



1.	THE DIRECTORS DESK	PAGE 1
2.	FEATURE ARTICLE: IT'S THE LITTLE THINGS THAT MATTER	PAGE 3
3.	THE DOCTOR'S ROOM: CRITICAL ALERT: THE SWINE FLU PANDEMIC – FACT OR FICTION?	PAGE 10
4.	FIT FOR LIFE: MASTER THESE THREE THINGS AND YOU'LL BURN FAT FASTER	PAGE 25
5.	EAT YOURSELF HOLISTIC: CHOOSING FOODS TO HELP YOU SLEEP	PAGE 28
6.	GOLDEN RULES OF LEADERSHIP	PAGE 31
7.	FACE TO FACE WITH BRAD BUTTERWORTH	PAGE 37
8.	LET'S GO SURFING: www.harvardbusiness.org	PAGE 49
9.	PRACTICAL EXERCISE: RATING YOUR EMPATHY	PAGE 50

June 2009 – The Director’s Desk

Welcome to the June edition of *The Koru* for 2009, where once again I’m certain you’ll find plenty of interest to both you and your colleagues. It’s an edition that coincides with the launching of an exciting partnership between iconic former Kiwis’ captain Ruben Wiki and myself. If this e-mail finds you looking for something that’s educational, inspirational and entertaining to share with your staff, then Ruben and I would encourage you to look no further. “Winning Ways: Characteristics of the Legendary Leader” is a one to three hour presentation featuring both Ruben and myself as we give definition to the 2005-2008 era of unparalleled success in the history of New Zealand Rugby League – an era of unprecedented success that saw the Kiwis stand atop the podium in two of the three international finals contested in the timeframe and culminated in the historic 2008 World Cup victory. It’s a presentation that reveals first-hand the techniques that led to the indomitable culture responsible for establishing the commitment, loyalty and pride so essential to any high performance environment.

And so to the June 2009 edition of *The Koru*! By allowing myself to immerse in a pursuit close to my heart, this quarter’s feature article puts the predicaments of rugby league coaches Brad Fittler and Ivan Cleary under the spotlight and comes up with some essential understanding for business leaders in the process. “It’s the Little Things That Matter” is about recognizing the people business the modern-day leader finds him or herself in, and the responsibility it places on them to regulate and drive the performance of others. It’s about essential considerations for ensuring meeting behaviour leaves your staff excited and inspired. It’s about the realization that leadership is a work in process – a process that commences with a critical apprenticeship from which true leadership performance can emanate. In addition, those train-spotters amongst you will notice an updated photograph of myself, a response to an astute reader who called me to action against false representation by way of hair.

Most significantly, our Golden Rules of Leadership column brings up the magical 50 and celebrates by illuminating its readers with a further three pieces of (hoped) enlightenment. Whereas our March edition saw the need to capture some subtle insights for confronting the challenges of business in 2009, this month’s three guidelines are more attuned to the importance of building confidence in others. More particularly, our fifty-first rule is a celebration of the leader-manager relationship that sat at the cornerstone of the Kiwis’ success through 2005-2008, and highlights the importance of content to be discussed in *Lead to Succeed’s* wonderful marquee presentation with Ruben Wiki.

We once again borrow from RadioSport's High Performance Hour archives and go face-to-face with Americas Cup stalwart, Brad Butterworth OBE. Sailing in the Americas Cup from the age of 24, 50 year old Butterworth is a world-renowned yachtsman best known as tactician and team skipper for the Swiss America's Cup Defender Alinghi. In the Cup's 157 year history, no other afterguard member has won so many races in succession; as tactician on New Zealand's Black Magic in 1995 and 2000, and Switzerland's Alinghi in 2003 and 2007, in this interview, Brad discusses his take on key ingredients for Americas Cup success and the importance of team.

As is always our principal endeavour, the June edition of *The Koru* is dedicated to giving reason to what is topical in the lives of New Zealanders – and when it comes to topical nothing quite tips the scales like the Swine Flu pandemic. In this edition of *The Koru* we borrow from the www.mercola.com website and reproduce Dr Joseph Mercola's take on swine flu. Titled "Critical Alert: the Swine Flu Pandemic – Fact or Fiction?", it's a fascinating and controversial take on the topic, reproduced by *The Koru* with no more intention than to alert its readers to an alternative perspective. Importantly, the comments contained within the column are neither endorsed or refuted by Lead to Succeed.

"Eat Yourself Holistic" sets about providing some simple food suggestions to help you sleep at night, whilst our "Fit For Life" column discusses the three essential ingredients to creating a training regime to enable you to burn fat faster.

The "Practical Exercise" segment of *The Koru* introduces the "Rating Your Empathy" inventory, an inventory designed to facilitate both a peer-assessment and self-assessment in your relationships.

Finally, and once again in light of the need to stay cutting-edge, we propose to take you surfing into a website that's going to keep you up to the play with current trends in business research. The Harvard Business Review is well-regarded as critical reading for all business professionals, and this edition of the *Koru* introduces you to the www.harvardbusiness.org website as an absolute must read for anyone committed to remaining current in the performance of their leadership responsibilities.

So join with us as we take you on our quarterly journey to the attainment of your better self, and take an injection of inspiration as we seek to confront the challenge of the times. In addition, keep up-to-date with everything that's new by logging onto www.leadtosucceed.co.nz.

June 2009 - Feature Article:
It's The Little Things That Matter



By Craig Lewis

As many who read this article will already know, I'm a rugby league man. A man who's been fortunate enough to scale the heights of international rugby league as Performance Coach to the Kiwis! It's an engagement that's left me with more than a passing interest in happenings within the game – and more than a passing interest in the men entrusted the responsibility of leading young men to their ultimate playing performance.

And so, - with this as my driver - I've been intrigued by the apparent conjecture and plight surrounding two of the Australian NRL's most notable players who have progressed into coaching assignments. Brad Fittler (Sydney Roosters) and Ivan Cleary (New Zealand Warriors) are at the helm of significantly underachieving teams at the time of my writing. For Fittler, the vultures are circling and the pundits predicting his reign will soon be over, whilst Cleary has a team stumbling from one poor performance to another. Both are very young men assigned the task of leading only slightly younger men, and neither appears comfortable with their present predicaments.

To the best of my knowledge (and you'll have to remember I'm slightly more removed from it than I once was) neither have anything in their background to indicate formal training in the demands of inspiring and motivating men. I suspect herein lies their problem. I have little doubt both men have an intricate knowledge of the "X's" and "O's" that constitute playing the game, but in sport – as in business – it's the little things that matter! Little things that transcend performance beyond what could realistically be achieved through a mere knowledge of the game – little things that have people trust your insights and revel in your initiatives. In both sport and business, the list of possibilities that

constitute the “little things” can be endless, but coming to grips with them might just distinguish the glory days from the failures.

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.

Whilst it is a key ingredient of a functional and dynamic team culture that all in the group are given voice, there is little doubt that the most powerfully emanating voice of any group is that of the leader. Without question, the appointment of a title carries with it a prestige of position and voice that others within the group must work increasingly harder to possess. It is a circumstance of privilege, and one that infers on the leadership a responsibility to ensure all that is expressed is carefully considered and accurately conveyed. *When leaders speak, others listen* is not simply a statement of fact, for it is all so much more. *When leaders speak, others listen* is an edict of purpose within the world of a business leader, who must give it the credence and respect it engenders.

Astute leaders acknowledge that those under their employ will emulate the actions and words of those perceived to be in a position of influence, and are therefore conscious of the need to model only desirable behavior and practice. They are aware of the significance their words are likely to carry within the group, and always ensure deliverances are well prepared, comprehensively considered and articulately expressed. Because of their enhanced commitment to diligence, leaders of quality are comfortable in the knowledge that subsequent discussion will most likely centre round the words they speak, and therefore take personal pride in ensuring the accuracy of these words.

And no greater forum exists for a leader to create a verbal resonance than that involving the facilitation of a team's meeting. For this is the time when a business leader must be at their best, delivering their most compelling performance, captivating their audience and leaving them spellbound through the affection of their delivering. No environment offers quite the opportunity and occasion for capturing a business leader's audience than that created through the meeting, with all its potentials for exquisite drama, critical inflection and inspiring anecdotes. And yet, for most, the opportunity is tragically lost. A bumbling delivering attributable to an inadequate preparation! As a thespian relies on the power of their script, the playwright depends on the influence of the actor's performance - and both of them recognize the stage as their frontier. It is a fact not lost on many a significant sport team, whose leadership has ventured into the world of the script writer, appointing the aid of professionals in pursuit of the performance that might inspire their players to an ultimate performance.

And yet, for some untenable reason the business world has continued to miss its calling. Meeting management tends to be a skill that is frequently overlooked by business leaders. Conducting meetings devoid of a trickle of enterprise – and wondering why their message remains unembraced by their audience! Conducting quality meetings is as important a part of a leader's day as any activity to which they're likely to engage. No forum exists (quite like the meeting) for providing opportunity to convince your people - no arena avails itself of the opportunity to emanate improvement!

Commencing a meeting with a pre-determined objective (and a vehicle for arriving there) is an essential first step – an appropriate agenda sets the environment for accomplishment, whilst also ensuring greatest opportunity for a smooth flow. Astute business leaders are cognizant of the fact that meetings do cost money, and are therefore diligent in ensuring only those with a contribution to make are welcome to attend - thumb twiddlers and doodles need not apply! I am constantly staggered by the high frequency of meetings in which a virtual company-wide attendance appears compulsory, regardless of attendee potential engagement. Effective meeting managers are prepared to hold multiple meetings, comfortable in the knowledge that all in attendance will find each convention's content relevant and fulfilling. It's amazing what efficiency can be achieved when engagement is the order of the day – and meetings gain a reputation amongst staff members as a mechanism to gain insight and direction!

Commence meetings on time! It's a strange irony - experience tells me sport teams (supposedly devoid of business acumen) run considerable more punctual meetings than most workplace conventions. Commence the meeting with a vivacious agenda review – remember, attendees cannot be something you're not! Demonstrate your understanding of a “no egos” philosophy. Ensure your facilitation welcomes the contribution of others. Allow others the passage to speak, and always ensure it's not the law according to the Chair. Establish proposed participant actions and achievements derived from the meeting. Identify timelines in which specific designated tasks should be completed. Gain a final sign-off from those ascribed responsibilities for achievement, confirming their acceptance of an accumulated list. And (wherever possible and applicable) endeavour to discreetly monitor the accomplishments of attendees post-meeting.

Of course, whilst meeting behaviour and performance matter, so to does induction – induction into a role and induction into a strategy. This past sporting week has been littered with examples of coaches and players alike blaming their inability to “follow the game plan”, whilst those on the positive side of the result are quick to attribute their

success to the exact opposite. In truth, the best and most diligently created game plan matters little if it is backed by an ineffective or poorly articulated deliverance. Whilst the loser may lament an inability to follow the game plan, the truth is that no game plan existed if the group's leadership was incapable of expressing it - a game plan is only a game plan when everyone it is intended to direct fully understands and interprets each intricacy of its content.

The ability to regulate and drive the performance of others is critical to the long-term success and sustainability of any organization – and it is a trend that needs to commence from inception. Commitment to the induction of staff should be a priority for all business leaders, who must ensure they minimise the time taken in settling staff wherever possible. By following a more formal process of induction that includes familiarity to the broader vision of the organization, its culture and the individual's specific role within it, leaders can promote a significantly enhanced clarity of thought that is paramount to the creation of a peak performing team. It is an undeniable truth that when people don't understand their role and don't grasp the purpose of the process to which they are apart, the confusion this creates reduces work effectiveness and productivity to no more than seventy percent of a person's actual potential. People can only expend themselves into the depth of their true talent when they experience the inner clarity that can only come from a directed immersion and focus. And the effectiveness of a person's induction goes a long way to determining whether such a climate becomes prevalent or not.

It is a fact that in many instances staff induction has been conducted without intention and purpose, stripped of the essential personalization that might otherwise generate a much more endearing outcome. This is a shame, primarily because it signals a lost opportunity to appropriately welcome and integrate a staff member, whilst also condemning the organization to costs that might otherwise be avoided. Astute leaders are cognizant of this fact, and therefore take pride in ensuring the induction of staff becomes a principal priority across the organization. By assisting incumbents to better appreciate the culture of the group and driving a more concise appreciation of key objectives within the specific role, these leaders are invariably rewarded with a staff member who eases into the organization and produces immediate results far beyond what might otherwise be expected.

Finally, all associated with the art of leadership must come to recognize that leadership is a work in progress – both leadership in sport and leadership in business! It is definitely not a finished product! It is a vision built and developed over several years, all devised to accomplish that ultimate endeavour to one day create the perfect performance

environment. Doing your time is a common trait amongst most of history's great leaders, be it in politics, business or sport. The greatest sport's leader of them all (arguably!), Vince Lombardi's path to Green Bay glory was far less spectacular than his eventual achievements. He was a forty-seven year old rookie Head Coach when the National Football League's worst performing franchise secured his signature. Lombardi was thirty-one when he became Head Coach of St Cecilia Parochial School, and was forty-four when his star first shone in an assistant role to a professional team, the New York Giants. It was a long and arduous journey, which culminated in the most significant coaching record in the history of American sport. It was an apprenticeship of excellence!

Leadership is more about perseverance than any other quality. You need to know where you're heading, but (more than anything) you must persevere to get there. It is driven by a passion, and complemented by a commitment – a commitment to develop, modify and adapt. It is about experiencing enough of the variances life and business present, in order to shape the frame of what will ultimately be *you the leader*.

Through a process of reflection and a commitment to continuous improvement, leaders of quality begin to emerge. It is their dedication to identifying the strengths they bring to a leadership role that enables them to gain a complete understanding of what it takes to be a truly effective leader. Learning how to *play to their strengths* culminates in a comprehensive frame from which to base a successful career in leadership - and it is this frame that enables them to forge a professional pathway that is uniquely theirs. Whilst a less savvy leader might devote themselves to the replicating of business managers they've known, more astute leaders are able to identify the characteristics that most suit them. Simultaneously travelling a path that is uniquely them and exactly right!

Kiwis' coach Brian McClennan didn't win every game in which he coached the Kiwis – but there was never a game he didn't believe he could win! Certainly, as both the 2005 and 2006 tri-series campaigns evolved, we grew progressively more confident about our prospects. And I definitely believe this confidence was founded on the depth of self-knowledge acquired through lengthy apprenticeships – Bluey's in the game of rugby league and mine in the vagaries of various international sport and business campaigns. I can only say that my approach to performance enhancement is significantly more sophisticated and systematic today than ever it was in the past. Sure, I'd experienced success in the past, but two decades of immersion have left me considerably more worldly-wise in the intricacies of both people and performance. Mine has been an apprenticeship of trial, error,

modification, refinement and advancement – the very same apprenticeship experienced by most high achieving leaders in business and sport.

Leaders serving an apprenticeship are in a constant phase of learning, developing their strategic appreciation, their systematic thinking style and their approaches to people management as they go. Theirs is an endless pursuit of the ultimate leadership style – all built on an apprenticeship of self-knowledge and self-improvement. Encompassed within this learning is an education around conducting great meetings - meetings that inspire participation and fulfil a need for engagement. It's about having each team member completing work projects in a positive manner, utilising their given talents and being prepared to take calculated risk without fear of reprisal. It's about the ability to articulate strategy to others – and articulate it in such a way as to promote familiarity and confidence. That's the goal in leadership – and that's the point in time when we can surmise the great “player” has transitioned into an even greater “leader”.

June 2009 – The Doctor's Room
Critical Alert: The Swine Flu Pandemic Fact or Fiction?

Please be advised before reading this column that the opinions expressed are those of Dr Joseph Mercola, and are therefore neither endorsed or refuted by Lead to Succeed

By Dr Joseph Mercola

American health officials declared a public health emergency as cases of swine flu were confirmed in the U.S. Health officials across the world fear this could be the leading edge of a global pandemic emerging from Mexico, where seven people are confirmed dead as a result of the new virus.

On Wednesday April 29th, the World Health Organization (WHO) raised its pandemic alert level to five on its six-level threat scale, which means they've determined that the virus is capable of human-to-human transmission. The initial outbreaks across North America reveal an infection already traveling at higher velocity than did the last official pandemic strain, the 1968 Hong Kong flu.

Phase 5 had never been declared since the warning system was introduced in 2005 in response to the avian influenza crisis. Phase 6 means a pandemic is under way.

Several nations have imposed travel bans, or made plans to quarantine air travelers that present symptoms of the swine flu despite the fact that WHO now openly states it is not possible to contain the spread of this infection and recommends mitigation measures, not restricting travel or closing borders.

Just What is a Pandemic Anyway?

A pandemic does not necessarily mean what you think it does, it is NOT black-plague carts being hauled through the streets piled high with dead bodies. Nor does it mean flesh-eating zombies wandering the streets feeding on the living. All a pandemic means is that a new infectious disease is spreading throughout the world.

By definition, a "pandemic" is an epidemic that is geographically widespread. Fear-mongers are always careful to add the innuendo that millions of people could and probably will die, as in the Spanish Flu pandemic of 1918 that killed about 20 million people worldwide.

How does the death of even a few hundred equate to 20 million?

Much Fear Mongering Being Promoted

I suspect you have likely been alarmed by the media's coverage of the swine flu scare. It has a noticeable subplot - preparing you for draconian measures to combat a future pandemic as well as forcing you to accept the idea of mandatory vaccinations.

On April 27, *Time* magazine published an article which discusses how dozens died and hundreds were injured from vaccines as a result of the 1976 swine flu fiasco, when the Ford administration attempted to use the infection of soldiers at Fort Dix as a pretext for a mass vaccination of the entire country.

Despite acknowledging that the 1976 farce was an example of "how not to handle a flu outbreak", the article still introduces the notion that officials "may soon have to consider whether to institute draconian measures to combat the disease".

Fear has become so widespread that Egypt has ordered the slaughter of the country's 300,000 pigs, even though no cases have been reported there. At least this threatened epidemic has provided a source of amusement as it has generated even more ludicrous behavior.

Fortunately some respectable journalists recognize this and are seeking to spread a voice of reason to the fear that is being promoted in the majority of the media.

This is NOT the First Swine Flu Panic

My guess is that you can expect to see a lot of panic over this issue in the near future. But the key is to remain calm -- this isn't the first time the public has been warned about swine flu. The last time was in 1976, right before I entered medical school and I remember it very clearly. It resulted in the massive swine flu vaccine campaign.

Do you happen to recall the result of this massive campaign?

Within a few months, claims totaling \$1.3 billion had been filed by victims who had suffered paralysis from the vaccine. The vaccine was also blamed for 25 deaths.

However, several hundred people developed crippling Guillain-Barré Syndrome after they were injected with the swine flu vaccine. Even healthy 20-year-olds ended up as paraplegics.

And the swine flu pandemic itself? It never materialized.

More People Died From the Swine Flu Vaccine than Swine Flu!

It is very difficult to forecast a pandemic, and a rash response can be extremely damaging.

To put things into perspective, malaria kills 3,000 people EVERY DAY, and it's considered "a health problem"... But of course, there are no fancy vaccines for malaria that can rake in billions of dollars in a short amount of time.

One Australian news source, for example, states that even a mild swine flu epidemic could lead to the deaths of 1.4 million people and would reduce economic growth by nearly \$5 trillion dollars.

Give me a break! if this doesn't sound like the outlandish cries of the pandemic bird-flu I don't know what does. Do you remember when President Bush said two million Americans would die as a result of the bird flu?

In 2005, in 2006, 2007, and again in 2008, those fears were exposed as little more than a cruel hoax, designed to instill fear, and line the pocketbooks of various individuals and industry. I became so convinced by the evidence AGAINST the possibility of a bird flu pandemic that I wrote a New York Times bestselling book, *The Bird Flu Hoax*, all about the massive fraud involved with the epidemic that never happened.

What is the Swine Flu?

Regular swine flu is a contagious respiratory disease, caused by a type-A influenza virus that affects pigs. The current strain, A(H1N1), is a new

variation of an H1N1 virus -- which causes seasonal flu outbreaks in humans -- that also contains genetic material of bird and pig versions of the flu.

Symptoms include:

- Fever of more than 100
- Coughing
- Runny nose and/or sore throat
- Joint aches
- Severe headache
- Vomiting and/or diarrhea
- Lethargy
- Lack of appetite

Interestingly enough, this version has never before been seen in neither human nor animal, which I will discuss a bit later.

This does sound bad. But not so fast. There are a few reasons to not rush to conclusions that this is the deadly pandemic we've been told would occur in the near future (as if anyone could predict it without having some sort of inside knowledge).

Swine Flu is a WEAK Virus

It is important to note that nearly all suspected new cases have been reported as mild. Preliminary scientific evidence is also pointing out that this virus is NOT as potent as initially thought.

Wired Magazine reported on May 4 that Lawrence Livermore National Laboratory computer scientists did not find similarities between swine flu and historical strains that spread widely, with catastrophic effect. Their findings are based on just one complete sample and several fragmentary samples of swine flu, but fit with two other early analyses.

Personally, I am highly skeptical. It simply doesn't add up to a real pandemic.

But it does raise serious questions about where this brand new, never before seen virus came from, especially since it cannot be contracted from eating pork products, *and* has never before been seen in pigs, *and* contains traits from the bird flu -- *and* which, so far, only seems to respond to Tamiflu. Are we just that lucky, or... what?

Your Fear Will Make Some People VERY Rich in Today's Crumbling Economy

Tamiflu (oseltamivir phosphate) is approved for treatment of uncomplicated influenza A and B in children 1 year of age or older. It is also approved for prevention of influenza in people 13 years or older. It's part of a group of anti-influenza drugs called neuraminidase inhibitors, which work by blocking a viral enzyme that helps the influenza virus to invade cells in your respiratory tract.

According to the *Associated Press* at least one financial analyst estimates up to \$388 million worth of Tamiflu sales in the near future -- and that's without a pandemic outbreak.

More than half a dozen pharmaceutical companies, including Gilead Sciences Inc., Roche, GlaxoSmithKline and other companies with a stake in flu treatments and detection, have seen a rise in their shares in a matter of days, and will likely see revenue boosts if the swine flu outbreak continues to spread.

Swine flue is extremely convenient for governments that would have very soon have to dispose of billions of dollars of Tamiflu stock, which they bought to counter avian flu, or H5N1. The US government ordered 20 million doses, costing \$2 billion, in October, 2005, and around that time the UK government ordered 14.6 million doses. Tamiflu's manufacturer, Roche, has confirmed that the shelf life of its anti-viral is three years.

As soon as Homeland Security declared a health emergency, 25 percent -- about 12 million doses -- of Tamiflu and Relenza treatment courses were released from the nation's stockpile. However, beware that the declaration also allows unapproved tests and drugs to be administered to children. Many health and government officials are more than willing to take that chance with your life, and the life of your child. But are you?

Tamiflu Loaded With Side Effects, Including Death and Can Only Reduce Symptoms by 36 Hours at BEST

Please realize that Tamiflu is NOT a safe drug. Serious side effects include convulsions, delirium or delusions, and 14 deaths in children and teens as a result of neuropsychiatric problems and brain infections.

Japan actually banned Tamiflu for children in 2007.

Remember, Tamiflu went through some rough times not too long ago, as the dangers of this drug came to light when, in 2007, the FDA finally began investigating some 1,800 adverse event reports related to the drug.

Additionally common side effects of Tamiflu include:

- Nausea
- Vomiting
- Diarrhea
- Headache
- Dizziness
- Fatigue
- Cough

All in all, the very symptoms you're trying to avoid.

Additionally, Tamiflu has been reported to be ineffective against seasonal flu outbreaks, and may not be sufficient to combat an epidemic or pandemic.

But making matters worse, some patients with influenza are at HIGHER risk for secondary bacterial infections when on Tamiflu. And **secondary bacterial infections, as I mentioned earlier, was likely the REAL cause of the mass fatalities during the 1918 pandemic!**

But here's the real kicker.

When Tamiflu is used as directed (twice daily for 5 days) it can **ONLY reduce the duration of your influenza symptoms by 1 to 1 ½ days**, according to the official data.

Why on earth would anyone want to take a drug that has a chance of killing you, was banned in Japan, is loaded with side effects that mimic the flu itself, costs over \$100, and AT BEST can only provide 36 hours of SYMPTOM relief. Just doesn't make any sense.

Please recognize that there is serious revenue in Tamiflu. The Financial Times reports that governments around the world have previously stockpiled 220 million doses in preparation for a pandemic that has yet to appear. The cost of this preparation is \$7 billion dollars.

Should You Accept a Flu Vaccine -- Just to be Safe?

As stated in the *New York Times* and elsewhere, flu experts have no idea whether the current seasonal flu vaccine would offer any protection whatsoever against this exotic mutant, and it will take months to create a new one.

Despite this lack of effectiveness governments around the world have ordered 90 million doses of swine flu vaccine that has NO proven effectiveness and a history of causing crippling neurologic disease

But let me tell you, getting vaccinated now would not only offer *no* protection and potentially cause great harm, it would most likely be loaded with toxic mercury which is used as a preservative in most flu vaccines.

I've written extensively about the numerous dangers (and ineffectiveness) of flu vaccines, and why I do not recommend them to anyone. So no matter what you hear -- even if it comes from your doctor -- don't get a regular flu shot. They rarely work against seasonal flu...and certainly can't offer protection against a never-before- seen strain.

Currently, the antiviral drugs Tamiflu and Relenza are the only drugs that appear effective against the (human flu) H1N1 virus, and I strongly believe taking Tamiflu to protect yourself against this new virus could be a serious mistake -- for all the reasons I already mentioned above.

But in addition to the dangerous side effects of Tamiflu, there is also growing evidence of resistance against the drug. In February, the pre-publication and preliminary findings journal called *Nature Precedings* published a paper on this concern, stating:

The dramatic rise of oseltamivir [Tamiflu] resistance in the H1N1 serotype in the 2007/2008 season and the fixing of H274Y in the 2008/2009 season has raised concerns regarding individuals at risk for seasonal influenza, as well as development of similar resistance in the H5N1 serotype [bird flu].

Previously, oseltamivir resistance produced changes in H1N1 and H3N2 at multiple positions in treated patients. In contrast, the recently reported resistance involved patients who had not recently taken oseltamivir.

It's one more reason not to bother with this potentially dangerous drug.

And, once a specific swine flu drug is created, you can be sure that it

has not had the time to be tested in clinical trials to determine safety and effectiveness, which puts us right back where I started this article -- with a potential repeat of the last dangerous swine flu vaccine, which destroyed the lives of hundreds of people.

Topping the whole mess off, of course, is the fact that if the new vaccine turns out to be a killer, the pharmaceutical companies responsible are immune from lawsuits -- something I've also warned about before on numerous occasions.

Unfortunately, those prospects won't stop the governments of the world from mandating the vaccine -- a scenario I hope we can all avoid.

How to Protect Yourself Without Dangerous Drugs and Vaccinations

For now, my point is that there are always going to be threats of flu pandemics, real or created, and there will always be potentially toxic vaccines that are peddled as the solution. But you can break free of that whole drug-solution trap by following some natural health principles.

I have not caught a flu in over two decades, and you can avoid it too, without getting vaccinated, by following these simple guidelines, which will keep your immune system in optimal working order so that you're far less likely to acquire the infection to begin with.

Optimize your vitamin D levels. As I've previously reported, optimizing your vitamin D levels is one of the absolute best strategies for avoiding infections of ALL kinds, and vitamin D deficiency is likely the TRUE culprit behind the seasonality of the flu -- not the flu virus itself.

This is probably the single most important and least expensive action you can take. I would STRONGLY urge you to have your vitamin D level monitored to confirm your levels are therapeutic at 50-70 ng.ml and done by a reliable vitamin D lab like Lab Corp.

For those of you in the US we hope to launch a vitamin D testing service through Lab Corp that allows you to have your vitamin D levels checked at your local blood drawing facility, and relatively inexpensively. We hope to offer this service by June 2009. If you are coming down with flu like symptoms and have not been on vitamin D you can take doses of 50,000 units a day for three days to treat the acute infection. Some researchers like Dr. Cannell, believe the dose

could even be as high as 1000 units per pound of body weight for three days.

However, most of Dr. Cannell's work was with seasonal and not pandemic flu. If your body has never been exposed to the antigens there is chance that the vitamin D might not work. However the best bet is to maintain healthy levels of vitamin D around 60 ng/ml.

BUT to keep this in perspective the regular flu, not the swine flu, has killed 13,000 in the US since January. But there is strong support that these types of figures are grossly exaggerated to increase vaccine sales. However, the fact remains that the regular flu at this point in time is FAR more dangerous than the swine flu and were you worried about the regular flu before the media started talking this up?

Avoid Sugar and Processed Foods. Sugar decreases the function of your immune system almost immediately, and as you likely know, a strong immune system is key to fighting off viruses and other illness. Be aware that sugar is present in foods you may not suspect, like ketchup and fruit juice.

Get Enough Rest. Just like it becomes harder for you to get your daily tasks done if you're tired, if your body is overly fatigued it will be harder for it to fight the flu. Be sure to check out my article "Guide to a Good Night's Sleep" for some great tips to help you get quality rest.

Have Effective Tools to Address Stress . We all face some stress every day, but if stress becomes overwhelming then your body will be less able to fight off the flu and other illness. If you feel that stress is taking a toll on your health, consider using an energy psychology tool such as the Emotional Freedom Technique (EFT), which is remarkably effective in relieving stress associated with all kinds of events, from work to family to trauma. You can check out my free, 25-page EFT manual for some guidelines on how to perform EFT.

Exercise. When you exercise, you increase your circulation and your blood flow throughout your body. The components of your immune system are also better circulated, which means your immune system has a better chance of finding an illness before it spreads. You can review my exercise guidelines for some great tips on how to get started.

Take a good source of animal based omega-3 fats like Krill Oil. Increase your intake of healthy and essential fats like the omega-3 found in krill oil, which is crucial for maintaining health. It is also vitally important to avoid damaged omega-6 oils that are trans fats and in processed foods as it will seriously damage your immune response.

Wash Your Hands. Washing your hands will decrease your likelihood of spreading a virus to your nose, mouth or other people. Be sure you don't use antibacterial soap for this -- antibacterial soaps are completely unnecessary, and they cause far more harm than good. Instead, identify a simple chemical-free soap that you can switch your family to.

Eat Garlic Regularly. Garlic works like a broad-spectrum antibiotic against bacteria, virus, and protozoa in the body. And unlike with antibiotics, no resistance can be built up so it is an absolutely safe product to use. However, if you are allergic or don't enjoy garlic it would be best to avoid as it will likely cause more harm than good.

Avoid Hospitals and Vaccines In this particular case, I'd also recommend you stay away from hospitals unless you're having an emergency, as hospitals are prime breeding grounds for infections of all kinds, and could be one of the *likeliest* places you could be exposed to this new bug. Vaccines will not be available for six months at the minimum but when available they will be ineffective and can lead to crippling paralysis like Guillain-Barré Syndrome just as it did in the 70s.

Factory Farming Maybe Source of Swine Flu

Another theory as to the cause of Swine Flu might be factory farming. In the United States, pigs travel coast to coast. They can be bred in North Carolina, fattened in the corn belt of Iowa, and slaughtered in California.

While this may reduce short-term costs for the pork industry, the highly contagious nature of diseases like influenza (perhaps made further infectious by the stresses of transport) needs to be considered when calculating the true cost of long-distance live animal transport.

The majority of U.S. pig farms now confine more than 5,000 animals each. With a group of 5,000 animals, if a novel virus shows up it will have more opportunity to replicate and potentially spread than in a group of 100 pigs on a small farm.

With massive concentrations of farm animals within which to mutate, these new swine flu viruses in North America seem to be on an evolutionary fast track, jumping and re-assorting between species at an unprecedented rate.

Why a True Bird- or Swine Flu Pandemic is HIGHLY Unlikely

While in my opinion it is highly likely factory farming is responsible for producing this viral strain, I believe there is still no cause for concern.

You may not know this, but all H1N1 flu's are descendants of the 1918 pandemic strain. The reason why the flu shot may or may not work, however, from year to year, is due to mutations. Therefore, there's no vaccine available for this current hybrid flu strain, and naturally, this is feeding the fear that millions of people will die before a vaccine can be made.

However, let me remind you of one very important fact here.

Just a couple of months ago, scientists concluded that the 1918 flu pandemic that killed between 50-100 million people worldwide in a matter of 18 months -- which all these worst case scenarios are built upon -- was NOT due to the flu itself!

Instead, they discovered the real culprit was strep infections.

People with influenza often get what is known as a "super-infection" with a bacterial agent. In 1918 it appears to have been *Streptococcus pneumoniae*.

Since strep is much easier to treat than the flu using modern medicine, a new pandemic would likely be much less dire than it was in the early 20th century, the researchers concluded.

Others, such as evolutionary biologist Paul Ewald, claim that a pandemic of this sort simply *cannot happen*, because in order for it to occur, the world has to change. Not the virus itself, but the world.

In a previous interview for *Esquire* magazine, in which he discusses the possibility of a bird flu pandemic, he states:

"They think that if a virus mutates, it's an evolutionary event. Well, the virus is mutating because that is what viruses and other pathogens do. But evolution is not just random mutation. It is random mutation coupled with natural selection; it is a battle for competitive advantage among different strains generated by random mutation.

For bird flu to evolve into a human pandemic, the strain that finds a home in humanity has to be a strain that is

both highly virulent and highly transmissible. Deadliness has to translate somehow into popularity; H5N1 has to find a way to kill or immobilize its human hosts, and still find other hosts to infect. Usually that doesn't happen."

Ewald goes on to explain that evolution in general is all about trade-offs, and in the evolution of infections the trade-off is between virulence and transmissibility.

What this means is that in order for a "bird flu" or "swine flu" to turn into a human pandemic, it has to find an environment that favors both deadly virulence and ease of transmission.

People living in squalor on the Western Front at the end of World War I generated such an environment, from which the epidemic of 1918 could arise.

Likewise, crowded chicken farms, slaughterhouses, and jam-packed markets of eastern Asia provide another such environment, and that environment gave rise to the bird flu -- a pathogen that both kills and spreads, *in birds*, but not in humans.

Says Ewald:

"We know that H5N1 is well adapted to birds. We also know that it has a hard time becoming a virus that can move from person to person. It has a hard time without our doing anything. But we can make it harder. We can make sure it has no human population in which to evolve transmissibility. There is no need to rely on the mass extermination of chickens. There is no need to stockpile vaccines for everyone.

By vaccinating just the people most at risk -- the people who work with chickens and the caregivers -- we can prevent it from becoming transmissible among humans. Then it doesn't matter what it does in chickens."

Please remember that, despite the fantastic headlines and projections of MILLIONS of deaths, the H5N1 bird flu virus killed a mere *257 people worldwide since late 2003*. As unfortunate as those deaths are, 257 deaths worldwide from *any* disease, over the course of five years, simply does not constitute an emergency worthy of much attention, let alone fear!

Honestly, **your risk of being killed by a lightning strike in the last five years was about 2,300 percent higher than your risk of contracting and dying from the bird flu.** I'm not kidding! In just one year (2004), more than 1,170 people died from lightning strikes, worldwide.

So please, as the numbers of confirmed swine flu cases are released, keep a level head and don't let fear run away with your brains.

Where did This Mysterious New Animal-Human Flu Strain Come From?

Alongside the fear-mongering headlines, I've also seen increasing numbers of reports questioning the true nature of this virus. And rightfully so.

Could a mixed animal-human mutant like this occur naturally? And if not, who made it, and how was it released?

Not one to dabble too deep in conspiracy theories, I don't have to strain very hard to find actual facts to support the notion that this may not be a natural mutation, and that those who stand to gain have the wherewithal to pull off such a stunt.

Just last month I reported on the story that the American pharmaceutical company Baxter was under investigation for distributing the deadly avian flu virus to 18 different countries as part of a seasonal flu vaccine shipment. Czech reporters were probing to see if it may have been part of a deliberate attempt to start a pandemic; as such a "mistake" would be virtually impossible under the security protocols of that virus.

The H5N1 virus on its own is not very airborne. However, when combined with seasonal flu viruses, which are more easily spread, the effect could be a potent, airborne, deadly, biological weapon. If this batch of live bird flu and seasonal flu viruses had reached the public, it could have resulted in dire consequences.

There is a name for this mixing of viruses; it's called "re-assortment," and it is one of two ways pandemic viruses are created in the lab. Some scientists say the most recent global outbreak -- the 1977 Russian flu -- was started by a virus created and leaked from a laboratory.

Another example of the less sterling integrity of Big Pharma is the case of Bayer, who sold millions of dollars worth of an injectable blood-clotting medicine to Asian, Latin American, and some European countries in the mid-1980s, even though they knew it was tainted with the AIDS virus.

So while it is morally unthinkable that a drug company would knowingly contaminate flu vaccines with a deadly flu virus such as the bird- or swine flu, it is certainly not impossible. It has already happened more than once.

But there seems to be no repercussions or hard feelings when industry oversteps the boundaries of morality and integrity and enters the arena of obscenity. Because, lo and behold, which company has been chosen to head up efforts, along with WHO, to produce a vaccine against the Mexican swine flu?

Baxter! Despite the fact that ink has barely dried on the investigative reports from their should-be-criminal "mistake" against humanity.

According to other sources, a top scientist for the United Nations, who has examined the outbreak of the deadly Ebola virus in Africa, as well as HIV/AIDS victims, has concluded that the current swine flu virus possesses certain transmission "vectors" that suggest the new strain has been genetically-manufactured as a military biological warfare weapon.

The UN expert believes that Ebola, HIV/AIDS, and the current A-H1N1 swine flu virus are biological warfare agents.

In addition, Army criminal investigators are looking into the possibility that disease samples are missing from biolabs at Fort Detrick -- the same Army research lab from which the 2001 anthrax strain was released, according to a recent article in the *Fredrick News Post*. In February, the top biodefense lab halted all its research into Ebola, anthrax, plague, and other diseases known as "select agents," after they discovered virus samples that weren't listed in its inventory and might have been switched with something else.

Dr Joseph Mercola, is an osteopathic physician, health activist, and entrepreneur practicing in Hoffman Estates, IL[1] (near Chicago). He is the author of two New York Times best-sellers, The No-Grain Diet (with Alison Rose Levy), and The Great Bird Flu Hoax, together with several other books. He is best known as founder and editor of the website

Mercola.com, from which he advocates dietary and lifestyle approaches to health.

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June 2009 – Fit For Life
Master These Three Things and You'll Burn Fat Faster

By Rob Poulos

These days, people are starting to realize that adding lean muscle mass to your body does wonders for your metabolism and fat loss, as well as a host of other benefits that allow you to live out your life as healthy as possible.

Unfortunately, most people I see performing weight training or resistance training at the gym are spending too much time with the exercise and not working hard enough. They're not going to burn very much fat this way.

The secret I've found is that training for lean muscle and strength requires the proper application of three vital elements that are often ignored by those who attempt it. Those three elements are:

1. Intensity
2. Volume & Frequency
3. Progression

The intensity is how hard it is to perform for you, given your current condition. The volume and frequency are how much and how often you perform the exercise. The progression is related to how much the demands increase from workout to workout.

Most times, weight training is carried on for too long and performed too many times per week. It is unfortunately treated much the same way as so-called fat burning aerobic exercise. But they are vastly different forms of exercise. In fact, they're complete opposites.

Aerobic exercise typically is characterized by low to moderate intensity, high volume and frequency, and little progression. Anaerobic exercise, or weight training, must be performed at a high intensity, lower volume and frequency, and with progression to be as effective as possible.

No amount of weight training performed at a low or moderate intensity will provide significant muscle or strength building benefit beyond the first few weeks.

On a high level view, it is simply the combination of sufficient intensity,

coupled with attempting to increase either the number of repetitions of a weight training exercise or the amount of weight used each and every workout that will keep your body evolving into the ultimate fat burning machine.

You also have to pay attention to other details when creating an effective and efficient routine to maximize your workout and minimize your time spent in the gym. Why? Because perhaps even more important that the workout itself is the rest period that follows. You're not going to get stronger or add lean muscle to your body if you don't rest.

You see, when you strength train properly, you are creating tiny injuries to your muscles. You then have to let the body repair itself, and then over-compensate and build upon the already existing amount of muscle mass you have.

If you workout again before that process is completed, you'll experience lackluster (if any) muscle building or fat burning results. So make sure to get proper rest between workouts, which typically means a minimum of 1 to 3 full days of rest between properly executed resistance-training workouts.

Now upon hearing the idea that you've got to add muscle to your body to ensure the maximum fat burning environment, a lot of people, women especially, start thinking, "But I don't want to get bigger, I want to lose weight!". But this is such a shame, because it's very unlikely to happen, and countless women are losing out on these fat-burning benefits because of it

You see, most men and almost all women simply lack the necessary genetic traits required to produce such muscle gains that would cause them to look bulky or over-developed to most people. These traits include testosterone levels, muscle fiber makeup, muscle belly length, among many others.

Those competitive bodybuilders you've seen on TV and in the magazines are the genetic cream of the crop for muscle development and they are typically on heavy doses of anabolic steroids, growth hormone, and other bodybuilding drugs.

Don't be fooled by these images, or those that scare you into thinking this way. Also, lean muscle is more compact than fat, as it takes up less space in your body, so you will actually be getting smaller when replacing the fat on your body with lean muscle.

Please understand that you're putting yourself in the best position to succeed with your fat loss and fitness goals when you perform properly conducted intense resistance training, no matter who you are. But make sure you understand and apply the three critical principles I discussed above.

If you don't, you'll ultimately be unhappy with your results, both in your ability to burn fat and realize the lean, strong, and healthy body you deserve.

Rob Poulos is the CEO and founder of Zero to Hero Fitness, and the creator of the Fat Burning Furnace.

Article source: <http://www.fatburningfurnace.com>

June 2009 – Eat Yourself Holistic
Choosing Foods To Help You Sleep

By Shereen Jegtvig

Getting a good night's sleep makes your workday (or school day) go so much better. If you have difficulty sleeping, you already know how tough staying alert during the day can be. But did you know that sleep is also important for your health? People who have chronic sleep loss are also at a higher risk of being obese, having heart-disease, diabetes and kids with ADHD often have sleep disorders.

If you don't get enough sleep at night, you might rely on caffeine to keep you awake during the day. Caffeine is a popular stimulant, found in tea, chocolate, some types of soda, energy drinks and in coffee. Enjoying a cup or two of coffee in the morning is fine, but you're drinking a whole pot of coffee, it might be time to cut back. Especially if you're drinking a lot of that coffee in the afternoon. Too much caffeine makes you jittery and if you consume it later in the day, the caffeine makes it more difficult to sleep at night. It can become a vicious circle. You use caffeine to perk up, but then you can't sleep, so the next day you use more caffeine and lose sleep again that night. And so it goes.

Quitting the caffeine habit isn't easy or comfortable. Many people suffer from withdrawal symptoms such as headaches, drowsiness, flu-like feelings, irritability and lack of concentration when they give up caffeine cold turkey. You can avoid those symptoms by gradually withdrawing. Try blending decaffeinated coffee with regular coffee. Increase the amount of decaf over a few weeks time.

The relationship between your diet and good sleep doesn't end with caffeine. There are several other ways to use your diet to help you sleep.

Avoid heavy foods or spicy foods. Or any foods you know that may cause heartburn, making it difficult for you to sleep at night.

Don't drink too much alcohol. Although alcohol may make you

drowsy, over-consumption of your favorite adult beverages may cause a very restless uncomfortable night.

Eat cherries. Not only are they rich in vitamins, cherries contain melatonin, a substance also found in the human body that helps regulate sleep. Eating fresh or dried cherries before you go to bed at night may help you sleep better.

Enjoy a light bedtime snack. Choose carbohydrates and dairy products, like a small bowl of whole grain cereal and non-fat milk. Carbohydrates make it easier to fall asleep. Dairy products contain tryptophan which promotes sleep. Other foods that contain tryptophan are bananas, oats, and honey.

Avoid eating excessive fats. People who eat large amounts of fat may also have more difficulty sleeping. Be sure to get enough omega-3 fatty acids each day, however, because eicosapentaenoic acid (one type of omega-3 found in fish, especially tuna, salmon and trout) has a role in sleep induction in your brain.

People who don't get enough sleep tend to overeat by adding extra sugary and carbohydrate-rich snacks to their diets. All the extra calories from the snacking can lead to obesity, so not only do the foods you eat affect how you sleep, but the amount of sleep you get also affects the foods you choose to eat.

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Shereen Jegtvig has been a practicing nutritionist and chiropractic physician for 16 years, and is currently a health and nutrition writer and nutrition guide for About.com

Article Source: <http://nutrition.about.com>



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 crack the magic 50, and extend our list of rules to fifty-one. So take the opportunity to reflect on the majesty of the number and re-visit the preceding forty-eight 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 look to leverage off our feature article by paying homage to three simple strategies for keeping everybody in your team buoyed. In addition, our fifty-first golden rule relates directly to the coach-captain relationship enjoyed by the Kiwis, whilst indirectly highlighting the essential nature of Lead to Succeed's marquee presentation with Ruben Wiki:

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

Whilst many of the more judicious creatures in the animal kingdom may choose to fill their consumption needs through an assault on the upper branches of a fruit-bearing tree, many without the penchant or ability to either fly or climb are restrained to only seeking the low hanging fruit that rests closest to the ground. Although this fruit may not appear to be as ripe or attractive as the higher scaled fruit, it is often plentiful and equally meets a basic need for fueling. With only a minimum of talent and energies, animals that choose to feast on such fruit can live as long

and fulfilling an existence as any that venture further a field. Attaining low hanging fruit is accessible to all, and requires only the inclination to accept what is more readily attainable. Low hanging fruit still represents victory - only often it is a smaller success in a more immediate future.

It is a truth that small wins along a long journey can produce equally as significant outcomes in matters pertaining to staff satisfaction and contentment. Astute business leaders keep alive their more far-reaching ambitions, whilst still retaining an association to what can constitute a regular source of pride in team members. Being able to recognize and capture easier and more immediate wins is critical to the retention of staff morale, as it avails people of the potential to feel partially fulfilled on a more consistent basis. Selecting large targets that require less effort is business acumen at its best, because it enables teams to maximize the return on relative exertion. And low hanging fruit can exist in the product lines we promote and focus on, whereby shrewd business leaders are likely to develop strategic direction around ranges they know to be niche and consumer essential. Identifying low hanging fruit is at the discretion of the leadership, who must regularly evaluate prevailing circumstance in an endeavor to locate where greatest opportunity lies.

Moreover, savvy business leaders are able to recognize the gains to their own personal credibility through delivery of outcomes, and therefore set about obtaining returns on a number of easily manageable goals and objectives. Whilst such goals often require less commitment and effort, the fact remains that they still constitute achievement in the eyes of staff members, clients and directors alike. Whilst a critic might describe business leaders content on the pursuit of low hanging fruit as lacking in ambition, the truth is that these leaders are frequently able to reap genuine benefit through their exploits. Ideally of course, one would like to think the ambitious business leader might continue to retain a more *fruitful* perspective, but the fact remains that low hanging fruit does fulfill an immediate and necessary need. Many business leaders are able to sustain long and successful careers, merely by picking the plentiful low hanging fruit that is frequently ignored by those in possession of more lofty commercial aspirations.

And understanding an ideology of low hanging fruit can also have implications for teams under a leader's guidance. By strategically allocating task according to experience and aptitude, astute business leaders are able to ensure their least experienced affiliates hunt low hanging fruit whilst their more illustrious colleagues conquer the greater challenges of higher branches.

Always striving to pursue only low hanging fruit can be a precarious existence, but an astute application that returns a far greater potential

for success cannot be overlooked. Picking low hanging fruit has clear benefits to both a business and its people, and should be considered a complementary strategy to the pursuit of more ambitious undertakings.

50. Thank Your Team For Their Efforts

Effort underpins all achievement, making it a worthwhile commodity for business leaders to acknowledge and reward. Without effort there can be no success, and astute business leaders always ensure they thank their team and its members for their efforts! Whilst it might be commonplace to save commendation for outcomes, the fact remains that recognition for effort is a significantly better way to build a culture and sustain on-going achievement. Of course, being in a position to recognise effort places an additional demand on a business leader, who must now accurately evaluate the process employed by team members rather than simply relying on a result to ascribe commendation and thanks. Effort acknowledgement is the domain of only the most perceptive and aware leadership.

Receptiveness to effort avails a team of the opportunity to celebrate the journey they experience, and therefore enables team members to regularly glean the satisfaction that comes through achievement. With an association only to the outcome, teams are invariably enduring what can be a long and arduous ride without the constant and necessary interjection of motivation that comes through acknowledgement. Of course, having an orientation toward effort can introduce an interesting domain to a leader-team relationship. It's one thing to encourage team members to trial uncertain executions, but another thing altogether to accept their failures with a positivism and vibrancy that sends a clear message their attempts are valued. Astute leaders are always in-tune with the requirements and expectations they place on their teams, and demonstrative in their delight when they see them attempted. Moreover, leaders of quality appreciate the enormous satisfaction associated with acknowledgement in front of a peer-group, and are quick to highlight the efforts (successful or otherwise) of those who have gone outside their *comfort zone* in the execution of a set task. Recognising effort is not as simple as one may first presume!

But acknowledgement of effort does have its significant rewards for business leaders confident enough to go down its path. Recognition of effort is a strong determinant of subsequent motivation in team members. It encourages them to continuously pursue the excitement of additional journeys. In addition, a culture dedicated to effort usually alleviates any tendency for petty jealousies, because rewards are accessible to all in the group rather than simply to those with the

privilege of boasting outcome. That is to say, whilst an orientation to outcome may culminate in all accolades going only to those assigned the responsibility of conveying results (namely the team's manager or leader), when effort becomes the activator for praise credit is more accessible to all in the group.

Thanking your team for their efforts is at the foundation of quality leadership. All business leaders should want that their team comes to realise their genuine efforts are appreciated and will be rewarded with suitable reverence. They should want them to learn the importance of preparation and planning, the significance of motivation and the relevance of pursuing excellence through an unrelenting effort. Whilst it remains an interesting conundrum that business leaders will always be measured by results, it is only the astute leader who is able to accurately appreciate the correlation existing between effort and outcome. Whilst the program they implement must achieve results (measurable across a number of dimensions, including profitability and production), the initial objective for all leadership should be to question whether team members are thanked for their efforts. It is through this assurance that essential confidence, pursuit of excellence, pride and unity will grow within their team.

51. Captain, My Captain

Great leaders understand the importance of rapports – and particularly with those who interact most closely with them! The leader and their reports don't need to be best *mates*, but they do need to share a mutual respect and some common synergies. In many cases, those direct reports are the most important people in the organization – more important than the leader! Invariably, they are the wielders of significant influence - an influence that either unites the team or triggers its implosion. Collectively, the leader and their reports must represent a unity of purpose, which can only be achieved through a leader-initiated induction – an induction that incorporates a philosophy of business and a process of operating. Ultimately however, the leader must give their reports the freedom to lead in a way most befitting their personality. Whilst the opportunity exists for a leader's strategic intervention, the fact remains that astute reports are more engaged in the day-to-day business operations of the business. They retain a significantly greater alertness to *shop floor* happenings. And it is this alertness that needs to be respected and encouraged!

Moreover, leader-management relationships are critical to the ease of the environment from an employee's perspective. Given that most managers have ideally attained a status within their team, people are

often prone to assess the compatibility of the leader-manager relationship before pledging their unequivocal trust to the team cause. Business can be intense, and leader-manager relationships are likely to be tested. There will no doubt be periods when the two will carry contradictory perspectives (as is the case for any relationship) and the challenge in such instances is to tie back into the common goals and principles of the group. Leaders of quality can readily accomplish this, providing they have cultivated a significant rapport with their direct reports, retain an environment for smooth interaction and remain empathetic to the perspective of others.

The Kiwis of 2005-2006 were proof-positive of this truth. The coach-captain relationship existing between Brian McClennan and Ruben Wiki was spectacular for a number of reasons, not the least of which was the total trust, love and respect between the two. If ever a player had *mana* within a group it was Ruben. And Brian was ready to acknowledge and celebrate it! By building first their affiliation (and then their coach-captain relationship) Brian and Ruben were able to advance their team with an understanding from which success became feasible. Ruben and Brian would regularly confer over a range of issues - some pertaining to the absolute requirements of a rugby league team, and some more attune to the necessities of a happy family. Ruben was given license to captain in the way he saw most appropriate – a way that combined kava with comedians for the purpose of unity.

The Kiwis' environment was Ruben Wiki's environment. We all knew it! We all respected it! And in the end, we all grew to crave it! It was an exciting time for all who experienced it – made all the more viable through the admiration each team member held for their highly esteemed captain. An admiration nurtured through an endearing coach-captain relationship.

June 2009 – Face to Face With Brad Butterworth



In continuation of a theme established last year, this edition of face-to-face consists of a recently aired interview by Radiosport's High Performance Hour's Andrew Dewhurst and Jon Ackland with New Zealand's high achieving Americas Cup yachtsman, Brad Butterworth OBE. Sailing in the Americas Cup from the age of 24, 50 year old Butterworth is a world-renowned yachtsman best known as tactician and team skipper for the Swiss America's Cup Defender Alinghi. In the Cup's 157 year history, no other afterguard member has won so many races in succession; as tactician on New Zealand's Black Magic in 1995 and 2000, and Switzerland's Alinghi in 2003 and 2007, Brad set a new Cup record with 16 consecutive America's Cup race victories. For the last five America's Cups he has been involved in negotiating the competitive issues with both defenders and challengers; he worked closely with the NYYC as Challenger of Record in 1995 and then Luna Rossa in 2000, before sitting on the board of CORM (Challenger of Record Management) for the organisation of the 2003 Louis Vuitton Cup in New Zealand. After Alinghi's win in 2003, he thrashed out the rules with BMW Oracle racing for the 32nd America's Cup, said to be the most successful in history. Brad Butterworth was inducted into the America's Cup Hall of Fame in 2004, and in this interview he discusses his take on key ingredients for Americas Cup success and the importance of team.

Andrew: Our guest on the show today, Brad Butterworth. Hall of famer in the Americas Cup, Very much involved in Team New Zealand and then of course, moving across to the Alinghi syndicate. Primarily Jon, what are we looking at here? It's about building a team. It's almost like – we've

spoken with Grant Dalton, and you had to build finance, you and to build a team, you had to have an infrastructure. Americas Cup is so much more than just going sailing, isn't it!

Jon: Absolutely. It's a little like Formula One motor racing. It's one of the most complex sporting events in the world. It's almost no holds barred in terms of budgets and things. You just want to know how he ticks really. He's done some stuff. So I'm just quite interested to know how he ticks.

Andrew: So Brad Butterworth. And the first question we put to Brad was about common denominators with teams he's been involved with, and across all teams. Whether challenges or defenders – common denominators.

Brad: It's really the way that you set the teams up in terms of accountability throughout the group. The teams I've been in – we've had our leaders and every team needs a leader – but he's not the guy that's going to win the Cup for you. You need to have a good depth in the team itself. That's something I've been fortunate enough to have. The people that I've been in the teams with, they've got great depth in terms of their skills. In sails, or masts, or designs, or boat building process – all those things come together. Having those key people with you along the way makes a hell of a big difference.

Jon: So Brad, how do you recruit at the start all of the right people? I guess everybody's trying to do the same thing.

Brad: Well they do. That is the key thing – the people are everything in it. The sport of sailing is not a big sport. Most of the people know each other, especially the guys that sail professionally. They see different people at an event. For me, I love watching sport so I love watching sailing. With Olympic sailing, you're watching the guys who are coming up through the Olympic field, and different other aspects of the sport that are going on around the world. You're watching who's doing the winning, or who's involved in the different teams that have been successful. You're following the teams, and you start to get a pretty good idea of what guys are coming up and what guys you should be looking at for the future, and we've been pretty fortunate in that respect.

Jon: So are you guys – you’ve got your top guys and you’ve got a sort of recruitment of the next group coming up underneath. Is that correct?

Brad: That’s right. We’re looking for guys all the time. When we’re down in New Zealand obviously we’re looking at different people. We’re all getting a bit older – including myself. When you’re in a team environment if you can sail as a team you should be able to replace just about anybody on board – and that’s what you’re trying to do. As a team you’re always trying to evolve. There’s always opportunities.

Andrew: Is it about personality as much as it is about sailing ability. The best example Brad I always fall back on is the 1982 All Whites. John Adshead and Kevin Fallon always said at the time we haven’t necessarily got the best team of players together, but we brought the best group together. They all fit, they all work together and understand what we’re about. Is there a part of that in putting together an Americas Cup team. You’re not necessarily hand-picking the best sailors.

Brad: No, and that’s dead right. And the way John Adshead runs his teams – obviously I’ve watched him and got to know him in 1986 in Fremantle. He was involved in the Americas Cup challenge way back then, and I’ve always had a lot of time for John and the way he structured his teams. That’s had some rub off with New Zealand teams, because that’s what we’re looking for. We’re not necessarily looking for the very best guy at one job, but a guy that’s as good (or maybe not quite as good) that fits into the team and takes some accountability for his position.

Andrew: Well Americas Cup sailing is often about pressure. It’s about getting it right at a specific moment in time. So we speak to Brad Butterworth in this next segment about just that – about the pressure that you face in an Americas Cup regatta, the overall campaign.

Brad: There’s a lot of pressure on the team as a whole, but really there’s a hell of a lot of pressure on the 16 or 17 guys that tow out there to race the races. Especially the guy that’s steering the boat – he’s under immense pressure to get the job done right. There’s plenty of opportunities to screw it up. It’s so visual – you can’t hide because it’s on television, people are talking about it and there’s a lot of experts out

there that are calling it as well. And so the pressure is immense, especially when you're doing it at home. The defence of the Cup in 2000 was probably the most pressure we've seen, being the home team and being isolated by the challenges. The pressure on each and every one of us was huge. There was a lot of guys towing out on day one that if they could've swapped positions with the other guy they probably would've – but in the end it turned out good.

Jon: So when you're sailing into the pre-start of the first race in the Americas Cup, the pressure must be indescribable. So how do you manage to keep your composure? How do you manage to race so you're relaxed and you're doing the business?

Brad: I just focus on the day. Most of the guys have their own way of dealing with it. For me, I focus on the race course and the other team. That sort of takes up everything, and it's quite amazing how the rest of what's going on around you really doesn't figure much – I don't really take much notice of who's out there and on different boats. What's going on outside of the race course area doesn't really concern me that much. If it's a change in the environment or a change in the weather or whatever, I really focus on the game at hand and I find most guys are the same.

Jon: What about the fact that there's whatever the campaign costs (200 million dollars) resting on your shoulders as you sail in?

Brad: I tend not to think about the money. The fact is that you try to get everything right and worrying about the bucks that's being spent...200 million, that's a lot of money. I don't know that too many of the teams would be spending that much money. It seems crazy. And there's pressure on you. There's governments backing you, or a wealthy individual. These guys all expect to win and you have to cope with it. And that's part of growing into a professional sportsman.

Andrew: So literally Brad, in an hour or half an hour before the race, or before you actually get towed out, in your experience what's been the best way to manage the nerves and to manage the expectation? Not just for yourself but for the team. Is there literally a process that the team goes through? As the skipper, do you talk to them, have a few

words? Can you literally put us on the boat, Brad. What happens?

Brad: It starts early in the morning when we start looking at the weather and who we're up against. We look at old footage of different things that have happened, maybe even of other races. The other team. We talk a lot about what might happen, the environment for the day (whether it's a windy day or a moderate day), and that has an impact on the tactics side of it. And so by the time we hop on the boat and tow out we have a pretty good idea of how we think the race is going to go. When we enter the start box we're really trying to get the side we want and set ourselves up in position where we can win the race. And that seems to be the comfort for me – to have all that preparation, and the rest of the guys are the same way.

Jon: You've been pretty successful as a tactician. Why do you think that is? Obviously it's been sailing the windshifts, it's the boat on boat stuff, and it's the weather. What do you reckon it is that's made you achieve what you've achieved so far?

Brad: It's a little bit of understanding the environment, but I think really I've had a great career sailing with different people. I've been lucky enough to sail with guys like Dennis Connor – one of the greatest sailors of the generation. And then with Russell Coutts. The guys I've been sailing with over the years like Dean Phipps, Murray Jones, Simon Daubney, just to name a few. And those guys I've sailed with predominantly. You have a relationship with them where they'd say something, and you'd have a picture in your mind and it would help you make a decision that was hard to make at the time, and 9 times out of 10 they're pretty much right. I'm sort of lucky to be able to sail with those guys and have that much experience as a team that over the years we've been able to be together through most of our sailing. I think that's been a great help for my job.

Andrew: It's interesting Brad because immediately you've gone back to team again. You've come back to others around you. I mean, is that the underlying theme here – that anyone's individual success is largely down to the team environment that's been created?

Brad: I would say that's for sure. I think all the Cups I've been involved with that have been successful have been put down to the team being run well. Not just managed well, but behaved themselves in a way that we could go out there and win the races. We've been fortunate, not just with the guys that have sailed on the boat but in the backup team – the guys who didn't make the team but were probably good enough to make it. All the way down through the boat building side of it and the maintenance of the boats – and you've got to have that if you want to be successful at this level.

Andrew: Does the reverse apply then Brad? If you had the best sailor in the world who bullied a crew, and they all looked to that one person for every decision, would that campaign ultimately be doomed to failure?

Brad: I think so. Those days are long gone when one guy is running the entire show – the last four Cups haven't went that way. The days of those bullies are long gone – they never really bullied, but they were guys that managed every part of a campaign and you just can't do that.

Jon: One of the things I found interesting with the last Cup was that all the other teams get close to fifty races if they're facing you, and then you guys have to show up and nail it. So I'm just wondering how you guys prepare for a situation like that, particularly from a boat speed point of view because you guys looked pretty quick?

Brad: The boat is a reflection of the team really. The guys like Rolf Vrolijk who's our main designer, he's fantastic but he draws the boat and he makes little alterations to it in terms of what he's been told by the trimmers and the guys who are crunching the data every day. We modify the boat continuously through its life, and optimise it. And that comes from on board the boat – a lot of that detail comes from within the sailing team or the performance team that's trying to make the boat go faster. We try to emulate the challenger as well. We try to sail every day they do. We try to race every day they do. And that's really the way that we've done it in the past.

Andrew: How do you go about collecting that data and knowing in your own mind – I mean, with all that experience you know a good boat when you sail one – but literally with regards to

comparative figures, how do you go about doing that when you are the holder and you don't have that challenger series to go through?

Brad: It's very difficult. It's a game of meters. It might look like there's a lot of distance between the boats, but really it's a game of meters. A meter here and a meter there and you're ahead down the top mark, and you can make it pretty difficult for the guy to pass. And if you can get to sail against the other teams – or the other good teams – that makes a big difference. You can optimise your boat. And if you get to race one of the good teams for a race that's two hours long, you get two hours to measure yourself against the other group and you've got the data – you can take that data back with you and work on it and try to see if you can come out with some changes that make the boat go faster up wind or down.

Andrew: The whole team thing Jon, it's such a dynamic that seems easy to get right but also we see so many times that it's wrong. So it's critical to Americas Cup sailing.

Jon: I think that on the start line you've got the crew manoeuvres, you've got what the helmsman's up to, you've got the weather call, you've got the side that they choose, you've got the tactical aspects of starting. That involves the boat design, that involves the coaches, that involves the shore crew, that involves the sailors, that involves everything. So a huge combination of a whole lot of things building to one performance.

Andrew: And even away from the racing when you're in that camp sort of environment – living with a group of people, they become family. It's away from the racing itself, you've got to make sure the dynamic and the mix is right.

Jon: Absolutely. You can't have crazy people screwing it all up. So there has to be a level of unity and I guess one of Team New Zealand's great strengths is that it's an incredibly tight team. They really all stick together. So it's good!

Andrew: The next segment we looked at the many and varied factors you have to take into account – conditions, sails, crew, etc. There's so much going on, that when you're trying to collect data – when you're trying to figure out how fast your boat's going or how slow your boats going, or how

perhaps the opposition's going, how does a team go about collecting data to try to get a track record?

Brad: Well, that is difficult. The more racing you do, the better off you are. When you're racing your own boat, the boats are connected so you know everything that the other boats got. That's how you can test them – like the cars test around the track at Pukekohe or whatever. Then they know exactly what the car's performance can be. When you get two boats together and you know exactly what the data is coming off the boats you can find out exactly which boat is faster. Then when you're racing another boat and you're not sure on data, that takes you a bit longer. So the more races you do with another team the better off you are. Really, when you go into the first race of an Americas Cup it's an unknown, and you don't really know. You're hoping that you're the same speed, or a bit quicker.

Jon: So are you gathering data on your opposition even though you're not racing them? Is that correct?

Brad: Sure. And we have guys designated to go and watch different teams, because everybody pulls out different sail combinations or change to their bows, so we map the boats and performance. So when they're in the Louis Vuitton Cup – the challenger series – virtual spectator is a great tool for us. We get to have a look and try to make it work. Not that it's exact, because you've got to totally know where the winds coming from or the true wind speed. But you can work out through the angles of the boats or through the performance of the boats who's got the best.

Andrew: Do you have to be up for a bit of gamesmanship Brad. You certainly appear to be a character who loves to roll the sleeves up and get into a good scrap both on and off the water. Do you have to learn to cope with that in the Americas Cup?

Brad: For sure you do, and you either cope with it from the beginning or you're good at it. Really, what you're trying to do is to defend your team and your patch, and there's lots of ways you can get screwed in this game so you're really trying to defend yourself a lot of the time and trying to make the regatta fair. And the balance between fairness between defender and challenger is always a subjective argument, and you're always arguing over what they can do and what

he can do. It makes life difficult, but we've got closer and closer over the years and I'd say the last Cup has been the fairest it's ever been. You've got to be up for it. As you get older you wind up higher up in your teams, and you've got to protect your group and your team, and try to make sure you're not forced out by some crazy rule.

Jon: It sounds like the whole set up is incredibly complex and that there's a whole lot of pieces that need to be in place for you guys to perform at a high level, but I'm wondering if there are any key points that you'd say have been the key points. If you put your hand on your heart and say these are the three things. Is there anything like that?

Brad: The team atmosphere is key to it. I've been in teams that've had a lot of exposure to the Cup through different people that have been with the teams, and so the guys who have been in it for over 20 years understand the game very well now. And I think being able to secure the funding to come up with the right product at the end of the day is another skill that's not seen that much but one that you definitely need.

Andrew: Is it also a case of knowing what to concentrate on, and recognise a lost cause when you see one and move on? You could very easily get distracted and waste energy and time on the wrong issues, couldn't you.

Brad: For sure, you do. And that goes for everything. That goes for the way you control your budget – there's a lot of money wasted in this game, and it's been horrendous the amount of doe that's been wasted over the years. But the fact is you've got to identify what's going to win you the Americas Cup in designing and building and sailing – what would win it!

Andrew: Is trust an important word? Would you say that's a key ingredient when your designer says, "Trust me on this." When your trimmer says, "trust me on this." Is that important? I guess it goes back to what we talked about right at the very start – that you surround yourself with good people.

Brad: That's right. I mean we've got a great team and there's a lot of trust in our team. We've been together for a while now – through thick and thin – and the same guys are there

pushing hard. Yeah, the design especially – I've got a lot of trust in the design, they've been fantastic. They've always come up with – even under a difficult situation – they've always come up with a great boat.

Jon; You guys seem to work enormous hours, so I'm wondering how you don't end up in a situation where you're going into an Americas Cup and you're completely cooked. How do you control the fatigue?

Brad: We like to have a bit of fun – you've got to have a bit of fun in this game, or else it's not going to work. People think it'd be a great job, and it is a great job sailing around in boats all day long, but we try to have as much fun as we can. I like to have as much fun as possible, so every day we're looking to have a bit of fun one way or the other. We break it up, and we always try to manage our time well so we have a bit of time off during the year.

Andrew: The final segment of our interview with Brad Butterworth and the need to not only cope with fatigue, but maybe cope with some of the younger team members who don't recognise the signs. Is that a factor?

Brad: For sure. The younger guys will go forever without a break. The different ages of the team, the way things are structured – we see that quite quickly. And really it's the boat builders and maintenance guys that have a hell of a time working incredibly long hours to make sure the boat's ready to go. They're the ones that you often can't give them enough time off.

Andrew: So Brad, I guess this may almost sum things up with regards Americas Cup sailing from your perspective, why you've been so successful and the key ingredients. If you were to be given an opportunity tomorrow to start your own team, what are the key headings on the piece of paper? What are the boxes you're looking to tick, to create a winning Americas Cup team?

Brad: I'd be looking for a very good designer. Could be an established guy that could work in the team environment. And try to get a crew – a good crew – and it wouldn't necessarily be the names that are out there right now. There are a lot of young guys coming up through there. There's a balance of young and old. And really try to secure

some funding to make sure you could do the thing and finish it. And enough resources to be able to compete at the top level right to the end.

Andrew: And once you've got those people together, is this a world of mission statements? Do you have key objectives written up on the whiteboard? How do you get everyone to buy into what you're looking to achieve?

Brad: Over the years we've had different versions of that. We often try to have a mission statement or values that we all agree on. And Alinghi's got a bunch of those. When I was with Team New Zealand we had the same sort of thing. When I first entered that environment I didn't really agree with it, but we all agree the values of the team and the way you're going to go forward – it's hard to stop that, and that's good. Everybody's signed on to the job at hand, and wants to see it through to the end. These projects are projects, they're not a 9 to 5 job. They can go weeks on end, and so when people sign on they realise it's a project.

Andrew: I guess we're covering the good stuff. We're talking the big picture stuff. But there must be times Brad when you've had to be ruthless. Were you've had to make decisions in the best interests of the team when you've seen something going wrong. There must be a few of those occasions as well. I guess I'm talking where you've had to sack someone.

Brad: That's happening right now. The way the financial environment is, everybody's being touched by this. We've peeled right back. We're a lot smaller team that we were a year ago. And nobody enjoys that. It's bad news. The people we hire we take a lot of time and effort to make sure we get the right people, and we don't want to let them go, and when we have to let them go it's a bit of a tragedy. It's a tragedy for the team, because everyone we've let go since we won in Valencia has been bad news for us.

Andrew: Finally Brad, from your position of experience do you think Americas Cup over the years has provided good examples of teamwork, of how to build a good culture if people can cut through the money and the court room dramas. Do you think, nuts and bolts here we're talking about teamwork and good examples of it.

Brad: I do. I think there's been great teams come out of the cup and they're from different countries. Prada, the Italian team is a great team and has been a great team in the past. Oracle definitely one of the strong teams. Team New Zealand obviously is a very strong team. Things that have changed mostly is just the cost of doing these campaigns. The cost really has got out of hand. The huge costs to make it run has really made it difficult for the smaller nations to have a go.

June 2009 – Let's Go Surfing

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Quite simply, the Harvard Business Review website (and journal) are compulsory reading for any business leader committed to remaining cutting-edge in their approach to business practice. It contains a wealth of information and insights, breaking its articles into component parts consisting of leads into the most appropriate article presentations for various roles – managers, educators or corporates. In addition to the various articles it makes readily available, the site also invites its readers to make valuable purchases as they go. And for those looking for a quicker gratification, the websites regular comment of the day is bound to provide plenty of readily accessed food-for-thought

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June 2009 – Practical Exercise
Rating Your Empathy

At a time when empathy is becoming one of the critical requirements for quality leadership, and a major precursor to generating the kind of relationships that lead to increased productivity, we think it appropriate that we should assess where we stand. Rating Your Empathy invites you to ask two individuals who know you well to complete the following questionnaire about your relationship with them by circling the number that corresponds to their thoughts.

As a final consideration, complete the exercise on yourself. Compare the findings of your peers to those of yourself. Give explanation to any realised contradictions.

Participant One

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Tries to see things from my point of view	1	2	3	4	5
2. Understands me	1	2	3	4	5
3. Cares about what my experiences mean to me	1	2	3	4	5
4. Understands without judging me	1	2	3	4	5
5. Is aware of my feelings in communications	1	2	3	4	5
6. Listens to me	1	2	3	4	5
7. Can be objective about situations	1	2	3	4	5
8. Projects his/her feelings onto me	1	2	3	4	5
9. Becomes emotionally involved in my problems	1	2	3	4	5
10. Tunes me out when I am contrary to his/her ideas	1	2	3	4	5
11. Allows bias to influence his/her understandings	1	2	3	4	5
12. Misinterprets what I say	1	2	3	4	5

Participant Two

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Tries to see things from my point of view	1	2	3	4	5
2. Understands me	1	2	3	4	5
3. Cares about what my experiences mean to me	1	2	3	4	5
4. Understands without judging me	1	2	3	4	5
5. Is aware of my feelings in communications	1	2	3	4	5
6. Listens to me	1	2	3	4	5
7. Can be objective about situations	1	2	3	4	5
8. Projects his/her feelings onto me	1	2	3	4	5
9. Becomes emotionally involved in my problems	1	2	3	4	5
10. Tunes me out when I am contrary to his/her ideas	1	2	3	4	5
11. Allows bias to influence his/her understandings	1	2	3	4	5
12. Misinterprets what I say	1	2	3	4	5

Self-Assessment

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Tries to see things from my point of view	1	2	3	4	5
2. Understands me	1	2	3	4	5
3. Cares about what my experiences mean to me	1	2	3	4	5
4. Understands without judging me	1	2	3	4	5
5. Is aware of my feelings in communications	1	2	3	4	5
6. Listens to me	1	2	3	4	5
7. Can be objective about situations	1	2	3	4	5
8. Projects his/her feelings onto me	1	2	3	4	5
9. Becomes emotionally involved in my problems	1	2	3	4	5
10. Tunes me out when I am contrary to his/her ideas	1	2	3	4	5
11. Allows bias to influence his/her understandings	1	2	3	4	5
12. Misinterprets what I say	1	2	3	4	5

Adapted from Barrett-Lennard (1962)