

THE KORU – DECEMBER 2009



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December 2009 – 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 offering only challenge for many of us has ended in us having displayed the kind of resilience from which we can now build greatness. With the recession taking its toll and affecting - for many - what we had hoped to be a more productive 2009, 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 leadership-coaching program that is fast becoming a benchmark program for many in the sector. It’s also been a year of forged relationships with the likes of Celebrity Speakers, Conferenz and EMA. Additionally, it’s seen our appeal extend even further into corporate New Zealand, where we now boast partnerships with several of this country’s most esteemed business houses.

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 set out on a campaign to walk on a near daily basis throughout 2009, I’ve been fortunate enough to notice a significant fitness benefit primarily through this means of exercise. Of course, as someone who’s experienced significantly more intense training regimes in my younger years, the question of walking versus running as a fitness affect has intrigued me throughout the year – and often occupied my thoughts as I

pound the pavements. Hence, when it came to sourcing articles for this December edition of *The Koru* I found myself on a personal rampage to resolve my own dilemma – and the result is an interesting little article titled “Run Don’t Walk – The Truth About Running Versus Walking” that constitutes the “Fit For Life” column of this edition.

It is with a summer Christmas in mind that I’ll draw your attention to “The Doctor’s Room” column of this quarter’s edition. Titled “Can’t Sleep? Adjust the Temperature”, the column contends that if you’re finding yourself suffering from insomnia you might just find resolution in your bedroom temperature.

“Eat Yourself Holistic” is sourced from an English Government initiated website, and offers some of the most practical advice we’ve come across pertaining to the quandary of Christmas eating. Titled “Healthy Christmas Eating” it commences with fantastic tips for Christmas Day breakfast eating, covers off on turkey and all the trimmings, advises around Christmas pudding and concludes with some handy advice for loving your leftovers. It’s a very simple read, and I know my family will certainly be considering its content prior to embarking on our Christmas Day eating.

And given that we’re thinking at talking Christmas at this time of the year, it seemed only appropriate that we should rest from the usual information seeking rigors of our internet surfing and revert back to something more commensurate of the time. Whilst the demands of business won’t completely relinquish us of their hold over the festive season, there’s no doubt that Christmas is a time for family and children. Hence, in this edition of “Let’s Go Surfing” we’ve sought out the best of Christmas websites the internet has to offer, and come up with this priceless little gem that offers all sorts of opportunities for children - www.northpole.com celebrates the holidays with dozens of activities for children and families. It’s well worth a look for anybody with a young (or maybe not so young) family.

This quarter's Feature Article is based on a presentation I recently delivered to the Conferenz Health and Safety conference, which prompted me to set about writing the story of the Kiwis' in alignment with John Kotter's 8-Stages of Successful Change. Having received some incredible feedback on the presentation (which I'd recommend to any business houses who recognize the need to implement any form of change in 2010), I set about writing the story up as a short duration book. The result is an offering I'm extremely proud of, and one I'm happy to share with you my client base over the next three editions of The Koru. Titled "Changing Cultures: A Tale of the Kiwis", I see it as a critical read for anybody looking for a compelling story to drive change in their organization.

Our Golden Rules of Leadership segment advances its number to fifty-seven in the December edition of The Koru, and contains a sequence of three rules designed to aid all those invested in a reflective process as part of their festive break. Similarly, we've dedicated our "Practical Exercise" component of this edition to an exercise we see as being critical to (potentially) restoring your workplace back to the *happy, healthy and balanced* environment it needs to be. "The Smart Talk Technique" is all about ensuring a positivism of thought prevails throughout our entire workplace by commencing with the leadership.

And because it is the time of the year that we're most likely to reflect on a year just gone. – a time when we are inevitably prone to consider those pivotal and defining moments in our year – we've decided to devote this editions "Face to Face" to a moment in history that's certain to prove defining. Barack Obama was sworn in as the 44th president of the United States and America's first African-American president on Tuesday 20 January 2009. In this edition of "Face to Face" I can think of no more appropriate person to celebrate than President Obama, and - given the highly unlikely nature of me ever getting to meet American's 44th president face to face - I've decided to do the next best thing and

record the exact transcript of his inauguration speech.

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 2010 looks to be another 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 2009 - Feature Article:
Changing Cultures: A Tale of the Kiwis (Part One of Three)



By Craig Lewis

Once upon a time in a land not so very far away, there lived a colony of very brittle birds. Called the Kiwis, these birds were not so much brittle due to their inability to fly, but more due to their inability to win football games. Not football as many of you would know it, but a different kind of football whose heritage only extended back less than 100 years. For this was the game of rugby league, and this colony of birds were the national team of their country (even though they ascended from four countries and two continents to unite in their small country nation as an annual migration).

The purpose of this migration would be to contend against the powerhouses of Australia and Great Britain (the bigger sister and mother if you like!!) of this small island nation, in what was known as the international tri-series of rugby league. Of course, to all who believed they knew the game, their ascension into this competition was little more than folly, and the record of (poor) accomplishment gave vindication to this claim – for when they collected in 2005 it is true that they had failed to win any of their previous eight matches.

The Kiwis' *rap sheet* was neither a cause for inspiration nor celebration – if ever a team needed to do business differently it was surely this team. With very few marquee players to bolster their fortunes, the future of the colony looked as bleak as an Antarctic snowstorm. Having

garnished a well-earned reputation for inferior performance, their future was one of financial hardship without a potential sponsor in sight. In the absence of any visual operating system, their destiny seemed designed.

Added to their plight was the appointment of three *minor leaguers*¹ (Bluey, Louie and Nattie) to guide their direction, whose only commendation was a realization that the Kiwis could not learn to fly in a bad system. Urgency – there was plenty! The Kiwis needed a vision for their future, carefully selected values to align to, rules of governance and clarity of thought if ever they were to soar. Without question, this was a colony in need of change – change that could only come once **the need for change was fully appreciated** by all in the colony.

Of course, to instigate such a radical change would need some considerable influence – far greater influence than that which could be engendered by Bluey, Louie and Nattie.

No, to guide such a change would require one to **pull together a more powerful guiding team** – a team that could be assured of influence amongst their peers. A team whose very presence would elicit the type of leadership skills, credibility, communication, authority, analytical skills and sense of urgency such a change would require. As Kiwis of significant acclaim, Rubz, Stace, Chiko, Kiddie and Ra had long demonstrated such qualities, and therefore became the logical choices for what would become known as the Kiwis' core group.

- Rubz. Head Kiwi. The most capped player in the colony and with the kind of wisdom that comes only through experience. Respected by all and unflappable in his demeanour. The kind of Kiwi other Kiwis gravitate to. Silent in many regards. But considered in his opinions.

¹ *Minor Leaguers* refers to coaches who have not yet coached in a truly professional league such as Australia's National Rugby League competition

- Stace. A Kiwi returning to the colony, but with a reputation to make acceptance assured. Known by outsiders as *The Little General*, both for his tiny stature (in actual physical size, but not in the game where his stature is immense) and his astute mind for strategy. Respected for his ability to make things happen on the field.
- Chiko. Logical. The kind of Kiwi who's into making lists of requirement and then ticking them off upon satisfactory completion. Articulate and skilled at communicating need to others. Adaptable in both his thinking and playing style.
- Kiddie. A *heart on the sleeves* type of Kiwi. Passionate for the colony and the jumper. Knows what he wants and is determined to get it. Some might even say aggressive. The least likely of the group to tolerate fools. Needs reasoning before he'll commit to a direction – but once committed is an unrelenting force. The type you want on your side, and not against you.
- Ra. A bit of a senior statesman. Navy trained, so appreciates the importance of structure. Doesn't mind a bit of regimentation. Beyond intimidation. Not into status, but prefers to base his regard purely upon performance. Has a true physical presence, which by nature makes him an emergent leader.

The core group was decided. Together they would facilitate much of what was to become critical strategy on the pathway to change. There would be *ki taurangis*² and *korus*³. Crisis meetings and celebrations. But first there needed to be induction - and clarification around how this group could deliver a future different from the past.

² *Ki tauranga* is a native Maori term that, by definition, simply means “the pledge”

³ *Koru* is the Maori name given to the new unfurling fern frond, and symbolises life, growth, strength and peace.

Having determined that Rubz, Stace, Chiko, Kiddie and Ra fulfilled all the requirements essential for guiding their insights on how things may need to be changed, Bluey, Louie and Nattie called for a meeting of the five. Knowing that failure to recruit the support of the core group would immediately and irrecoverably quash any hope for pending change, Bluey, Louie and Nattie delivered their concerns for the past and present, and intimated their hopes for the future.

They told of their theories and strategies, and of how they might one day like to see the Kiwis in a period of sustained success. They told of how such an accomplishment would require a different means for playing the game. They told of history that simply needed to change. Their arguments were compelling and convincing. And they told of how the core group would be essential in the implementation of changing behaviour and habit.

And the core group listened carefully. They listened only as those who are sick of losing are want to do – it is true that a catastrophe does breed receptiveness, and with receptiveness can come change. They listened with the intent of those desperate to embrace change. And although they sought evidence for the viability of this new way of thinking, they were eager to learn more.

They questioned the methodology presented them. They questioned the rationale. But ultimately they were impressed by the detail they received. And they began to believe in the words they were hearing, and turned instead to the role they would play in instigating this change of mindset.

“We will need all your support,” said Bluey. “We will need you to help others see the magnitude of the challenge ahead of us. And we will need you to demonstrate true passion, hope and belief in what we are aspiring to accomplish.”

And with that, the core group set about pre-positioning the remainder of the colony for the vision that would follow.

Bluey, Louie and Nattie set about constructing the most compelling and engaging presentation they could conceive – the kind of presentation that has audiences craving to hear more! There would be visual associations, variable voice inflection and a fair degree of finger pointing – all in the pursuit of promoting an absolute and complete engagement. For without engagement, there could be no change!

And above all else, there would need to be a **vision created** through which the entire colony could gain direction and hope. It would need to be a vision of well-conceived intent. The kind of vision that incites movement in those exposed to it. That promises plenty, whilst still retaining an appropriate dose of reality.

Together Bluey, Louie and Nattie contemplated the words that would most appropriately paint the picture for the vision. It was a responsibility they took very seriously – and one that had commenced some time previously, upon the initial coming together of their minds.

Over time they had debated the very purpose of the statement. Then they pondered over the exact words that could best represent their intention. There had been many drafts, and nearly as many flawed attempts. There had been some near misses that had been modified and mulled over right through to exclusion. And there had been suggestions that had failed to pass the first stage of inspection.

But through the precision of a surgeon, they finally gained consensus on a vision to take forward. It would be a vision underpinned by a powerful dream. And when they had finished, they were confident the

combination of the two could engender excitement in the colony – for a vision without excitement would provide no opportunity for acceptance.

And so it was that the entire colony came together for the first time since their migration – with the usual blend of apprehension, excitement and expectation. The room was abuzz with Kiwis talking – most of it unfocused and all of it non-directional. “What time did you guys get in?” “How’s life in France?” “I haven’t seen you since we *touched you up* in August?” “How did JT go with you guys?” “How good were the Tigers in the final?”

And in addition to the constant noise of the talking, there was also the customary amount of hugging that is part of the ritual when the colony comes together.

It wasn’t long before Bluey entered the room – dead on time. All in the group were present, having met their first obligation to punctuality. Like many before him, he entered the room taking Kiwis by the hand and intermittently stopping to hug many of those assembled. He gradually made his way to the front of the room. In the first instance, he surveyed the room, counting in his head as his eyes caught sight of all in the colony: “one, two, three.....twenty-one, twenty-two.”

Immediately upon the conclusion of this head count, he elevated his voice in an initial attempt to call the meeting to order. “We’re all here, so let’s make a start,” rang out atop the noise of the group. He then paused, waiting for the din of the talking to cease, and uttered his first words of many to the group – not just on this day, but on the many days to follow.

“Welcome to the 2005 tri-series campaign, boys. It’s great to see you all here. We’re really looking forward to some great things happening in the

next two months,” he commenced. “But first, Butch has a bit of house-keeping he has to get out of the way.”

And with that, Football Manager Butch took over. Older than all the Kiwis assembled in the room, Butch was an extremely affable Kiwi. Successful in business, he had long been a patriarch of rugby league on the island nation. Brash, popular and confident, the moment he stepped forward he was greeted by a sea of smiling Kiwis, all anticipating what was likely to follow – this would become a regular occurrence, and usually they would not be disappointed.

But on this occasion, his talk was directive and of function. After first welcoming the Kiwis into the camp, his was an utterance about mundane issues such as breakfast times, media commitments and training venues. He took very little time in completing his deliverance, instead opting to hastily issue his messages before introducing Louie to the group.

Like Bluey and Butch before him, Louie spent very little time in small talk – choosing instead to move directly into a **communication of the vision**. From the outset, it was clearly apparent that Louie was extensively well-prepared for this presentation, incorporating many and various aids through which he was to drive for impact.

“Are you aware that the Kiwis haven’t won in Sydney in nearly 50 years?” he commenced, knowing that the colony had failed to succeed since 1959 at the very venue that was to be their first assignment. “That they’ve not gone back-to-back against Australia in the same year in nearly 50 years, and haven’t won a series against Australia since 1953?”

“Can I tell you something?” he continued. It’s not a matter of ‘if’ the Kiwis will ever win in Sydney, go back-to-back, or win a series. As night follows day, it’s inevitable that one day it *will* happen. It might be two

years or ten years, but I know I'm hard-pressed to see any reason why it can't be two months."

By now the mood had changed. What had once been a mood of joviality and apprehension had now become a mood of nervous anticipation. Kiwis shuffled in their seats. Leaning in to the speaker, their body language indicated a sense of nervous excitement. Without exception, the eyes of each colony member never once diverted away from Louie. Recognizing the powerful impression his message was having, Louie continued his dialoguing, incorporating carefully considered voice inflection and ensuring his stance and finger pointing clearly vindicated matters in need of immediate emphasis.

"Rubz and Stace, you're both great Kiwis — but everything is relative. In 25 years' time, people will be talking about the great Kiwis, and can I tell you something? When they do that, they'll be talking about the collection of players who won in Sydney, went back-to-back and won a series. But I have to say, for everything you've done in the game in this country, I think you've earned the right to be talked about in those terms. And then, when we sustain success over a reasonable period of time, when we beat Australia and Great Britain on a regular basis, everybody in the room will be classified alongside you as great Kiwis — the greatest collection of rugby league players ever to represent our country."

Louie paused, allowing just enough time for all in attendance to fully appreciate and soak up the atmosphere that was now prevailing. He was deliberate, looking down to the ground before finally raising his head so that their eyes once again met.

Powerfully, he continued: "And right now, you've all got the opportunity to achieve it, and all you have to do is seize it. Right now, everybody in this room must THINK BIG. First, we have to think it, then we have to feel it, and finally we have to substantiate it."

That said, he released the ultimate metaphor – an image of big picture thinking that was to be chiseled into their memories. Light-hearted in many ways, its message was omnipotent – and not a single Kiwi failed to realize it! It was a pivotal moment. A moment when fractious hope somehow became plausible!

Knowing he had captured their imaginations, Louie went on to further consolidate his message. Gifting each of them with a beautifully presented and leather-bound diary (which he referred to as their *Confidential File*) he stood back to observe the profoundness of their acceptance. Several would comment later to him that this was “the best thing I’ve ever got from rugby league”, but for now its sole purpose was to reiterate the depth of diligence and preparation that had gotten each of them to this point.

Enabling sufficient time for them to consider what had just been bestowed upon them (both verbally and tangibly), he waited for what seemed an eternity before drawing their attention back on to himself – although many continued to thumb through the pages. “You will find that the *File* contains everything you need to know if we are to achieve our objective,” he stated. Quickly he alluded to the various components of the *File*, before finally settling them back on to what had been the very second page of its number. Holding an open File, he demonstrated the page upon which he needed them to focus their attention.

“This will be our dream and vision,” he exclaimed, before proceeding to read through its content.

“Dream”, he continued, “Raise the respect and mana for the jersey by having a team of benchmark players. Vision.....Create a dynasty based on sustainable success on the international stage.”

He then paused, scanned the room and provided an opportunity for each of them to proffer questions or comments should they so desire. The room fell silent, except for Rubz, Kiddie, Ra, Stace and Chiko who – having previously seen and contributed to both statements – took the opportunity to reaffirm to the group what each of the statements had to offer. They were exultant in their commendations, and complete in their emotionality – and the remainder of the group took their lead.

“Of course,” Louie again continued, having provided adequate time for the influence of their affirmations to reach its full expectant potential, “We will need to back such a challenging vision with some true values that must become living processes. And that will be our task when we once again meet tomorrow.”

And with that, the meeting was concluded. A meeting that had raised the hopes of the group, and successfully communicated a vision that all could align to.

It will not surprise you to learn that the proceeding twenty-four hours were abuzz with expectancy. Of course, there was training to be done, and further elucidation of the playing patterns that were to be employed – but somehow the mood was different. Kiwis were often seen huddled in groups (particularly over meal times) engrossed in conversation over the viability of the vision. And to most, the general belief was that the vision could be accomplished.

Of course, it was not long before the colony was once again assembled for the explicit purpose of establishing the values. Having called the meeting to order, Louie proceeded to break the colony into five smaller groups. Each group was to be led by a member of the core group – it was an operational process that would be regularly repeated. Assigned the responsibility of gaining consensus on four to six pre-determined values (taken from an existing list of thirty-one potentials that had been

constructed and defined with the assistance of the core group), each of the smaller groups dispersed to their own quiet corner of the room.

Much deliberation. Robust discussion. And finally agreement!

The colony would place their faith in the delivery of seven core values, all of which would constitute a mission statement to follow. And that mission statement:

We will achieve this through a RUTHLESS COMMITMENT and COMPREHENSIVE PREPARATION that results in complete TRUST in:

- *The playing systems of the team;*
- *Knowledge of our playing roles;*
- *The protocols and disciplines existing within the team structure, and;*
- *Each member of the team's dedication to be the best player they can be for our team.*

Underpinning this commitment will be a strong sense of FAMILY and ENJOYMENT, which will be revealed through the PASSION we bring to our play and the constant pursuit of KAIZEN in everything we do.

It was a mission statement that would grow progressively stronger in each one of them, aided by the frequent reaffirmation of its key values and a commitment to regularly evaluate the colony's existence. Bluey, Louie and Nattie would often call the group to order with the intention of having each of them acknowledge those who best represented their values. And each time they completed the exercise the importance of the values became an increasingly more significant part of their swagger.

But communication of the vision did not end there – for without a variable and regular recall of the vision (and its values) there would be no sustained change. Bluey, Louie and Nattie (along with Rubz, Stace,

Chiko, Kiddie and Ra) would regularly meet to discuss innovative forums through which they could achieve further engagement.

December 2009 – The Doctor’s Room
Can’t Sleep? Adjust The Temperature

By Kathleen Doheny

If insomnia is a problem, maybe your bedroom is too hot or too cold. Both can affect sleep.

Tony Roy is among the 30% of American adults with insomnia-related problems. “I can go to sleep, but I wake up three or four hours later,” says Roy, a 51-year-old philosophy professor at California State University, San Bernardino. When he sought help at the nearby Sleep Disorders Center at Loma Linda University Medical Center, he got advice that had never occurred to him: Pay close attention to your bedroom temperature.

For years, Roy had followed his energy-conscious wife’s suggestion to lower the thermostat. “It was quite cold in our house,” he says. “We used to sleep with the thermostat set at about 60. I used lots of blankets.”

Not enough, it turned out. The very first night Roy followed his doctor’s suggestion to push the heat up to a more comfortable 68 degrees, he got a much better night’s sleep. “I was able to go back to sleep when I did wake up,” he says.

How Air Temperature Affects Your Sleep

Experts agree the temperature of your sleeping area and how comfortable you feel in it affect how well and how long you snooze. Why? “When you go to sleep, your set point for body temperature -- the temperature your brain is trying to achieve -- goes down,” says H. Craig Heller, PhD, professor of biology at Stanford University, who wrote a chapter on temperature and sleep for a medical textbook. “Think of it as the internal thermostat.” If it’s too cold, as in Roy’s case, or too hot, the

body struggles to achieve this set point.

That mild drop in body temperature induces sleep. Generally, Heller says, "if you are in a cooler [rather than too-warm] room, it is easier for that to happen." But if the room becomes uncomfortably hot or cold, you are more likely to wake up, says Ralph Downey III, PhD, chief of sleep medicine at Loma Linda University and one of the specialists treating Roy.

He explains that the comfort level of your bedroom temperature also especially affects the quality of REM (rapid eye movement) sleep, the stage in which you dream.

What's the Best Temperature for Sleeping?

Recommending a specific range is difficult, Downey and Heller say, because what is comfortable for one person isn't for another (explaining how Roy's wife slept blissfully in the chilly 60-degree room). While a typical recommendation is to keep the room between 65 and 72 degrees Fahrenheit, Heller advises setting the temperature at a comfortable level, whatever that means to the sleeper.

Roy plans to keep a close eye on the thermostat, even if the heat bills are a bit higher.

There are other strategies for creating ideal sleeping conditions, too. Experts from the American Academy of Sleep Medicine, for instance, advise thinking of a bedroom as a cave: It should cool, quiet, and dark. (Bats follow this logic and are champion sleepers, getting in 16 hours a day.) Be wary of memory foam pillows, which feel good because they conform closely to your body shape -- but may make you too hot. And put socks on your feet, as cold feet, in particular, can be very disruptive to sleep.

Article sourced from <http://www.webmd.com>

December 2009 – Fit For Life
Run, Don't Walk – The Truth About Running Versus Walking

By Rick Morris

A line has been drawn in the sand. We are squaring off – choosing up sides. A major battle is beginning. Well....maybe not. But there is a debate going on in the world of exercise. It is running versus walking. For years fitness enthusiasts have believed that walking and running burned the same number of calories per mile. This old school thinking says no matter what speed we move, we are expending around 100 calories per mile when moving over level ground. If you crawled 1 mile you used up 100 calories. Did you just sprint a mile? You still burned 100 calories. We believed this because it is what we have been told for years and years. Since we have been told this for so long it must be correct, right? Not necessarily.

The study of exercise and human movement is just like any other science. It is a work in progress. We are always discovering new information that makes some accepted beliefs outdated. Don't forget we used to think the world was flat. Aristotle dispelled the myth of a flat earth. This confusion over calories can be blamed on Sir Isaac Newton. It is Newtonian physics that shows it takes a specific amount of energy to move a specific mass a certain distance. In other words, physics tells us that it takes the same number of calories to move your body one mile no matter how fast you are moving.

According to science, the old school is correct. But wait... not so fast. The new school proponents believe that running burns more calories per mile than walking. A recent study on running versus walking seems to support the new school train of thought. Researchers at Syracuse University conducted a study in December of 2004 for the purpose of comparing the energy expenditure of walking and running with

equations that predict energy expenditure. As a part of that study the researchers needed to determine whether differences exist in energy expenditure of walking versus running. The researchers measured the calorie burn of 12 male and 12 female subjects as they both ran and walked for 1600 meters on a track and a treadmill. Each subject ran at one specific pace and walked at one specific pace. The scientists, headed by Jill A. Kanaley, PhD in the Department of Exercise Science, found that the women expended about 105 calories while running versus only 74 when walking. The men had similar results of 124 calories when running compared with just 88 calories burned while walking. (Med Sci Sports Exerc.2004 Dec;36(12):2128-34). That seems like a big difference, but it is actually even larger. To get the true number of calories burned from exercise, you must subtract the calories you would have consumed at rest. After taking away those "resting" calories, the net calorie burn for the women was 91 running versus 43 walking. For the men the net calories burned was 105 running versus 52 walking. So, in reality, the subjects were burning more than twice the calories when running versus walking.

It would be nice if the answer to the running versus walking question was that easy. But let's take a closer look at this study. The subjects in this investigation walked and ran at only one pace. They walked at 1.41 meters per second and ran at 2.82 meters per second. At those specific paces, the subjects did average twice the calorie burn while running. But does that result hold up at all walking and running paces? Another study showed that it does not. This study was conducted by the Washington University School of Medicine for the purpose of investigating the energy expenditure and perceived exertion levels of walking and running at various speeds. The subjects each walked for 5 minutes at various paces ranging from 4 to 10.4 kilometers per hour and ran for 5 minutes at paces from 7.2 to 10.4 kilometers per hour. This study concluded that walking burns more calories than running at speeds greater than 8 kilometers per hour (5 miles per hour). The study also showed that walking felt harder than running at speeds over 5

miles per hour. (J Sports Med Phys Fitness. 2000 Dec;40(4):297-302).

So, who is right? Does the old school thinking still hold up or is the new school correct? The answer is that both are right! Before you get mad at me for giving you a non-answer, please read on. Generally speaking, running does burn more calories than walking. Why is that? That is a very good question with a fairly simple answer. When we walk or run, each stride results in some impact force as our lead foot strikes the ground. The mechanics of running and walking are very different. When walking we always have one foot on the ground. Our body weight is always supported. Each stride results in a force equaling our body weight being applied to our leg muscles. If you weigh 150 lbs. each stride places about 150 pounds of load on your leg. Running is very different. When running you are completely airborne between foot plants. When your lead foot comes down, it is absorbing more than your body weight due to the effects of gravity. The force placed on your leg muscles with each running stride will vary depending upon how fast you are running. When you run faster your stride becomes longer. A longer stride equals more force with each stride. The impact for each stride will vary from 1.5 times to over 4 times your body weight, depending upon your speed. It requires many more calories to absorb these much higher impact forces and to propel yourself with the next stride.

In most cases running burns more calories than walking, but when walking at increasing paces you eventually reach a point at which the walking becomes more difficult than running. That point is called the preferred walk-run transition speed (PTS). It is at this point that walking begins to burn more calories than running. The study from Washington University showed that this point occurs at approximately 5 MPH. However, this will vary slightly depending upon your fitness level and how efficient you are at walking and running. One of the predictors of running performance is running economy. This is simply a measure of how efficient you are at running. If two runners of equal fitness levels were running a race, the runner that is the most efficient will win. That is

because a more efficient runner is able to run faster with less effort. Running with less effort means you are burning fewer calories. A more efficient runner would probably reach the walk-run transition speed at slower speeds than a less efficient runner.

The bottom line is that the number of calories burned during walking and running is not a static number. It is a dynamic measure that will increase as your speed and effort level increases. Each of us will have a preferred walk-run transition speed (PTS). Running at speeds slower than your PTS will feel harder and will burn more calories than walking. Walking at speeds faster than your PTS will feel harder and will burn more calories than running. The average PTS is about 5 MPH but your individual PTS will depend upon your fitness level and your walking/running efficiency. Your calorie burn per mile will increase as you accelerate at speeds faster than your PTS.

As you can see, the answer to the question of calorie confusion is that both sides are correct. There is a point at which the calorie burn per mile of walking versus running is equal. There is also a level at which walking burns more calories per mile than running. But, at speeds of 5 MPH or faster, running will burn more calories per mile than walking. It is very difficult to estimate your exact level of calorie burn per mile without expensive laboratory analysis. In order to simplify things you will always get a fairly close estimate of your calorie burn by using the old accepted equation of 100 calories per mile. It will not be exact, but it will be close and easy.

Articled sourced from <http://www.runningplanet.com>

December 2009 – Eat Yourself Holistic
Healthy Christmas Eating

It's Christmas! Time to tuck into some tasty nibbles and a hearty Christmas lunch. But don't forget to check out our healthy festive tips.

Have a merry breakfast

It's easy to overlook this important meal when the pressure is on to get the turkey in the oven. But breakfast can help give us all a good start to the day, so when you and your family delve into your presents, remember to tuck into a good breakfast too.

Try making your usual breakfast cereal special by serving it with pieces of fresh apple and pear. You could throw in a few nuts, or dried festive fruits such as figs, cranberries and dates.

Or why not add a handful of brightly colored berries to your cereal, such as raspberries, blackberries, blueberries or strawberries? You can usually buy berries frozen, even when they're out of season. Frozen fruit and vegetable, as well as fresh, tinned and dried, all count towards the 5-a-day fruit and vegetable target.

If you're a muesli person, why not jazz up your daily serving with several slices of fresh tangerine and banana, a few grapes and some yoghurt?

You could cook up some scrambled eggs on wholemeal toast. And, for a bit of luxury, serve them with a 'mulled juice' from a cocktail of cranberry, orange and fruits of the forest juices – just warm up the juices and serve with a dash of cinnamon and nutmeg.

If children (or adults) need a snack to help keep them going until a late lunch, why not serve a plate of fruity breads, such as pannetone, currant buns or malt loaf? You could wash it down with home-made

smoothies made from milk, yoghurt or juice and their favorite fruits thrown in. Try bananas, apples or clementines.

Christmas lunch is served

Before launching into your main course, you could try titillating your taste buds with light appetizers that won't ruin your appetite.

You could go for a selection of dips made with low-fat yoghurt and cucumber, avocado and tomato, or puréed sweet peppers. Serve with vegetable sticks made from raw carrots and cucumber, and toasted wholemeal pitta bread.

Or how about a warming winter vegetable soup for a quick and easy option? If you have time, you could make your own soup such as butternut squash with a hint of ginger.

If you use a ready-made soup why not liven it up with a dollop of half-fat crème fraîche or low-fat yoghurt and a sprinkling of herbs? And remember to check the label to look for those soups that are lower in salt.

Turkey and all the trimmings

For lots of people, it just wouldn't be Christmas without a turkey.

But in fact, in this country the tradition of eating turkey at Christmas only dates from the 19th century, when it gradually began to replace goose as the Christmas meal.

This is good news in terms of healthy eating, because turkey contains more protein and much less fat than goose or duck. But try to avoid eating the skin because this is usually high in fat.

Nut roast has become the traditional Christmas dish for many vegetarians. For a festive twist, try adding cranberries (fresh or dried) or

chestnuts.

And who could forget the roast potato, a vital part of the traditional Christmas lunch? Potatoes are a starchy food containing carbohydrate, which gives us energy, as well as fibre and other important vitamins and minerals. So pile them high! And if you cut them into larger chunks they will absorb less fat.

Tasty Christmas vegetables

Heaps of vegetables are another traditional part of Christmas lunch. Many people will eat more fruit and vegetables on Christmas day than on any other day of the year. And with so many different varieties to choose from, it should be easy to reach your five daily portions.

At this time of year there are lots of wonderful root vegetables in season. And these can add lots of colour and taste to your plate, not to mention the vitamins.

When you're cooking your veg, remember not to add salt to the water. Flavoursome winter vegetables are easy to make without that pinch of salt. You could try adding some herbs instead.

Carrots can be roasted, boiled, or braised in lemon juice and olive oil. And parsnips are an old Christmas favourite, with their sweet spicy taste. You can boil them, roast them, or use leftovers in soup.

Brussels sprouts are a Christmas staple but they're not to everyone's taste. Try making them a bit more exciting by mashing them into mashed potatoes or serving them with crispy bacon, crispy cheese crumbs or sweet chestnut crumble.

Cranberry sauce is great for adding flavour and colour to your festive lunch.

If you find it almost impossible to get your children to eat any veg, especially anything green, try serving some hidden portions. You could mix mashed swede or parsnip into mashed potato. Or cook up some bubble and squeak with mashed potatoes and Brussels sprouts. Or top steamed broccoli with a little grated cheese.

You could try steaming your vegetables, rather than boiling them, this way they won't lose as many vitamins. If you do boil your veg, you could use the cooking water to make the gravy. This is also a good way of making a healthy gravy because you won't need to use stock cubes, granules or powder, which all tend to be very high in salt.

Fruity Christmas pudding

Another Christmas classic is the Christmas pudding, with its rich concoction of dried fruits such as raisins, currants and sultanas.

But Christmas pudding isn't to everyone's taste. If you're after a lighter dessert, try serving a big fruit salad and make it extra special by adding some tropical fruits such as papaya and pomegranate. Make your own Christmas compote by stewing your favorite berries with plums, apples and cinnamon, and serve it up with some plain yoghurt. Or try poaching pears and serve with some low-fat yoghurt and a sprinkling of pomegranate.

Grapes and pears can make a great accompaniment to cheese.

Pace yourself

If you want to avoid that uncomfortably full feeling, try to eat slowly throughout the day. This will give you a better idea when you've eaten enough.

And if you feel full, try to resist the temptation to stuff in another mouthful! Take a break instead.

In the afternoon you could go for a gentle stroll to help burn off a bit of that lunch.

And of course it's a great time for kids (and adults) to try out new presents such as bikes, roller blades and footballs. If it's raining or snowing, how about playing an indoor game?

Feast on festive nibbles

By the time you sit down in front of the television, you might be ready for a few nibbles.

You could have a handful of unsalted nuts, some dried fruit or you might want to dig out that satsuma from the bottom of your Christmas stocking.

Clementines, tangerines and satsumas are all rich in vitamin C.

Nuts, dried figs and dates are good sources of a range of vitamins and minerals.

It's time for tea

For late-afternoon snacks or an early supper, make some turkey sandwiches with thickly cut bread and pickles, or have a crunchy salad made with raw red or white cabbage, peppers and strips of carrot.

Trifle makes a popular dessert and you can bump up your fruit and vegetable portions by packing it full of fruit such as grapes, pineapple, mandarin segments, strawberries and kiwi fruit.

And don't forget those mince pies or a piece of Christmas cake. Try serving some slices of apple at the same time.

Loving those leftovers

Despite everyone's best efforts at tucking into the Christmas goodies, there are usually plenty of leftovers for Boxing Day.

So here are some ideas to help you love those leftovers without resorting to the traditional turkey curry:

- you could make a warm winter soup with turkey, vegetables and noodles
- make some Christmas bubble and squeak, with potatoes, sprouts and any other leftover vegetables
- use leftover turkey to make sandwiches but add some fresh crunchy salad. You could try using a variety of tasty breads including wholegrain and seedy varieties
- for a great snack use leftover meat to roll in a pancake with cheese, then bake in the oven
- use your fruit and vegetables for some healthy snacks
- add any dried fruit you have left over to a porridge or cereal for breakfast

Don't forget it's important to cool leftovers as quickly as possible (ideally within one to two hours) and then store them in the fridge to stop food poisoning bacteria growing.

It's also important to reheat food properly. Always make sure the food is steaming hot all the way through and don't reheat food more than once. Ideally you should use leftovers within two days. See the links below for more advice on keeping your leftovers safe.

All this goes to show that festive food can be healthy as well as tasty. So this year, make sure to eat, drink and be merry!

Article sourced from <http://www.eatwell.gov.uk>

December 2009 – Golden Rules of Leadership



By Craig Lewis

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. In this edition of *The Koru* we extend our list of rules to fifty-seven, and because Christmas is a time for reflection we've opted to provide three tips to assist you in this process so that you may return to the office with an enhanced perception of what's required. So take the opportunity to reflect on the preceding fifty-four rules espoused throughout this segment of *The Koru* (all of which can be reconsidered by tracing back through the archives), and enjoy the reflective opportunities offered through the festive season

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
44. Show the Face Your Team Needs to See
45. Resilience Rewards: Disappointment Not Disillusionment
46. Company First! If It's Good For the Company, DO IT!
47. Play What's In Front Of You
48. Change What You Can, Accept What You Can't
49. Low Hanging Fruit
50. Thank Your Team For Their Efforts
51. Captain, My Captain
52. People are Like Chimps – The Higher They Climb the More We See Their Ugly Bits
53. The Importance of Balloon Poppers
54. Great Leaders Remove Obstacles

55. Good People Get Good Things

For as long as sport has been played, there has existed an age-old assumption that intertwines participation in sport with the building of character. Sport has been credited with conveying all the properties

associated to a person's character. Whether this is merely assumption is a mute point, but the fact remains that sport does have a capacity to extend a person's *lived experiences*. The determination as to whether those *lived experiences* are portrayed in a positive or negative manner may however, be at the discretion of the coach.

My own view on all of this is that participation in sport does possess a potential to define a person's character. I'm yet to be convinced that mere participation can culminate in the construct of characteristics that weren't apparent at the outset. But I do believe a person brings their character to a sport, which repays them by providing an opportunity to play out and develop those characteristics. And I think business is very similar, and the role of its leadership analogous. The business leader plays a pivotal role in enabling team members to demonstrate desirable traits, culminating in a greater awareness of what constitutes appropriate and performance enhancing behaviour. That is of course, providing the leader is clear in their personal definition of character, and ethical enough to ensure their definition is realised.

Almost from the first days of our association with each other and the Kiwis, I became abundantly clear that Kiwis' coach Brian McClellan and myself shared –perhaps naively – a common notion that *good people get good things*. I say “perhaps naively” because it is a notion very difficult to founder – although it did provide us with a definition of what's important in the way we prescribed our program to our players. *Good people get good things* is a philosophy for life and play. It's an ethos all leaders must regularly reinforce to their teams. And if an organization's leadership values it highly, it has the potential to become a defining characteristic for everyone within the group – after all, people model themselves upon those with whom they associate and situations do shape the way we look at things.

What I am alluding to is a belief that for business to truly define character, its leadership must first clarify their views on what makes up a character of quality. Inherent within an assumption that *good people get good things* lies a belief that one must first be a good person. Which raises a fundamental question: What constitutes a good person? To my way of thinking, a good person represents integrity, honesty, personal responsibility, decency and a passion and desire to achieve. And if a business is to have its staff members buy into such a notion, they must first ensure everything about their business entity indicates good people who live by the abovementioned values.

All performance environments (be it sport or business) have the potential to teach and reinforce a particular way of thinking. That way of thinking can have a negative effect (cheating, manipulation, aggression to get what you want, win at all costs, etc) or it can have a positive effect (commitment to being your best, cooperation, empathy, etc), very much dependent upon the character assumption of the leadership. Business will not of itself build a person's character, but it does have the potential to define it in a more appropriate way. A business ethos along the lines of *good people get good things* may be hard to founder, but it unquestionably avails people of an opportunity to define and display their true character.

56. Pieces of a Puzzle – The Complementing of Strengths

Effective leaders are self-aware enough to recognize when the time is right to call in help, and confident enough not to be intimidated by the delegation of responsibility. Leaders of quality welcome the inputs of those with specialist knowledge, and are therefore receptive to the

recruitment of expertise to get a job done most competently. Because these leaders possess the self-confidence born of their own self-awareness, they are never threatened by the presence of others with superior knowledge. Indeed, leaders of quality welcome the advent of new expertise into their ranks. Complementing yourself with skills that you may not possess (to the degree required) is the most rudimentary of ways in which to inject expertise into the business – far more efficient than any amount of copious training could ever be – and is dependent only on a leader's ability to set their ego aside.

In truth, what we are referring to here is a situational leadership approach – a leadership approach that acknowledges the determination of leadership effectiveness according to the circumstance we find ourselves in. That is to say, leaders of true quality are able to relinquish portions of their control in the pursuit of a desired outcome, meaning they are more likely to welcome in the kind of collective wisdom that can only be accomplished through complementing themselves. Although it sounds like a simple enough approach by definition, the reality is that it asks leaders to not fall victim to their own *spin doctoring* and the *spin doctoring* of others – a challenge that is often too great for the megalomaniac within us who has grown rather fond of adulation!

Whilst the confidence to readily complement their skills with those of others is a foundation of quality leaders and their leadership, the tendency to complement members of their team with a similar approach is also noteworthy. A leader's self-awareness must extend beyond an ability to determine strengths and developmental areas in their own make-up, through to a more accurate appraisal and evaluation of the skills possessed by other members of their team. Assuming it is their desire to have all members of the team play to their strengths, strategies for maximizing the collective outlook through

complementation soon becomes apparent. Of course, the ability to do this is dependent almost entirely upon the leader's ability to step back from the work environment and survey their landscape, which is naturally the domain of self-aware leadership that refuses to be overburdened by operational task. Only then can a leader genuinely appreciate and appraise the performance of team members, and subsequently make decisions of infrastructure that ensure everyone's work outputs align to their true potential.

Furthermore, inherent within the leader's readiness and ease in complementing both the work performance of themselves and others, leaders of quality are also at comfort with the notion of others developing the program they have initiated so that it may become bigger and better. Such leaders care little for where the accolades exist, providing the outcomes are for the betterment of the organization and the people within it. Being able to freely step back and watch the dissection of an initiative that has been your brainchild is at the height of self-efficacy and acceptance, and is also essential if our innovations are to be given the scope to truly grow.

Leaders of quality see themselves as a simple piece of the puzzle – an important piece, but just one piece nonetheless! They are always on the lookout for opportunities to complement their skills, the skills of other team members and the program itself.

57. Is Your Ladder Against The Right Wall

Is your ladder against the right wall? Are you progressing this illustrious career in such a manner so as to be true to the self who commenced this journey? In his highly-acclaimed *The 7 Habits of Highly Effective People*, Stephen Covey wrote: "It's easy to get caught up in the busy-

ness of life, trying to climb the ladder of success, only to find that when you get nearer the top it's up against the wrong wall." Realigning your ladder so that it feeds you up in the direction you always intended may not be as complex an issue as you think! Drive and motivation are clearly hindered when you're pursuing a desire that simply isn't yours. And it could be as simple as posing yourself a few very fundamental questions.

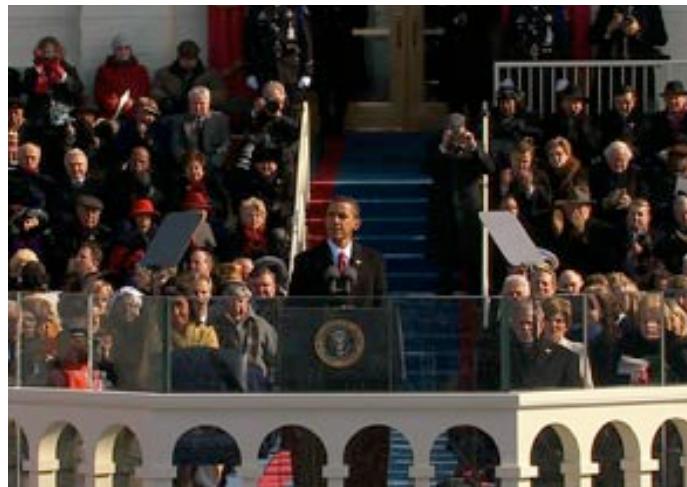
Have you ever truly stopped (and I do mean truly stopped!) to consider where your absolute passion lies? What is it that lifts your spirit and makes you feel good about yourself? Is the essence of what lifts your spirits and represents your passion containable within the confines of your corporate existence? Business leadership must come as much from the heart as it ever can come from the head. Take some time to consider what are the essential values in your life, and then consider whether your engagement in leadership truly avails you of the opportunity to immerse in these values. Maybe it does! Perhaps you're simply not seeing the opportunity for engagement? Perhaps the role you're in provides every opportunity for you to completely immerse in these values, if only you're alert enough to recognize it? Maybe your ladder is against the right wall, but without taking the necessary time to withdraw and reflect you might simply have failed to retain awareness? Whatever the case, the fact remains that until you can accurately align the values you carry with the role you hold, there's every chance you're ordained to climb your ladder to a destination you didn't want.

What's your basic rule of conduct? Not what do you think it should be, but what is it really? Is it feasible to fulfil your obligations to your leadership position and still honour your rule of conduct? If hand-on-heart you don't honestly believe it is, I'd have to suggest your ladder is almost indisputably against the wrong wall. What's more, you're not

doing anybody any favours – not you, not your family, not your team, not anybody! You can't build a team (or a career, for that matter) that's ideologically different to the person you truly aspire to be. What's your purpose? When faced with an adverse situation you're going to need to know. What are your principles? What do you stand for? What are you prepared to take up the fight against? By responding to these questions, you'll once again be identifying whether your ladder is against the right wall.

It is only when we can successfully respond to questions pertaining to our passions, our purpose and our rules of conduct that we can truly ascertain whether our ladder is against the right wall. It is only when we succeed in answering these and similar questions (such as *what lifts my spirits?*) that we can better understand the values and principles we're aspiring to in our work situation. Without acknowledgement of these answers our ladder might just be against the wrong wall – and we won't even know it!

December 2009 – Face to Face With Barack Obama
Barack Obama's Inaugural Speech, 20 January 2009



It's at this time of the year that we all take time to reflect on a year just gone. As a component of this reflection, we are inevitably prone to consider those pivotal and defining moments in our year. For many, it will be a significant event (weddings, anniversaries and funerals will feature highly for many) whilst for others it might be a more tangible outcome such as a critical sale, a workplace promotion or even an unexpected sport result. But, for all the relative importance of these occasions, I'd be almost certain the annals of history will record one event over all others – the inauguration speech of Barack Obama. Barack Obama was sworn in as the 44th president of the United States and America's first African-American president on Tuesday 20 January 2009. In this edition of face to face I can think of no more appropriate person to celebrate than President Obama, and given the highly unlikely nature of me ever getting to meet American's 44th president face to face, I've decided to do the next best thing. Recorded below is the exact transcript of his inauguration speech, reproduced for the purpose of recalling this most significant occasion in the history of mankind.

My fellow citizens:

I stand here today humbled by the task before us, grateful for the trust you have bestowed, mindful of the sacrifices borne by our ancestors. I

thank President Bush for his service to our nation, as well as the generosity and cooperation he has shown throughout this transition.

Forty-four Americans have now taken the presidential oath. The words have been spoken during rising tides of prosperity and the still waters of peace. Yet, every so often, the oath is taken amidst gathering clouds and raging storms. At these moments, America has carried on not simply because of the skill or vision of those in high office, but because We the People have remained faithful to the ideals of our forebearers, and true to our founding documents.

So it has been. So it must be with this generation of Americans.

That we are in the midst of crisis is now well understood. Our nation is at war, against a far-reaching network of violence and hatred. Our economy is badly weakened, a consequence of greed and irresponsibility on the part of some, but also our collective failure to make hard choices and prepare the nation for a new age. Homes have been lost; jobs shed; businesses shuttered. Our health care is too costly; our schools fail too many; and each day brings further evidence that the ways we use energy strengthen our adversaries and threaten our planet.

These are the indicators of crisis, subject to data and statistics. Less measurable but no less profound is a sapping of confidence across our land -- a nagging fear that America's decline is inevitable, and that the next generation must lower its sights.

Today I say to you that the challenges we face are real. They are serious and they are many. They will not be met easily or in a short span of time. But know this, America: They will be met.

On this day, we gather because we have chosen hope over fear, unity of purpose over conflict and discord.

On this day, we come to proclaim an end to the petty grievances and false promises, the recriminations and worn-out dogmas, that for far too long have strangled our politics.

We remain a young nation, but in the words of Scripture, the time has come to set aside childish things. The time has come to reaffirm our enduring spirit; to choose our better history; to carry forward that precious gift, that noble idea, passed on from generation to generation: the God-given promise that all are equal, all are free, and all deserve a chance to pursue their full measure of happiness.

In reaffirming the greatness of our nation, we understand that greatness is never a given. It must be earned. Our journey has never been one of shortcuts or settling for less. It has not been the path for the fainthearted - for those who prefer leisure over work, or seek only the pleasures of riches and fame. Rather, it has been the risk-takers, the doers, the makers of things - some celebrated, but more often men and women obscure in their labor - who have carried us up the long, rugged path toward prosperity and freedom.

For us, they packed up their few worldly possessions and traveled across oceans in search of a new life.

For us, they toiled in sweatshops and settled the West; endured the lash of the whip and plowed the hard earth.

For us, they fought and died, in places like Concord and Gettysburg; Normandy and Khe Sahn.

Time and again, these men and women struggled and sacrificed and worked till their hands were raw so that we might live a better life. They saw America as bigger than the sum of our individual ambitions; greater than all the differences of birth or wealth or faction.

This is the journey we continue today. We remain the most prosperous, powerful nation on Earth. Our workers are no less productive than when this crisis began. Our minds are no less inventive, our goods and services no less needed than they were last week or last month or last year. Our capacity remains undiminished. But our time of standing pat, of protecting narrow interests and putting off unpleasant decisions - that time has surely passed. Starting today, we must pick ourselves up, dust ourselves off, and begin again the work of remaking America.

For everywhere we look, there is work to be done. The state of the economy calls for action, bold and swift, and we will act - not only to create new jobs, but to lay a new foundation for growth. We will build the roads and bridges, the electric grids and digital lines that feed our commerce and bind us together. We will restore science to its rightful place, and wield technology's wonders to raise health care's quality and lower its cost. We will harness the sun and the winds and the soil to fuel our cars and run our factories. And we will transform our schools and colleges and universities to meet the demands of a new age. All this we can do. And all this we will do.

Now, there are some who question the scale of our ambitions - who suggest that our system cannot tolerate too many big plans. Their memories are short. For they have forgotten what this country has already done; what free men and women can achieve when imagination is joined to common purpose, and necessity to courage.

What the cynics fail to understand is that the ground has shifted beneath them - that the stale political arguments that have consumed us for so long no longer apply. The question we ask today is not whether our government is too big or too small, but whether it works - whether it helps families find jobs at a decent wage, care they can afford, a retirement that is dignified. Where the answer is yes, we intend to move forward. Where the answer is no, programs will end. And those

of us who manage the public's dollars will be held to account - to spend wisely, reform bad habits, and do our business in the light of day - because only then can we restore the vital trust between a people and their government.

Nor is the question before us whether the market is a force for good or ill. Its power to generate wealth and expand freedom is unmatched, but this crisis has reminded us that without a watchful eye, the market can spin out of control - and that a nation cannot prosper long when it favors only the prosperous. The success of our economy has always depended not just on the size of our gross domestic product, but on the reach of our prosperity; on our ability to extend opportunity to every willing heart - not out of charity, but because it is the surest route to our common good.

As for our common defense, we reject as false the choice between our safety and our ideals. Our Founding Fathers, faced with perils we can scarcely imagine, drafted a charter to assure the rule of law and the rights of man, a charter expanded by the blood of generations. Those ideals still light the world, and we will not give them up for expedience's sake. And so to all other peoples and governments who are watching today, from the grandest capitals to the small village where my father was born: Know that America is a friend of each nation and every man, woman and child who seeks a future of peace and dignity, and that we are ready to lead once more.

Recall that earlier generations faced down fascism and communism not just with missiles and tanks, but with sturdy alliances and enduring convictions. They understood that our power alone cannot protect us, nor does it entitle us to do as we please. Instead, they knew that our power grows through its prudent use; our security emanates from the justness of our cause, the force of our example, the tempering qualities of humility and restraint.

We are the keepers of this legacy. Guided by these principles once more, we can meet those new threats that demand even greater effort - even greater cooperation and understanding between nations. We will begin to responsibly leave Iraq to its people, and forge a hard-earned peace in Afghanistan. With old friends and former foes, we will work tirelessly to lessen the nuclear threat, and roll back the specter of a warming planet. We will not apologize for our way of life, nor will we waver in its defense, and for those who seek to advance their aims by inducing terror and slaughtering innocents, we say to you now that our spirit is stronger and cannot be broken; you cannot outlast us, and we will defeat you.

For we know that our patchwork heritage is a strength, not a weakness. We are a nation of Christians and Muslims, Jews and Hindus - and nonbelievers. We are shaped by every language and culture, drawn from every end of this Earth; and because we have tasted the bitter swill of civil war and segregation, and emerged from that dark chapter stronger and more united, we cannot help but believe that the old hatreds shall someday pass; that the lines of tribe shall soon dissolve; that as the world grows smaller, our common humanity shall reveal itself; and that America must play its role in ushering in a new era of peace.

To the Muslim world, we seek a new way forward, based on mutual interest and mutual respect. To those leaders around the globe who seek to sow conflict, or blame their society's ills on the West: Know that your people will judge you on what you can build, not what you destroy. To those who cling to power through corruption and deceit and the silencing of dissent, know that you are on the wrong side of history; but that we will extend a hand if you are willing to unclench your fist.

To the people of poor nations, we pledge to work alongside you to make your farms flourish and let clean waters flow; to nourish starved bodies and feed hungry minds. And to those nations like ours that enjoy

relative plenty, we say we can no longer afford indifference to suffering outside our borders; nor can we consume the world's resources without regard to effect. For the world has changed, and we must change with it.

As we consider the road that unfolds before us, we remember with humble gratitude those brave Americans who, at this very hour, patrol far-off deserts and distant mountains. They have something to tell us today, just as the fallen heroes who lie in Arlington whisper through the ages. We honor them not only because they are guardians of our liberty, but because they embody the spirit of service; a willingness to find meaning in something greater than themselves. And yet, at this moment - a moment that will define a generation - it is precisely this spirit that must inhabit us all.

For as much as government can do and must do, it is ultimately the faith and determination of the American people upon which this nation relies. It is the kindness to take in a stranger when the levees break, the selflessness of workers who would rather cut their hours than see a friend lose their job which sees us through our darkest hours. It is the firefighter's courage to storm a stairway filled with smoke, but also a parent's willingness to nurture a child, that finally decides our fate.

Our challenges may be new. The instruments with which we meet them may be new. But those values upon which our success depends - hard work and honesty, courage and fair play, tolerance and curiosity, loyalty and patriotism - these things are old. These things are true. They have been the quiet force of progress throughout our history. What is demanded then is a return to these truths. What is required of us now is a new era of responsibility - a recognition, on the part of every American, that we have duties to ourselves, our nation and the world; duties that we do not grudgingly accept but rather seize gladly, firm in the knowledge that there is nothing so satisfying to the spirit, so defining of our character, than giving our all to a difficult task.

This is the price and the promise of citizenship.

This is the source of our confidence - the knowledge that God calls on us to shape an uncertain destiny.

This is the meaning of our liberty and our creed - why men and women and children of every race and every faith can join in celebration across this magnificent Mall, and why a man whose father less than 60 years ago might not have been served at a local restaurant can now stand before you to take a most sacred oath.

So let us mark this day with remembrance, of who we are and how far we have traveled. In the year of America's birth, in the coldest of months, a small band of patriots huddled by dying campfires on the shores of an icy river. The capital was abandoned. The enemy was advancing. The snow was stained with blood. At a moment when the outcome of our revolution was most in doubt, the father of our nation ordered these words be read to the people:

"Let it be told to the future world ... that in the depth of winter, when nothing but hope and virtue could survive... that the city and the country, alarmed at one common danger, came forth to meet [it]."

America. In the face of our common dangers, in this winter of our hardship, let us remember these timeless words. With hope and virtue, let us brave once more the icy currents, and endure what storms may come. Let it be said by our children's children that when we were tested, we refused to let this journey end, that we did not turn back, nor did we falter; and with eyes fixed on the horizon and God's grace upon us, we carried forth that great gift of freedom and delivered it safely to future generations

December 2009 – Let's Go Surfing

www.northpole.com

Given that Christmas is virtually upon, it seemed only appropriate that we should rest from the usual information seeking rigors of our internet surfing and revert back to something more commensurate of the time. Whilst the demands of business won't completely relinquish us of their hold over the festive season, there's no doubt that Christmas is a time for family and children.

In this edition of "Let's Go Surfing" we've sought out the best of Christmas websites the internet has to offer, and come up with this priceless little gem that offers all sorts of opportunities for children - www.northpole.com celebrates the holidays with dozens of activities for children and families. A child-safe, award-winning holiday site, www.northpole.com promotes a traditional look at Santa's Secret Village at the North Pole, but with high-tech, creative features to keep children and adults entertained—all for free.

The www.northpole.com site premiered in 1996 and has been delighting children ever since. Its creators wanted to provide a family-oriented, traditional Christmas site for children and their families to enjoy, and showcase it as a site steeped in both tradition and technology. As a result, visitors enjoy animation using Macromedia Flash, JavaScript, Webmail, and conversation simulators using artificial intelligence—all on Web pages richly illustrated with hundreds of original, detailed, hand-drawn artwork.

The site opens with a panoramic view of Santa's Secret VillageSM, the fanciful home of Santa, his elves, and reindeer. Visitors click on different 'buildings' to enter, leading to a variety of activities or stories. Buildings include Santa's Mailroom, Santa's Workshop, Elf Clubhouse, Santa's Reindeer Barn, Santa's Den, Mrs. Claus' Kitchen, Northpole Weather.

Letters to Santa arrive by the thousands each day during the holiday season and are processed in Santa's Mailroom. There, children have a quick, secure, and certain means to write Santa AND get a free, keepsake-quality reply letter within days. In Santa's Workshop, children can read short creative stories about elves and toys. In the Reindeer Barn, the stories are about Raymond the playful reindeer. All stories on www.northpole.com are original, and many offer a gentle and upbeat lesson for children. Personalized, original stories await children in Santa's Den and are created by the child (or parent) answering a few short questions, such as the child's first name, hometown, and a favorite activity. These answers are woven into the story to personalize it for the child, and pages can be printed out as a keepsake or gift.

After discovering that teachers were using the site in classrooms to teach computer skills, reading, and writing, site creators added the Elf Pal Academy, offering mind-challenging games, puzzles, mazes, math riddles, an interactive coloring book, even Santa's favorite Rubik's cube. A favorite is the Good Deeds Calendar that children can print and record their good behavior for Santa.

Need a special recipe for the holidays? Mrs. Claus' Kitchen has thousands! Also, at www.northpole.com there's ElfChatSM, animated holiday postcards, and an 'elf-run' weather station that gives updated North Pole weather reports.

While December naturally brings the largest numbers of visitors, the site receives millions of visits year-round. What began as a venture into Internet technology has grown into a truly happy holiday tradition for many families all over the world. Whether it's tradition wrapped in technology, or technology wrapped in tradition, a visit to www.northpole.com is a holiday gift we'd strongly recommend.

December 2009 – Practical Exercise
The Smart Talk Technique

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. More particularly (and for business leaders) it's the time to consider the effectiveness of the engagement strategies you've employed this year. A time to consider whether your interventions have culminated in the kind of high performance environment you aspire to and the positive culture essential to creating it.

For many, it may well reveal a business year full of challenge and tribulation – challenge and tribulation that may have taken us away from the positiveness of thought we know to be essential. The Smart Talk Technique is (perhaps) an opportunity to ensure a subjective return to this more desired state of operation. It's a technique to be practiced immediately upon your return – a technique that should give credence to the creation of a more positive workplace.

Place 20 paper clips in your left pocket at the commencement of the day. Each time you catch yourself making a negative self-statement, transfer one of the paper clips to your right pocket. If you need more paper clips, don't hesitate to put more in your right pocket. At the end of the day, count the number of paper clips in your left pocket and record that number below. Monitor your negative thinking for one full week.

Day 1 _____ Day 2 _____ Day 3 _____

Day 4 _____ Day 5 _____ Day 6 _____

Day 7 _____

Now transfer the exercise so that it becomes a reflection of your positive thoughts (remember, *the Law of Attraction* says we get what we are thinking off, so long-term the best way to complete the exercise is by measuring your positive self-statements). Monitor your positive thinking, setting specific goals to go beyond the 20 paper clips in your pocket.

Day 1 _____ Day 2 _____ Day 3 _____

Day 4 _____

Day 5 _____

Day 6 _____

Day 7 _____