

THE KORU – DECEMBER 2005



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December 2005 – The Director's Desk

Welcome to the final edition of *The Koru* for 2005. The e-mail newsletter of The Health and Wellness Institute and The Koru, *The Koru* is dedicated to the nurturing and monitoring of your "new beginnings". Titled to most appropriately depict its stated intention, The Koru is designed to provide new insights into the better management of day-to-day business, with a view to promoting renewed and new hope for the attainment of future success.

With Christmas nearly upon us, it seems only appropriate to focus in on the festive season, whilst also reflecting on a year gone by. . It is with this in mind that we reflect on a stellar year enjoyed by New Zealand sport, with specific reference to our involvement in the achievements of the all-conquering New Zealand rugby league team. Hence, titled "Kaizen Kiwis" this edition's feature article discusses the strategies and structures employed by the Kiwis all the way to global recognition and glory, whilst we dedicate our face-to-face interview to a celebration of coach Brian McClennan's achievements.

Our Practical Exercise section offers up a simple activity that might just substitute for this year's new years resolution. Adding on to the existing six guidelines for effective leadership, our Golden Rules For Leadership offers a further three considerations in recognition that effective leadership is the thing that most differentiates good organisations from championship organisations, Let's Go Surfing directs readers to the insightful *All about Branding* website, containing a multitude of articles that may make for essential reading in the holidoday break.

In addition, *The Koru* contains cutting-edge information from The Health and Wellness Institute's team of high qualified and highly regarded practitioners. Doctor Simon Mayhew invites you to visit "The Doctor's Rooms", whilst one of New Zealand's leading chiropractors and international health speakers Dr Ed Timings espouses the values of walking and pedometers in his "Back in Action" section. Respected personal trainer Jayne Smith elicits suggestions for training in the absence of a gym to compensate for times away from home in "Fit For Life", whilst internationally acclaimed dietician Jeni Pearce continues to provide you with a series of fundamentals to make your Christmas eating more health efficient.

So join with us as we take you on our quarterly journey to the attainment of your better self, and have a fantastic Christmas in the process. In addition, to keep up-to-date with everything that's new at the Health and Wellness Institute and The Koru don't forget to check out

www.sportlife.co.nz or www.healthandwellnessinstitute.com. There's bound to be something there for everyone.

December 2005 - Feature Article: Kaizen Kiwis



By Craig Lewis

If you've been following the fortunes of the Kiwis in this year's Tri-series, you'll know that the team recently defied the odds to record one of this country's most memorable sporting victories over Australia and one of rugby league's greatest ever upsets in winning the 2006 Gillette Tri-Series of Rugby League. And if you followed the fortunes of the team through the media, you will no doubt recall the constant reference to the team's *Kaizen* philosophy. *Kaizen* is a Japanese word meaning ongoing continuous improvement and is most often encountered in the west as a business management strategy. Its origins can be traced back to an immediate post-World World II era, having gained its notoriety through revelations of process adopted in the Toyota Production System, but is just as relevant to any area of human endeavour. The kaizen concept is concerned with gradual improvement in the processes involved in attaining a particular goal, ultimately enabling us to achieve a superior quality result in less time and with less effort

And so to the 2005 Kiwis campaign - an exercise in defying all the odds and striving to achieve what others say cannot be done. It is also the story of planning and preparation.

In the mid-1990's I was involved with basketball coach Tab Baldwin, who was in the process of winning four NBL Championships in 5 years. One of the first things Tab ever spoke to me about was his philosophy on creating a great culture. It was a simple philosophy....Recruit quality people and you'll end up with a quality culture. For a long time I believed that was probably the case, although I'd have to say my thinking has swung a little in recent times. You see, I've seen organisations set about recruiting all the best people (don't we all!). People who they liked and believed they could trust. And then I've seen those same organisations wonder why the right people somehow ended up being the wrong people - friendships have been lost and relationships destroyed. You see, the right people can soon become the wrong people if the environment they walk into doesn't give them a sense of their worth, leave them with a sense of their own confidence and purpose or give them an understanding of their integral value to the

organisation.....No, I've come to realise that great cultures are based upon outstanding environments that breed people who are excited and inspired to attain their own level of personal greatness.

The Kiwis right now are in a time when our prospects are great - and the realisation of those prospects has been initiated through an ability to constantly discover WOW factors that make everybody in the environment strive to achieve what's possible and positive. Working to a catch-cry of "one of the greatest pleasures in life is doing what others say cannot be done", the Kiwis went on to claim victory over Australia in Sydney for the first time in 46 years and then went on to beat the old foe in a series for the first time since 1953. Rather than simply aspiring to a competitive performance against Australia and a one out of two record against Great Britain....this team re-wrote the record books by adopting a process of preparation and planning described by veteran half-back Stacey Jones as "the best I've ever been involved in".

So what's your WOW factor? What's the one thing that gets both you and your staff out of bed in the morning and wanting to excel at work? Don't know - give me some time to think about it! WRONG ANSWER!!!! Your WOW factor is what makes you what you are, and the culture you work in what it is. Your WOW factor is what makes you and the people at your place feel great about themselves. Your WOW factor is your point of difference - and if it isn't in how you feel about your people and yourself than I'd suggest it needs to be.

So what constitutes a WOW factor? A wow factor can be in a programme you implement. It can be in the way you communicate. It can be as large or small as you want it to be, as long as it sends out the message that the recipient is respected and valued.....as long as it leaves the recipient feeling good about themselves and their environment.

We sent an individualised card to 55 players two months out from ever meeting with the players. It was a simple strategy, but one that had an immediate impact. Ruben Wiki's card sat pasted to his mirror at home in readiness for him to assemble with the team, the team doctor proudly displayed his on his motel door wherever the team travelled.....Everybody feels great! Brian McClennan, Graeme Norton and I sat down and bullet pointed what we wanted to say to each player, and then I had the job of developing the bullet points into a phrase. I can tell you one thing - if you want to feel good about yourself, try doing that for an idea. After writing out a compliment to everybody in your organisation, I'll guarantee you can't but feel good about yourself. I'd almost go so far as to recommend it as a regular form of therapy!!!!

But WOW factors can be any number of initiatives - anything that has those who receive them saying "WOW" has served its purpose. In a campaign like the Kiwis, it's a constant effort to find those things that have everybody saying, "WOW" - everybody feeling inspired and motivated to their ultimate performance. And I suspect it's the same in your organisation as well, but the effort of stretching your creative mind to come up with WOW factors is well worth it - I can tell you that when you discover a good one everybody is engaged and relates to it for an age. Our WOW factors were numerous and various because we knew we had to retain the excitement in the camp. They ranged from the cards, through an inspirational diary to a series of posters, the presentation of match day themes and into motivational video - and every time we introduced a new WOW factor we got an instant surge of excitement from the players and an enhanced sense of collective responsibility and pride.

The current Kiwi squad are all quality people, and I firmly believe that "good people get good things" - maybe that's why we're having some success. But it doesn't matter who you are, the reality is that we all need to be inspired and motivated. From the first time we met - both in Auckland with the New Zealand based players and again when the entire squad got together - we talked about having not won in Sydney for nearly 50 years, about not having gone back-to-back in the same year in over 50 years and about never having won a series featuring both Australia and Great Britain. We emphasised to the players that it was not a matter of "if" the Kiwis would ever achieve it, but rather it was a matter of when" - 2 years, 10 years or 2 months. We talked about Ruben Wiki and Stacey Jones being great Kiwis, but also about how everything was relative - about how the truly great Kiwis would be those who won a series. We talked about how attainable this was to us, and that all we had to do was seize it. We talked about how we all needed to start *thinking big*.

And so, with an acknowledgement to the importance of THINK BIG, we became the "Kaizen Kiwis". As I have previously stated, *Kaizen* means "continuous improvement", but the *Kaizen* model contains far more than a simple definition. Simply put, *Kaizen* has two major components: Maintenance and improvement. Under the maintenance function, management must first establish policies, rules, directives and standard operating procedures. We were living *Kaizen* well before the players ever caught sight of it. *Kaizen* enabled us to publish our Confidential File which contained a raft of strategy ranging from value statements and role clarifications through to philosophies of conduct and team cohesion, as well as a number of inspirational passages and phrases.

The one thing I do know is that if we were to THINK BIG, we had to first feel it and then substantiate it. *Thinking Big* could only occur if we

had the structures and processes in place that made everybody realise what was possible and positive. We had to have structure and strategy as the foundation from which we could launch "continuous improvement" - we had to establish policy, directives and operating procedures, and even though we engaged the Auckland-based players in this process, we always knew where we were heading. First and foremost, as a collective it was important that we defined our dream, vision and mission.

Of course, with the maintenance component of our *KAIZEN* philosophy attended to, it then remained for us to actively pursue improvement. Under the improvement function of our kaizen philosophy, management must work towards revising the current standards - once they have been mastered - and establish higher ones. More particularly, the Kaizen Kiwis set about achieving three dimension of the Kaizen strategy

1. Shop Floor Champion
2. Lean, and
3. Process oriented thinking

Shop Floor Champion

Japanese management encourages employees to generate suggestions and works hard to consider and implement these suggestions. In the Kiwis, we operated a similar suggestion process, but in our case we made use of our core....and what is the core? The core is that group of players within the organisation who exert the greatest influence over all others - if our core was strong, happy and supportive, then all in the environment would be the same. The Kiwi core was Ruben Wiki, Stacey Jones, Paul Rauhihi, Nigel Vagana and David Kidwell. In our situation they tended to be senior players, but anybody who demonstrates an ability to set the trend in a group is a worthy member of any core.

Our initial objective was to recruit the core into the process - if the core bought into the process and owned it, it become a relatively simple task to recruit the other players. We told the core we were looking to them to determine our direction and to set our standards - if they said a player's behaviour was appropriate then we would also say it was appropriate.....if they said a player's behaviour was inappropriate, we would also say the behaviour was inappropriate. So strong was the buy in from the core, that within 3 days of immersion in the programme the players met with the NZRL to discuss their intention to play for a win bonus over a retainer - it was a tremendous show of faith in the programme and testimony to the importance of your core and a "shop floor champion" philosophy.

Lean

Lean involves identifying and eliminating non-value adding activities. It's a mechanism against committing time and energy to things that won't make a significant difference. It's a process that we continually learnt to master throughout the duration of the campaign. Like everything about the Kaizen Kiwis, *kaizen* is not a one-day thing. It's a living process, and as the tournament progressed we all understood it better. For example, after the Sydney win the two coaches met to debrief the game. The tactic was to engage a "shop floor champion" approach, whereby every player contributed a facet of the game that we might want to develop in. Multiply that by 17 players and a few members of staff and what we ended up with was a total overview of rugby league....without added value...and without lean. We soon realised that to honour lean would be to have each individual player submit 2 areas in need of development, after which we could locate the trends and devote our time only to the most prevalent needs - **THAT'S LEAN**. But lean goes further. Lean forces each one of us to question purpose in everything we do, and governed what we defined as our Kiwi Performance Indicators.

Process Oriented Thinking

As students of *kaizen*, the Kaizen Kiwis devoted their time and attention to reflecting on and improving the process. Players were encouraged to reflect on every training session, trust their preparation, use their skills and back their instincts whenever they played. All playing roles were clearly defined...and all players completed a post-match review with a view to highlighting areas in their game requiring further development. Everything about our week was immersed in lean, and the objective of every training week was to develop confidence that we had obtained mastery over every facet of our game....after all is said and done, that's the key to success in sport, life and business.

So what did the Kaizen Kiwis have? They had values. They had a system to work to. They had belief in that system. They had a definition of roles and expectations. They had a group of people inspired to achieve their best performance. They had ownership.....and ultimately they had success. So, I guess the question remains: "Do you have all that?" If you're not certain that you do, my advice would be to look at yourself, discover where hope lies and set about putting in place processes to further your personal development.

The Kiwis story is not an anomaly - it's the story of a properly implemented plan based on a pre-determined point of difference. And what was that point of difference? Our point of difference lay in our ability to generate a sense of family and brotherhood that neither of our opponents could. Whilst the Australian's had a point of difference in the exceptional talents of their players, we were able to grow strength

through our collective. You see...all organisations have a point of difference, the challenge for you is to identify the point of difference in your organisation, promote an awareness to it and make it a living and breathing process. So if you'd like to learn more about the strategies employed to promote a more dynamic and positive culture within the "Kaizen Kiwis", please phone Cliff Bailey on (09) 478-3455 or (021) 615-966 and arrange for us to visit you with an inspirational and entertaining presentation that will spark new initiatives and encourage people in your workplace to make it happen.

December 2005 - The Doctor's Room

Healthy Tips for Holiday Survival

The average American gains five pounds between Thanksgiving and the New Year. We are pleased to offer these ten tips from our expert doctors and nutritionists to help the wellness-minded enjoy this holiday season without cheating a healthy lifestyle and expanding the waistline.

1. Don't leave the house without snacks: Without snacks comes hunger and those frenzied "gotta eat" cravings that carry you right over to the hors d'oeuvres. Bring healthy snacks with you.

2. Eat something before you go to the party: About an hour before the holiday dinner, eat some fresh fruit or veggies. Watch your will power soar while your waistline stays in place.

3. Be a good guest (it's good for you!): Call your host and say, "I'd love to bring something. What are you planning on serving?" If you discover that one of the dishes is particularly unhealthy (or tempting), offer to bring your own version.

4. Select your first course foods so that they are low in calorie density: A huge green salad, a plate of fresh fruit, and a side of roasted vegetables add up to a lot of food, but not a lot of calories.

5. Dine like Europeans: Europeans remain slim by eating leisurely meals with much smaller servings than we typically eat in the U.S. And they are more active in their daily lives, which certainly helps burn calories.

6. Don't plant yourself in front of the buffet table: Settle down elsewhere, facing other pleasures. Is the band playing one of your favorite tunes? Grab a partner and go - far away from the buffet.

7. Don't give up hours of joy for ten minutes of binging: After prime rib, a baked potato, and pecan pie a la mode, you'd be hard pressed to get out of your chair, let alone have fun with family or guests. The pleasure of a high-fat, high-calorie meal is short-lived.

8. Remember, it's all about progress, not perfection: If after dancing and tree trimming, you find yourself right back at the buffet table, don't beat yourself up. There's a lot of area between a carrot stick and the whole

chocolate cake.

9. Whatever you do, keep burning those calories: Exercise is especially critical during this time of larger-than-usual meals. In addition to your regular exercise schedule, plan activities like walks, hikes, bicycle rides, and dances with family and friends. The extra calorie burning can really help control your weight - and you'll enjoy some wonderful times together.

10. Start 2006 on the right foot: Start fresh on January 1. Put the holidays behind you. Get right back on track.

This page printed from:

<http://www.pritkin.com/eperspective/0511/holidaySurvival.shtm>

December 2005 - Fit For Life

How To Keep Active During the Festive Season?



By Jayne Smith

Over the Christmas period your routine will more than likely change somewhat. The first step is to accept this as fact, but take some time to put in place a modified version of what you current exercise regime might be.

By ensuring you achieve this, you will maintain your regular and usual positive frame of mind about your exercise schedule, whilst also decreasing the potential physical and mental difficulty you may experience when getting back into your routine.

So consider these alternate exercise options:

Warm up and Cardio Vascular Exercise

1. Take a brisk walk for 30 minutes minimum followed by the following large muscle group exercises in a circuit format. (You can also do a jog/walk or a jog) Walk at a reasonable intensity without making yourself breathless, so that were you to walk with someone else you could maintain a conversation.
 - Complete the following exercises in a circuit format.
 - You could place step ups or skipping or shuttle runs in between each exercise to assist in keeping the heart rate up and to make more of a challenge.
 - These will take you about 12-15 minutes.
 - Ensure you complete a full body stretch on completion, holding each stretch for a minimum of 20 seconds.

Exercise	Time	Sets	
Lunges (all on one leg or alternating)	40-50 seconds One leg first time around. Repeat on other leg. If three sets alternate the lunge	2-3	
Squats	40-50 seconds	2-3	

Press ups	40-50 seconds From knees or full press-ups, place hands or feet on a step for increased difficulty.	2-3	
Tricep dips	40-50 seconds Keep the buttocks close to the bench.	2-3	
Opposite arm and leg lift	40 -50 seconds Alternating, draw the abdominals up and keep as still as possible.	2-3	
Prone hold	40-50 seconds From the knees or from the toes. Maintain a stiff body position throughout..	2-3	
Crunch with a twist	40 – 50 seconds Alternating, keep the hips fixed to the floor and lift the armpit across to the opposite knee.	2-3	

2. Purchase a pedometer and keep a measure on how many steps you do a day*. Take really easy, really simple steps. If your don't achieve your target steps on a given day – say Christmas Day - go out and do a quick walk to pick the count up. 10,000 steps a day is recommended, so that stands as a reasonable daily challenge, although for fat loss you should aim to increase this to between 12,000 and 15,000 steps. In addition, look to make healthy nutritional choices in the appropriate portion sizes (see Jeni Pearce's suggestions in this edition of *The Koru*).

December 2005 – Eat Yourself Holistic

How to Enjoy a Low Fat Christmas



By Jeni Pearce

While Christmas day is only one day of the year some people may find maintaining healthier eating patterns a challenge. Only a few changes may need to be made and here are some guidelines for healthier Christmas eating that is more guilt free.

Turkey

A naturally low fat meat, just remove the skin after cooking. Serve with cranberry sauce and skip the gravy.

Ham

Remove all fat and skin and serve with a mustard sauce made with trim or lower fat milk or apple sauce. Do the same for bacon.

Gravy

Use packet gravy without adding the fat from the roast meat. Packet gravy is lower in fat but much higher in salt. Use fruit sauces – apple, cranberry.

Cranberry sauce

Fruit sauce, chutney, pickles and jams or jellies all contain no fat. Mint sauce also has no fat (does contain a little sugar). Use these to replace gravy.

Potato

Try oven baked potatoes (cover with a light coating of oil based spray and bake in the middle of the oven) instead of full roasted potatoes. Boiled new potatoes with mint leaves are another excellent low fat choice.

Vegetables

Boiled, microwave, baked and steamed are fine. Limit the number of roast vegetables or cook on the BBQ instead.

Christmas Pudding

This pudding contains mostly fruit and tends to be low in fat (unless

made with suet!). Serve with brandy flavoured milk based custard to replace the higher fat brandy butter or cream sauces. Take care with portion sizes and added cream.

Trifle

Take care with the high fat whipped cream used to decorate trifle. The sponge base is fine but use lower fat milk to make the custard.

Treats

Choose sugar based treats such as marshmallow, caramel popcorn, boiled lollies and candy to replace the higher fat chocolates and biscuits. Limit yourself to two chocolate biscuit or two chocolates at a time rather than eating the whole packet or box. Keep these in the freezer over the summer months.

Make Christmas mince muffins or use filo as the base for Christmas mince pies. Shortbread is a traditionally high fat biscuit made with butter (see table for details). Read labels carefully and take note of the serving size!

On Christmas day if you need to travel to various family brunches, lunches or dinners start with a good breakfast and plan your meals. As many people go to a great deal of effort and are often very generous on this day with serving sizes gently remind them that you may be having three Christmas dinners and need to pace yourself with smaller servings to avoid offending anyone by not eating. Don't forget to balance out eating a little more by being more active.

Energy Content of Christmas foods, treats and snacks

Food	Serve	Calories	Fat (g)
Almonds	30g (x 25-30)	183	17*
	10 almonds	73	7*
Almonds chocolate	30g (4)	168	10
Brazil nuts	30g	203	21*
	10 brazil nuts	257	26*
Cashews roasted	30g	179	15*
Coconut Fresh flesh	45g	158	16

Hazelnuts	30g	114	11*
Macadamia (roasted)	30g	228	23*
Mixed nuts	30g	181	16*
Peanuts	30g	180	15*
(roasted)	10 peanuts	108	9*
Pecan nuts (roasted)	30g	217	21*
	10 (20 halves)	246	24*
Pine nuts plain	1 Tbsp	60	5*
Pistachio nuts	30g	188	16*
Pumpkin seeds	30g (2 Tbsp)	166	13*
(roasted)	10 seeds	53	5*
Sunflower seeds	30g	189	17*
(roasted)	1 Tbsp (9g)	54	5*
Walnuts	30g (12 halves)	158	16*
	10 (20 halves)	260	26*
Chips (crisps)	50g	264	17
Corn chips	50g	252	15
Candy cane	1 x 14g	55	<1
Chocolate bar	50g	265	15
Chocolate biscuit	two	184	6
Chocolates filled Roses	50g (5)	231	10
Shortbread	1 biscuit (16g)	73	5
Popcorn (plain)	1 cup	30	0
Fruit cake (without icing)	1 slice (45g)	152	5

Fruit cake (iced)	1 slice (46g)	160	5
Fruit mince meat	1/2 cup	240	4
Christmas pudding	100g	330	10-11
Fruit mince pie	x1	205-235	8
Pavlova with cream	100g	328	14
Meringue plain	x2 round (90g)	175	0
Trifle	100g	168	7
Strawberries chocolate	30g (4)	156	8
Strawberries	1 cup	52	0
Blueberries	1 cup	88	0
Roast Lamb	150g	318	19
Roast Turkey	150g	241	6
Ham	150g	218	13
Stuffing	1 serve	86	2
Salmon	150g	200	7*

Note: * Fat content found in nuts (except coconut) is in unsaturated fat which is considered to be healthier for the heart (heart smart choice) however as all fats have the same energy this is not an opportunity to eat more (not waist smart) and overeating could result in undesirable weight gain.

Source: © Concise NZ Food Composition Tables and Australian Food Tables 6 ed.

For further information on Jeni Pearce and dietary considerations, please log onto www.healthydiet.co.nz.

December 2005 – Golden Rules of Leadership



In our first two publications of *The Koru* we unearthed six very significant and important fundamentals, designed to assist you in the accomplishment of your ideal leadership state. Commencing with the following six principles:

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, and
 6. Recognise Your Key Stakeholders
-
7. Define Your Values and Constantly Reinforce Them. .

Running a values-based organisation is critical to maximising productivity, because well defined values invariably culminate in an enhanced sense of ownership. Obviously a critical first step is to identify appropriate values that can be recognised and understood, but the method for determining such values is not always so clear. Often companies define a set of values they perceive to be pertinent to the success of the organisation, regardless as to whether these values are a true and genuine reflection of the people within the organisation – this is a grave mistake frequently repeated. Often companies possess a set of values that have far out-lived the most long-serving of staff members, from CEO right through to the shop floor. In such a circumstance, the values have ceased to serve any purpose whatsoever unless a powerful mechanism for indoctrination has occurred – this is very rarely the case.

A company's values are the thing closest to that company's life and very existence – they are its core and its ambition. They are of such importance that determining them should be given a strong preference in the strategic planning of any organisation. They are clearly not something to be transferred from era to era without due consideration to their relative worth, and yet most companies do exactly this. They are of such significance that they warrant constant evaluation and assessment, with a view to determining whether the values still accurately depict the beliefs and feelings of those they are supposed to

represent. To have a set of values that fail to represent the people of the organisation is to have no values at all.

Nevertheless, assuming we have a set of values that everybody in the organisation believes they can live and operate to, it now becomes essential that these values are given every opportunity to become a living process. Frequently, well intentioned organisations fall at this final hurdle. Value statements are little more than words on a piece of paper until they are given a life. If your values are designed to celebrate your significant point of difference and guide your direction, they must be constantly monitored and reinforced. The success of the 2005 Kiwis in rugby league's tri-series is as much about the reinforcement of critical values as anything else, where we worked incessantly to discover new and more creative ways to ensure our values became instinctive to us all. The result was a set of values that lived within each of us, and still do today.

8. Benchmark Off #1

For all the reading and learning one must do to develop oneself in the most appropriate way, nothing comes close to the learning accomplished by following a simple process of reflection around those we perceive to be number one. Individuals and organisations who become noted for excellence in whatever they do accomplish this for a reason – our objective is to identify that reason and emulate it in as many ways as we can. I vehemently encourage all my athletes and professionals to be constantly on the look out for the commonalities and trends that determine top achievers.

In the Kiwis' successful 2005 Gillette Tri-Series of rugby league campaign we focussed in on three very significant achievers, each of whom had a story to tell and a lesson we could learn. The Sydney Swans achieved greatness in the AFL Premiership of this year, with a team proclaimed as "one of the most understated, underrated and largely unremarkable group of players to achieve the ultimate glory". Their success was not founded on a unique arrangement of exception talent, but rather on a powerful sense of trust and an immense desire and passion to support each other. The New England Patriots forged an American Football dynasty by demonstrating an absolute dedication to their defensive efforts, and a willingness to ensure they would take "no shortcuts". The Los Angeles Lakers achieved a similar sporting dynasty by defining a series of team values that enabled them to gain collective greatness even beyond the individual brilliance contained within the team. With calls of respect for each other, trust and collective

responsibility as their catch-cry, they forged their way into history with a unique three year reign that commenced in 2000.

By benchmarking off a selection of sport achievers, the Kiwis became something of a benchmark team in their own right.....and any organisation seeking their own excellence can achieve the same. By earnestly researching things such as the leadership styles, business models and strategic planning of significant corporations, businesses can give themselves an injection not otherwise found. By taking the time and effort to analyse corporate brilliance we can all acquire knowledge to founder our own success, and like never before we live in an age where attaining knowledge is no further away than our fingertips and the keys to a computer. So take up the challenge and benchmark.....you might just be surprised by the path it takes you on.

9. Regularly Look to Develop Your Sense of Self-Awareness

Eighty-five percent of leadership competencies are said to tap into emotional intelligence, and the most prevalent personal competence of an emotional intelligence framework is self-awareness. By constantly developing your ability to ascertain strengths and areas in need of development, leaders and companies alike can continue to harness their capacity to up-skill. In the hustle bustle of a busy corporate lifestyle, the ability to reflectively analyse has become a casualty – a tremendous shame given the properties of reflection and what it offers us all. By adopting a simple strategy of evaluating and recognising daily achievements, individuals and companies can put themselves on the path to constant improvement, whilst the lack of such a process consigns self-improvement to little more than guess work.

Whilst performance reviews and key performance indicators are all part of corporate swagger, the fact remains that very few companies incorporate them with a genuine intent to realise their intended objective – to enhance and ensure the betterment of both the individual and the organisation. Players involved in the Kiwis Tri-Series campaign engaged in formal processes for post-match reviewing, received weekly overviews of “kiwi performance indicators”, engaged in a dedicated period of training known as “kaizen time” and completed daily and weekly diary entries to ascertain both their daily achievements and areas requiring further development – that is to say, Kiwi players constantly pursued their own self-awareness. By adopting a three tiered questioning process – the what, the so what and the now what – players were able to become so in-tune with their thoughts and feelings that self-improvement became an undeniable reality.

December 2005 – Face to Face With Brian McClennan

It's clearly been a stellar year for New Zealand sport. Outstanding successes in netball, rugby union and rowing, capped off by arguably the greatest upset of them all - a 24 to nil thrashing of the Australians in rugby league's tri-series on 26 November. As if beating the Australians in Sydney for the first time in 46 years wasn't enough, this team of largely unheralded players topped it all off by sending Australia to its first series defeat since 1978 and its first series defeat to the Kiwis since 1953. It was undeniably a triumph for preparation and mateship, and at the helm was a little known and little fancied "minor league" coach named Brian McClennan, whose laconic nature captured the hearts of a nation.

Be entertained by this frank and honest appraisal of the team's culture, leadership and styles, and take the opportunity to reflect on your own approach to developing a dynamic team - who knows, like the 2005 Kiwis there might be something in there that "clicks the switch" to your team's ultimate performance.



The Koru: Congratulation on the victory in the Tri-Series. Would you consider it the greatest day in your coaching life?

Brian: Yeah, I would, because it's at the highest level. As far as the game went it was exciting. I've been in games that have been more exciting near the end, but for the sheer intensity of it that's the best.

The Koru; What makes for a great day in sport for you?

Brian: The players performing somewhere near their best. Seeing the joy in the players on the field, and everything that we've all planned coming together. Seeing it evolve. Knowing that the result is going to come your way because all the systems that you've got are working and that there's no way you're going to lose.

The Koru: What do you therefore attribute the success of this team to?

Brian: Well, there's never one thing.....there's always many things. I think team spirit.....tactically we were very good - team spirit, tactics! Desire to win was very strong.

The Koru: How important is it to have a positive culture in attaining success?

Brian: If you haven't got that you're not going to go very far. Spirit of the team - you're better off having good spirit than good tactics, because if you've got a bad spirit it doesn't matter how good your tactics are - you're never going to get anywhere. No matter how good the plan is the team will fall apart at some stage. You're going to face up to some sort of adversity and it's that spirit that will get you through it. There are things and circumstances you're going to have to confront and if the spirits good you're going to be able to push through those things. You'll come out of it and the tactics you've got will end up working for you.

The Koru: What are the essential ingredients to creating a great culture?

Brian: Communication between players is paramount. Players knowing that they've got confidence in the staff around them. Players knowing the staff have a sound knowledge of the game so that the tactics and things they've got are all good. Mostly it's the fact that the players feel they own what they do.

The Koru: The Kiwi programme appeared to be a values-based programme. What do you see as being the most important values you can have in a team?

Brian: I think trust was a huge thing. Respect for each other. Love for what they're doing and for each others company. Compassion towards each other. If you get back to trust - you know that the other person's trying just as hard as you. Discipline - there's going to be times when you don't feel like trying as hard as on another, but it's discipline that makes you tie in with everybody else and stay in there.

The Koru: Ruben Wiki has received a lot of praise for his captaincy throughout the campaign. What makes Ruben such a great leader and a good ally for you?

Brian: Mainly it's the fact that he's a leader - he leads by example and it's not just words. When he does say words they're always very good and straight from the heart. It's mostly because he leads from example. Rubs has got a quality that when he comes into a room....it's not that he announces when he comes into a room - he genuinely takes everybody's attention. He genuinely puts everybody else in front - he seems to make everybody else feel good straight away. He's like a "Well how are you?" sort of person, not a "Well here I am!" sort of person. When he sees you it's like you're the most special person in the world - he makes you feel like that. Whether he realises it or not, when he sees people he makes them feel like they're really special, and that's a great quality to have as a captain. Not only is he hard and leads from the front, but he makes them feel like they're the most important player in the team.

The Koru: And what about Stacey Jones?

Brian: Stacey is so humble. When you're talking to him off the field he's got such a nice way, but straight away once you're training for the event he's so damn competitive. He'll try so so hard, and because he's naturally gifted it makes him a great player. For the team, because he's a distributor and a creator of opportunities, he turns good sets into great sets. He's the "jewel in the crown" as far as making great plays and creating opportunities - his cross kicks were spot on, they couldn't have been better. He turns good sets into great sets, and that's so important to have in a team because you've got a lot of people who contribute to the grind of the game and if they're grinding away then the person that comes up with the critical plays makes great critical plays. It makes all their grind worthwhile, so they'll continue to do it because they're getting the rewards out of it.

The Koru: So as a coach, what do you need to do to get the best out of an X factor player?

Brian: Give them good basic structures - to give them a

foundation to work from. Make it so he's comfortable. To give him the confidence to play what he sees - they know they've got the confidence of you. You don't tie them up with too much of what you think they should do - they've got the confidence that you'll back them in what they want to do. Play what you see - rugby league is a very fast, quick and reactive game, and the player needs that - it's a very instinctive and reactive game so they've got to have the freedom to do things quickly.

The Koru: So from your perspective it's really just a matter of him knowing you've got every confidence in his ability and that you trust him?

Brian: Exactly. There's tips you give them on tactics and things - things you think might work. If you're both on the same wave length you're going to be sweet. We went into the Grand Final and we didn't have long to talk the tactics because Stacey only got in (from New Zealand) the day before, but we were just so on a par with one another on how we think the game. We were literally just taking words out of each other's mouths. We were thinking exactly the same on what we were going to do.

The Koru: Is that a fluke or is it something in the relationship?

Brian: I think it was because it was game five - we were both understanding each other. We both really understood our opponents. We understood our strengths. Stacey really understands the game - he's been around awhile and he really understands what's happening in a game. When we were talking before the game it just felt so good and I'm sure Stacey felt the same - we both were pretty confident.

The Koru: What do you see as being the strengths of your leadership style?

Brian: I guess it's that I'm not afraid to let people come up and talk and get opinions off people. I'm quite good at picking out what works and what doesn't. I'm pretty good at working out where we can beat another team. I'm seen as an easy person to get along with - I listen really well. The players see in me my desire to win too - they can sense how much I really want to win as well, but without going over the top. I don't put pressure on the players.

- The Koru:** What do you think that brings to the relationship?
- Brian:** Trust. I think they trust me, so even if a player misses out on selection they still support what's happening. Trust is a part of that environment we've all nurtured along the way. They know there's no personal favourites or anything like that - we do what we've got to do to get the result.
- The Koru:** When everything seemed to be going great you suffered the big loss to Great Britain. What did you do to overcome such a setback? What process do organisations need to follow when they suffer setbacks?
- Brian:** I really look for positives. When we lost to Great Britain I was really proud to be apart of the team on that day because we just came back from the first half so well. That first half there were a lot of unlucky breaks for us and at half time I felt our players were so down. You could see that they couldn't understand how they could be behind, because their expectations were now so high. The fact that they were able to come back and rise up off the canvas I thought was good. Personally for me I take loses really hard, but I never show that to other people. I'll go back to my room and I'll do it really tough. I go over how I could've done it better - what could I do to help everybody be better here? I use the old philosophy that when you point the finger point back at yourself - I really buy into that. Self-analysis.
- The Koru:** So what process does an organisation need to follow when they suffer a setback then?
- Brian:** I think self-analysis. You've got to look at what you personally could've done better. You've got to communicate with each other and look at what brought you success before. And in that particular setback what were the parts of the game you didn't do well in - what were the things you could've done better.
- The Koru:** Peak performance environments are peak performance environments, regardless of whether you're talking about sport or the corporate world. How did you create the sort of peak performance environment we saw in the tri-series final?

Brian: Their conditioning has to be right. Their confidence has to be the best it's ever been. They have to have total trust in what they're going to be doing. Once they have that trust and that confidence, they just have to let themselves go and let their sub-conscious take over and play. Just enjoy themselves.

The Koru: Given the success the team experienced this year, how do you see yourself going about putting in place a process for continued success?

Brian: We have to do everything a little bit better. We have to search for improvement in every aspect of what we do from preparing for the contest to making sure everything is right. Making sure the structure is even better, right from the hotels, the training grounds, equipment.....everything. To be better next year the players have to go into camp and think every little thing we're doing is better than last year. If they do that they'll play better.

The Koru: And from an on-field perspective?

Brian: On-field, we just have to improve in all our kpi's. We have to improve on all of those - go back to them and make them even stronger. Our opponents - we have to re-look at how our opponents will be because they will be different next year. We've got to really study the opponents. We'll still concentrate on what we do best, but if we can find a little chink in our opponents we'll make sure the things we do well can stop the opponents doing the things they do well. Whenever you've become a champion it's really exciting - you've got a taste of something sweet - but the challenge is to become even better the next year. That in itself is a real juicy thing - that's something the Kiwis are really going to enjoy in 2006. I'm sure we'll all buy into the fact that to become the 2006 champions we'll have to be better than the 2005 champions - it's a higher mountain to climb which makes it all the more exciting.

June 2006 – Let's Go Surfing

www.allaboutbranding.com

Some time ago we came across an exceptionally insightful article written by Ross Peat, titled *Values Drive Value*. The article featured on the All About Branding website, and discussed the importance of transparent values that are lived as a process and on a day-to-day basis. It went on to highlight the importance of the cultural and emotional well-being of a company and its people. Without question, we believe it to be an essential read for any business professional interested in discovering the formula for success and personal growth in their workplace, and can be directly found by logging onto <http://www.allaboutbranding.com/index.lasso?article=340>.

More particularly and upon closer scrutiny, we discovered that the aforementioned article is just one in a long line of insightful offerings presented by the All About Branding team. As an overview the website is dedicated to examining issues relating to branding, but we really appreciate it for its valuable new insights and practical tools which cater to the needs of a wide range of business professionals from senior management through to those engaged in the promotion of human resources. In fact, anybody interested in the promotion of workplace potential needs to log onto www.allaboutbranding.com.

We do warn you that the site contains a multitude of articles, each offering their own unique and invaluable points of difference, but if you've got time to spend surfing over your Christmas break you might find a visit to www.allaboutbranding.com well worth the time. Of course, if you'd rather leave anything work related to another time we'd fully understand, but you might just find 2006 becomes a lot more hassle free through a learning derived from the visit.

December 2005 – Who Am I?

As the end of another calendar year inexplicably beckons, and we all begin our process of determining appropriate new year's resolutions, we invite you to complete a very simple little exercise with a view to ascertaining what's really important in your life. While many of these resolutions will stem from the indulgences of the Christmas period, we suggest you consider several declarations related to your personal life and/or corporate existence. Known as "Who Am I?" this exercise will have you recognising what lifts your spirits and what you're passionate about, as well as defining what angers you – because contained within your responses invariably lies what will enable you to live a fuller and more complete life.

Whilst weight loss and smoking cessation are the usual offerings (and desirable in their own right) we invite you to look further into yourself and ascertain those things that will most completely enhance the life you lead – look to the things that will have the greatest impact on the welfare of your holistic self. So take some time to complete your responses to the following phrases:

My spirits are lifted by.....

My spirits are lifted by.....

My spirits are lifted by.....

I'm passionate about.....

I'm passionate about.....

I'm passionate about.....

My rule of conduct is.....

My rule of conduct is.....

My rule of conduct is.....

I'm angry about.....

I'm angry about.....

I'm angry about.....

I'm willing to defend.....

I'm willing to defend.....

I'm willing to defend.....

S have a great Christmas, and an even better new year!