-in-time management (involving the control of stock to avoid unnecessary expenditure) and value improvement (operating lean) have been critical to their success. In a value improvement strategy, the company’s leadership looks to implement a systematic analysis of the entire cost structure with the objective of identifying and reducing those cost drivers that are deemed unnecessary. The traditional *kaizen* approach analyses every part of the process down to its most finite detail, investigates how each part of the process can be bettered, looks at how employee actions, equipment and materials can be improved, and ultimately explores methods for saving time and reducing waste.

And “Lean” is a process that was afforded considerably time and energy within the 2005-2006 Kiwis, and was most responsible for improved player performances throughout the duration. It was through a philosophy of “lean” that players and coaches alike were able to question purpose in everything, and governed what we defined as our Kiwi Performance indicators. The Kiwi Performance Indicators identified by the group enabled us to measure important facets of our game, from which we could build awareness and strength. They became a critical tool for us to ascertain where we were at with our game, and were the catalyst for us working together to achieve our objectives. And the Kiwi Performance Indicators better enabled us to identify the facets of our performance through which we could gain greatest value and benefit – a worthwhile source of engagement for anybody committed to the attainment of high performance.

‘Lean’ is a mechanism against committing time and energy to things that won’t make a significant difference – and is an extremely worthwhile pursuit for any astute business leader looking to generate the most positive and productive workplace available to them. Business leaders of quality are committed to a “lean” philosophy and strive for its attainment, recognizing its value as a promoter of team spirit, its ability to reveal key objectives within the workplace and its significance in promoting greater efficiency.

44. Show the Face Your Team Needs to See

People need strong leadership! They need leadership that confronts the challenges of the day – and confronts those challenges with conviction! With courage! With grace! And they need leadership that confronts those challenges with an air of positivism. Leadership that is hallmarked by uncertainty and self-doubt – leadership that is whimsical – is greeted by uncertainty and self-doubt from the very same workforce it is intended to service. For every action there is an equal and opposite reaction! It's as simple as Isaac Newton's third law. And it's as true for business leadership as ever it was meant to be for physics.

Nelson Mandela is unquestionably the most influential leader of our time. No head of state or political leader has ever made the impact of Nelson Mandela. No leader of modern-times has changed the world in which we live quite like Mandela. Mandela was a freedom fighter, and in his quest for freedom he changed forever the landscape that we live in. Mandela never once wavered in his belief or commitment to right the wrongs of mankind. Fear – there had to be fear! The man who had been the victim of apartheid confronted the very belief system that had been so cruel to him – that had victimised him. There had to be fear! But Mandela knew he could never show it. He triumphed over his fear by realizing that as a leader he had to demonstrate an unrelenting courage – and that is arguably the greatest lesson Mandela has for all of leadership (both political and business) to follow.

A leader must always show the face their team needs to see. They must walk and carry themselves with an aura that invites others to follow. Show your team that you're worthy to lead them. Stay stoic. The persona you display must represent strength and assurance regardless of circumstance. Great leaders become symbols for the determination required in overcoming adversity – and everything about their demeanour must indicate this determination. Before a leader even utters a single word, people will see their eyes and their face – and in their eyes and face they must fully interpret a strength of character that encourages fellowship. In difficult times it may appear to most people that there is only hardship and turmoil, but a leaders objective is to find and show opportunity. A leader has to find a way to win – and *believe* they can win. And that can't be accomplished unless you have the courage to stand in front of your team with a discernible resilience as your ally.

Confidence is essential in ensuring the face you show conveys belief and conviction. And confidence can only be derived through expertise and knowledge. Become an expert in your field, and an expert in the issues that confront you! Seek knowledge as a fillip against those circumstances that hinder you. It is predominantly confidence that avails

leaders of a presence – and it is a presence that ensures your team will always see in your eyes a will never to surrender!

45. Resilience Rewards: Disappointment Not Disillusionment

Of all the characteristics and qualities required of leaders and leadership, none rewards quite like resilience. Setbacks are an unfortunate, inevitable and unavoidable part of business, but the way one reacts to such setbacks is the hallmark of greatness – or otherwise! Whilst a portion of setbacks can be directly attributed to human error and miscalculation, a significant amount of impediment is more correctly aligned to areas outside one's immediate control. Where some might respond with despair and dejection ("It's not fair, why does this have to happen to me!"), the great leader sees only challenge and opportunity.

And mental toughness is the foundation from which such resilience is born – from experience, it is the *X factor* in both sport and business. It is mental toughness that most accounts for all the significant achievements of mankind – the kind of toughness that culminates in an appreciation of process when the odds are stacked against you. The kind of toughness that sees an unwavering commitment to the plan when others are seeking a more immediate and instantaneous gratification! Miracles very rarely win *big games* in both sport and business, but an enduring spirit almost always conquers in the longer term.

Of course, mental toughness is a term randomly referred to in all pursuits of human endeavour. But what is it by definition? Primarily, mental toughness is the ability to control thoughts and retain an emotional balance. Providing yourself with an array of helpful thoughts and constructive objectives enables you to create a platform from which to launch an appropriate strategy. Pride, satisfaction and happiness are all emotions that enable a leader to operate from a powerful emotional foundation, so it makes sense to conjure up (as part of your day-to-day existence) a time when you executed outstandingly well. It is thoughts such as these that breed the confidence and composed state essential for all leaders to *trust their instincts to play* in the most trying of circumstances.

And positive leadership is an all-the-time thing. Recognising daily achievement in everything you do enables you to confront the setbacks of business with a well-substantiated belief in your abilities. Consider your most recent performances at work. Reflect on the ratio of actions you engaged in that engendered an emotion ranging from contentment to joy. Then consider the ratio of actions that left you feeling less than

satisfied with your execution. I'm picking you'll find the vast number of your outputs fit better in the former category. And yet, for some obscure reason, we tend to spend the bulk of our thinking time conjuring the image of those actions that belong in the latter. Mental toughness is gaining a balanced perspective!

Celebrate your significant achievements and congratulate yourself for your competence. Enjoy your good executions! Make them prevailing thoughts! Before you know it those executions will become the living process of your day. They'll guide you through the tough times. Moreover, consciously force yourself to physically record all the significant daily achievements emanating from your day at work – alert yourself to the functionality and positivism of the working day you've just experienced.

Finally, mental toughness is about playing in the present – playing in the *here and now*. Allowing yourself to be fully engaged in the process of your business. It's preceded by a carefully implemented and appropriately prioritised plan. It's enveloped by a state of positivism and composure. It's accepting that setbacks are inevitable. It's accepting the opportunity of disappointment and the reflection it engenders, but never the despair of disillusionment.

December 2008 – Face to Face With Scott Dixon



In recognition of the opportunity that has been bestowed upon me to join the High Performance Hour team, this quarter's addition of *The Koru* will feature a transcript of a recently aired interview, featuring New Zealand's most significant recent motor racing superstar, Scott Dixon. At only 28 years of age, Scott has already twice won the Indy Racing League (IRL) championship in the United States - in 2003 on his first attempt, and again in 2008. He won the 92nd running of the Indianapolis 500 this year, from pole position. At Kentucky in August of this year he equaled the record for six wins in a season. Known as a consistent race finisher, Scott has twice in his Indy Car career set the record for finishing the highest number of consecutive races, 28, at Watkins Glen in 2005, and again at Mid-Ohio in 2007. It is this kind of consistency in achieving high performance standards that make Scott a worthy study for both the High Performance Hour as well as *The Koru*, with both sharing a common endeavor to better appreciate the constituents of maximized work outputs.

So sit back and enjoy this insightful journey into the mind of one of New Zealand's greatest-ever – despite his still relative youthfulness - motor racing achievers.

Andrew: Scott Dixon, Great story this, isn't it. A kid grows up in Manurewa – the beleagued South Auckland. And there he is succeeding. One of the leading motor sport competitors in the world. So it's a bit of a double whammy today, isn't it. A bit on how to drive fast, but more on chasing your dream with someone like Scott Dixon – and truth positive that it can happen.

Jon: I think to go from little old New Zealand to where he's gone – and everybody drives – so he's pretty good.

Andrew: So we'll hear from Scott Dixon on the show today. Without question one of the the great success stories. One of the great Kiwi stories as well. It's been well documented. The rise and rise of young Scott Dixon to the very top of the world of motor sport. From humble beginnings. He joins us now on the show, not with just lessons of how to drive fast and successfully, but how to chase your dreams successfully because you've certainly been doing that pretty well, Scott.

Scott: Yeah, I think as a young kid –as any young kid – you definitely have dreams. The only thing you can do.....the hardest part of it is trying to make them into reality. And for most people if any part of those dreams come true it's definitely been a huge accomplishment, and it's definitely been my life. Especially this year with one of my all time goals or dreams coming truth. So it's definitely a lot of self-satisfaction and accomplishment which makes it all well worth it.

Andrew: As mentioned, your story is well publicized and well-documented. Can you recall exactly how young you were when you first had the realization not that you could drive fast but that you wanted to drive cars fast.

Scott: I think from the first part you get the taste of it – and with go karts it was from just seven. You're in your category for a couple of races, and by that point onwards you constantly want to keep moving up classes because it gives you more power – the cars are faster and quicker to drive, and all sorts of things like that. So I'd say that from an early stage the dream was born.

Andrew: And was there that ambition. Did you decide at that young age – or perhaps a little older – that you wanted to make a career out of motor sport?

Scott: Motor sports a tough one in that sense. It's full of dreams, but actually accomplishing it or having it come true or even getting from season to season is a little bit unknown. From one day to the next you're not sure what you're going to be doing, until you get to the higher categories and start signing long-term contracts. But that's the only time it really gives you the heads up. But I know from me, season by season or race by race you weren't really sure that that was going to happen. So I think that's the funny thing about why it's different from many sports. If you're just a tennis player you know you're going to be able to play for as long as you can, but in motor

racing it does take some financial help and definitely help of others.

Andrew: But growing up in South Auckland, were you typical of a young New Zealand kid? Were you playing football? Were you playing tennis in the summer? Were you into athletics or what have you? Or for you from a very early age was it motor sport and you had to make some sacrifices?

Scott: Early on, I think it was a lot of other sport. I was definitely into my running. I loved running, mostly long distance and cross country. I did play the school sports – cricket and rugby and things like that – but it definitely didn't capture me as much as motor racing. Once I started having the first couple of years in go karts, that was pretty much what I concentrated on. You've got to understand that go karting too was pretty much every weekend, so you couldn't do the weekend sports like your mates were. They weren't into go karting, and most of the people in South Auckland and the schools I went to weren't really into it. I don't really remember having a friend that I went to school with that raced cars as well. They kind of did a bit of sailing, or a bit of rugby or a bit of golf. Several other things. I think in that sense and definitely through the teenage years I missed a lot of that normal teenage stuff – I will say I missed out on quite a bit I think.

Andrew: Would you call it a sacrifice, or was it just the way it was?

Scott: I guess it is a sacrifice, because you didn't really get to see those parts or do what normal kids do. But it's like anything, without sacrifice it's almost not worth doing. You've got to have your heart put into it, and direction. And you've got to give some things up. When I hit my later teens that was also a thing that separated me. I wanted to hang out with my mates, I wanted to chill out and do the teenage things, whereas I had to travel and I'd be away and I really wouldn't get to see anybody. You know, there were decisions and times in that part of my life when I didn't really know what was going on – and you've got to lean on a lot of people. But I think in the most part I just had to grow up quick. Most of my time was actually with adults, so I never really spent a lot of time with kids my age.

Andrew: It's a curious thing with motor sport. I don't know that I've ever interviewed someone in motor sport who isn't able to hold a good conversation. They are all very good with media. And do

you think you've just touched on part of the reason there? You know, you're kind of thrown into an adult world from a very early age?

Scott: You are. You know I think I was probably more of the quiet one. I tried to separate a lot of it. When I was at school I just wanted to do school and when I was racing I just wanted to race. And the media stuff – my side of that has definitely got a lot better once I moved to America, because it's such a big part of it. New Zealanders are quite reserved in many ways. They don't talk about what they can do. They like to let results speak for themselves and get on with it. I kind of always would rather just get on with my job than talk about it. I think for me I was probably on the extreme side of being quiet. I could definitely hold a conversation if I had to. If it was talking about racing and things like that, but I've definitely come a long way from that side of things. And I think New Zealand motor sport generally has come a long way, because most of the kids or parents or people who are helping the kids out have realized that it is a big part. Motor racing and driving the car these days is quite small – especially once you get to the higher ranks. A weekend for us is maybe two or three days, but you've got plenty of media appearances or media days that consume a lot more of your days than what you do in the car.

Andrew: Motor sport is such a team sport. We don't always see that, and I'd imagine the lay person sees the driver take the chequered flag and the spoils on the podium and doesn't think at all of team, but it is so very much a team sport. In a way, from a very early age Scott, were you almost in that team environment – and I'm talking here of your family and key supporters? It was almost like there was Scott Dixon Motor Sport happening already, way back then.

Scott: Oh, of course. And that even went for the go kart stage. You couldn't....it's not something that at seven years of age I could kart by myself. I couldn't turn up and pay my entry fee or sign the documents. Anything like that. That's when I had my family. They were there. They supported me. They were my team – my brothers and sisters, and things like that as well. And then that sort of....it's similar to when you move on and go up the categories. Your family subsides a little bit and then you have proper teams that take over, such as actual managers and team personnel to the extreme of Indy car now where you basically travel to a race meeting with about fifty

other people. So it's absolutely not something you can do by yourself, and there's a lot of people that have huge, key parts in making it all happen. I think in Indy Car series that's the big part. The ovals – you definitely need a fantastic car and that's down to how well the team's prepared a car. How the engineer's make the car work, and things like that. I've always said I definitely couldn't do it by myself, and that's why after a big race like the Indy 500 I just can't wait to get back into the pits and see the people who helped you get there. We're lucky enough to drive the thing across the start/finish line, but we're far from doing it by ourselves.

Andrew: What does it mean for you now, at the very top echelon, as you take the chequered flag, pick up another trophy and win a championship? What does it mean for you – can you put it into words those moments when you do think of your family, of supporters, that group of business people that had the faith in you from very early on? What does it mean to you now?

Scott: Yeah. I think for me, the word I'd put it into is almost relief. It's kind of weird because you've had so much support and so many people that have praised you from so early on – especially early on – which they would always. Even if you were crap they'd still say you were the best out there. I think it's going out there and proving that you can actually do it is a big, big relief. For me, it's a massive accomplishment and knowing you can do it, and I guess just rewarding people. There's been so many people involved to get to that point, but they don't really see much of it until you obviously win or do very well. I think that's probably the biggest feeling I get – it's relief and satisfaction.

Andrew: Let's talk about mentoring as well, and particularly in the world of motor sport. Mentoring plays a huge part. I guess I'm talking here primarily about Ken Smith, but I'm sure there are others. Perhaps there are people now, still in your career, that are mentoring you along the way. How vital was that advice, and if you like, the inspiration that I'm sure you got from Ken and others as you developed as a person as well as a driver?

Scott: You can't do without it. These are the people that you learn off, and I think that mentoring starts with your parents, and for me Kenny Smith was a massive part. He introduced me to a lot of people. He was a guy I could get out of the car – even though I was competing against him – and talk about set ups, and what he does. That was a huge part of my learning in my

career. Being at thirteen, fourteen, fifteen and spending most of my time with him, and even on to when I was eighteen and moving to America. Those are the years you can definitely soak it up. You can soak up what people are saying and talking about – you just seem to learn a lot quicker. And Kenny's been a key person from the get go, and in combination with people like PJ and Colin Harrison and people who did the financial side you get to the other side of it now where you're kind of there. My new manager, Stevan is a mentor in the fact of the business-side of things and how you can try to create a better life for yourself after the fact. There's definitely a whole lot of people that you go through stages and definitely make your life a lot different.

Andrew: Scott, many people would say that thirteen, fourteen, fifteen year olds are the worst people in the world to try and have listen and learn, because they know it all – they absolutely know it all. Were there moments like that for you? Or your personality, were you just constantly a sponge and soaking it up? Or did you have a few testy moments as well?

Scott: I probably had a few. It's hard for me to say, but there's probably people out there that would definitely talk about that. But for me I always thought I was kind of the quiet guy, and pretty much listened to anything and would soak it up. I was never one to really think – especially at that age, I guess some kids do – but for me I never really thought I was in a position to say that I knew anything really. And especially when you're talking to the likes of Kenny. When I was thirteen, fourteen, fifteen he was probably 45 or 50 – you've got to respect your elders because they obviously know best. They've been there, they've seen it and they've done it. Those definitely are the times that you've got to learn, and you've got to shut up and listen.

Andrew: Is that one of the key lessons that you would suggest others take heed of, regardless of the sport they're in or in life in general? Have a listen to those that have been there, done that – and if you get the opportunity sit down and talk.

Scott: Of course. It's simple really. It can't hurt – listening. If you disagree with it, that's totally different. You've got to respect those people. Especially one like Ken Smith and probably Stevan. You know, they've been there – they've been at the elite formulas. They've been very successful and there's a reason for that. I think you're a bit arrogant if you can't sit

back and take that in – especially at a young age because you're far from knowing it all, and far from knowing much at all. I think it is definitely a key part. You do need to soak it up. There's no harm in taking other people's information. It's only going to make you a better person or a better athlete later on.

Andrew: They say in sport that often times the measure of a true champions is not if they lose, but what they do after they lose. Many people suffer setbacks along the way. How did you deal? How do you deal with setbacks along the way when you have them?

Scott: I think for me....and I've definitely been through them. I think '04 and '05 for me were probably two of my best years as far as learning things. '03 was a year when we won the championship. We came into the Indy car series as rookies. For myself as an all ovals series and I didn't really care for ovals too much. To come away from it with a championship – I don't think I really knew what I'd won. That definitely kicked my butt the following two years, because the car wasn't as good and we were fighting for top 10's in the championship. From becoming champions and falling back that quickly it was very tough to deal with. I've always said those were the years I learnt the most. I learnt that racing can be a fickle business. You've got to take the good times with the bad. You've got to manage and keep on trying to focus on certain parts of the car and technical side of things, to try and make it better. The reason why we're winning now and why we've had such a strong year is definitely tied to those years in '04 and '05. It definitely made me think about things a lot differently. And especially cherish race wins or championships a lot more, because they are very difficult and that's why people don't win too many of them. If they were easy it would be easy and everybody would be doing it. You have to have those down times to make you stronger, and I think those two years can be credited to this year.

Andrew: So what are the qualities that make you not only a fast motor sports competitor. There's one thing to be fast, but it's another thing to win races consistently and score points and win championships – they are two very different things. What makes Scott Dixon so good?

Scott: I don't know. For me it's hard to think what that is. That question is probably easier for other people. One, I don't like to say that I am – I think I am as good as the team and what

they give me and things like that. I don't know. As you've said, you can't just be quick. There's a lot of kids that I've seen that are fast for a lap or two, but that doesn't really help you out when you've got a race that's three or four hours long. Consistency. I think the mental game is a big part of it. You've got to be able to pull yourself out of bad times. Give yourself a bit of a pep talk and understand that you can do it, you've done it before. It's just that you're going through a rough patch. And I think for me, the strongest part for me is the mental side. I can pick myself up out of a bad position and try to make it better.

Andrew: So how do you work on yourself mentally? Let's assume a typical Indy Car race in the half hour or so prior to getting out there on the grid – what processes are you going through?

Scott: For me, I just keep it simple. There's people who do different kind of rituals and things like that. I just kind of let the day go how it flows. I don't do the same thing all the time. I try and eat before and that sort of calms me down, but I don't really think about the race too much until I get in the car. I see a lot of people who get very stressed out and over-think things a little too much. It can maybe all go to chaos when they run the scenario through their head and they get to turn one and it doesn't look anything like that – they freak out. So for me, I just try to keep it simple. I try to play the race from the back to the front. If it's a 200 lap race I try to work my way back from that 200 and find out where I need to be from different situations, and that's the same with strategy as well. You've kind of got to study that a bit to know what other people are doing constantly in the race. Work out where people are better than you. Work out where you can improve your car during pit stops – because we are lucky enough to change our cars during pit stops and things like that. There's a lot of different elements. The first part of the race you might be pretty average. You might be the sixth or seventh placed car, but if you can work on it and get the most out of it and at best get a win or a podium out of it that makes your day better. And I think that's what you have to really focus on. But for me, I try not to hype things up or psyche myself out. I think pressure's one of those things that you put on yourself. I think you can definitely put a lot of pressure on yourself.

Andrew: And I guess racing for a championship is very different than racing in a one off event. And there is no bigger one off event in the world of North American motor sport than Indy 500. Can

you describe for us just how different it is? Is it the Olympic Games of motor sport?

Scott: It is. Luckily for us it comes around every year, whereas the Olympics is every four years. They spend – I know with my wife being a runner with Great Britain at Commonwealth Games that she competed in, you've got a whole lot of time to rest on that week or so of athletics or swimming, or whatever you're in – but the 500 is kind of a strange thing. It's good in one way that you can fight for the championship for one season, and you can also fight for the 500 which comes earlier enough that you can put a focus on that to start with. If it doesn't work well, or even if it does work out well, you've still got probably another fifteen races to concentrate on as the championship goes. So I think as a frame of mind it's quite a good thing. It's still the single, biggest one day sporting event in the world. It's kind of hard to explain until you actually go there and witness it. I guess the whole scenario – it's a three week episode of practice, you've got two races....you've got the race for pole and then you've got the race for the race winner at the end of the month. It's a huge event. It's super fun. When I was young I loved watching it when I was growing up and was enthused by it, but until I went there as a spectator in 2002 I really had no idea what it was all about. It's one of those things that you've got to see. It's far different – three weeks of preparation that comes down to....you know, you've got to get everything right in a three or four hour period. It's not just yourself, but the six guys who are working on the car in a pit stop have to, the two engineers who are working on fuel and working on a strategy, the race strategist. You've got to just try and get everything right, and that's why it's so bloody hard to win. Yeah, it's an amazing, amazing race. And if you can accomplish it and win it.

Andrew: Is the decision-making process for you and the team, given that it is a three hour window if you like, in your career rather than a championship season – is the decision-making process any different?

Scott: No, I don't think it is. If you spoke to Mike or Chip or Andretti or somebody who's in that situation, they've all got their own little different ways of doing it. You basically just have to be quick on your feet. You can't go into the race....and we had the problem this year, with trying to set out in your mind a strategy from before you even start the race and trying to stick to it. That happened to us at Sonoma. That just worked out

horribly. We should've just been making decisions on our feet and starting the race from the back and trying to make sure that we could change when we needed to change. That's definitely the biggest part of it?

Andrew: And the pressure. Tell us how tempting it is to perhaps go beyond the boundaries – beyond the parameters. And of course in motor sport you're talking about unacceptable risks if you are put in that situation. I guess that's where we see some drivers fail in a big race situation. You've still got to stay within what you are your car are capable of.

Scott: Yeah, you do. I think of just pretty simple things. It's quite obvious, and a lot of people do. To finish first in a race first you've got to finish – and that's the thing. You can't go stupid at the start. You can't take uncalculated risks. Maybe if it's a one off race - and a good scenario is the Gold Coast race because it's a non points race, you can just go nuts and do things that you wouldn't normally do because there's nothing really on the line. I think you've got to make calculated risks. You've got to think of who you're racing with. You've got to constantly remember what that person does, and luckily enough we get to race with them so often that there's a pattern most of the time. You can't.....you've got to think about things. And I think that's what happens to drivers from small categories. And that's why they get dropped some times – because they don't learn from things or they don't look at the situation and change it when needed. I think that makes a big difference.

Andrew: Are you still learning, Scott?

Scott: Oh, absolutely. I'm learning every day. For me, I love getting new team-mates. Luckily enough I've got another one for next year. I've had six or seven team-mates at Ganassi, so it's definitely a good thing. Everybody does everything different. Even in the process of getting the car ready. It's having a career team is definitely one thing and that's fantastic. I'd love to be able to stick with Ganassi for my whole career, but somehow I wouldn't know until it's all over. But I love change as far as my team-mates and even personnel that we have sometimes at the teams, so I'm constantly learning.

Andrew: Scott Dixon always learning, and lately always winning. You've heard the interview Jon. What did you make of Scott? What were the key performance issues around Scott Dixon for

you?

Jon: Well, I mean there's lots of things you can get out of it, but I guess the thing for me was the whole learning thing. First, if you want to succeed you've got to focus and you've got to sacrifice – you can't have your cake and eat it to. Second, you are who you're surrounded by – so if you're surrounded by winners you're going to win. Third, listen, learn and adapt, and I think that a lot of people listen and learn but they don't change their behaviours. So it's a combination of focus, have the right people around you, and then listen, learn and keep changing until you nail it.

Andrew: Scott Dixon. Still a young man on the up and up. He's still prepared to learn. He's going to get better – that's what you know about this guy. He's going to keep improving.

Jon: Wisdom is always the most powerful thing. If you've got talent and you've got wisdom, you're a rock star.

December 2008 – Let's Go Surfing

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Arthur De Vany is the author of an in-progress book titled “Evolutionary Fitness”, and a professor of economics at the University of California, Irvine.

Having published many books and articles on the organization of industry, incentives, decentralization and complexity in economic systems, one of Arthur's most well-received offerings was his evolutionary perspective to an analysis of modern issues of health, medical economics and the interaction of behavior and genes in the present environment.

As a scientist/athlete, Arthur comments on issues of science, uncertainty, the movies, adventure and fitness as well as other topics from this perspective. Most importantly, at 70 years of age he lives according to the principles of Evolutionary Fitness. Fit and lean, Arthur's website can be found by sourcing www.arthurdevany.com, whilst another extremely pertinent article featuring the Evolutionary Fitness concept appeared in Times on Line, and can be found on the following link:

http://women.timesonline.co.uk/tol/life_and_style/women/diet_and_fitness/article4523487.ece

So surf your way through the Evolutionary Fitness websites, you might just find the innovative strategy you're looking for as you begin to plan your 2009.

December 2008 – Practical Exercise

Personal Particulars and Aspirations

Without question, Christmas is a time of the year to spend with your family. It is also the time of the year when many of us will reflect on the year just gone, and start to put in place some thought around what is likely to transpire in the new year.

Bearing this in mind, the Practical Exercise component of this edition of The Koru is dedicated to a fundamental goal-setting exercise. “Personal Particulars and Aspirations” is a foundation goal-setting exercise that can lead to more advanced strategies such as “Goal Flow” (see March 2007’s edition of The Koru for further explanation), but as a quick and easy undertaking it should serve a valuable purpose. So take some short time to ruminate over the five questions posed in “Personal Particulars and Aspirations”, and feel free to expand the process by journeying back through some archived editions of The Koru, in which you’ll discover “Deciding Priorities” (June, 2006) and “Goal Flow” (March 2007).

Personal Particulars and Aspirations

1. Dream Goal (long-term) – What is your long term dream goal? What is potentially possible if you stretch your limits?

2. Dream Goal (this year) – What is your dream goal for this year? What is potentially possible if you stretch your limits?

3. Realistic performance goal (this year) – What is a goal related to your performance at work that you might find value in focussing on? Some examples might relate to specific skills you believe you would benefit from developing, such as greater financial awareness, better appreciation of EQ, meeting protocol or an enhanced strategic appreciation.

4. Focused psychological goal (this year) – What do you feel is an important goal for you to focus on this year in terms of your psychological preparation or mental control? Some examples are a specific goal related to stress coping capabilities, focus control within a set project or task, coping with hassles or setbacks, and confidence, etc.

5. Daily goal – Set a personal goal for today. Write down one thing you would like to do, accomplish, or approach with a special focus.