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## December 2007 – The Director's Desk

Welcome to our Christmas edition of *The Koru*, an opportunity to celebrate a year just completed and welcome in some new and exciting prospects for the coming year. As we reflect on our year just had, we focus in on the publication of *Lead to Succeed: What It Takes To Be the Best*, which continues to be well received by reviewers and business leaders alike. Keep an eye out for subsequent books to follow in 2008, as the company looks to expand its publication portfolio with the assistance of HarperCollins Publishers.

Additional significant accomplishments for the company throughout 2007 include the regular column in New Zealand's leading golf magazine *The Cut*, the welcome opportunities in the Australian market and the continuing consolidation of fantastic partnerships with some leading New Zealand business houses. More particularly, the burgeoning success of the company's Lead to Succeed concept has ultimately culminated in the compilation of a new and exciting business entity, Lead to Succeed Ltd which will officially launch in 2008 to supersede its father company, Sport Life New Zealand Ltd.

Back to this edition of The Koru, and I'm certain you'll once again find plenty of interest to both you and your colleagues as you contemplate the festive season and a well-earned break.

In light of growing interest in strategies and mechanisms to further promote the most ideal workplace environment for maximised productivity, our feature article is dedicated to a sequence of fundamental understandings (e.g. blame the action not the person, constructive praise not destructive criticism, etc) designed to enhance work relationships and assist business managers and leaders in achieving the extraordinary. It is an article for and about leaders committed to an enhanced cohesiveness, and desirous of respect and trust within their group - a workplace where people are excited by challenge, confident in their abilities and proud of their performance. It is an insight into a culture based on sound values and a leadership commitment to *make the lives of those they touch extraordinary*.

We go face-to-face with Jon Ackland, Managing Director of Performance Lab and strategic planning and performance coach to Emirates Team New Zealand in the 2007 Americas Cup. Established in 1993, Performance Lab is New Zealand's only fully commercial sports science and physiological testing laboratory, with certification as an accredited New Zealand Sport Science (NZSS) Lab. The Performance Lab businesses consist of an Athletic Assessment and Training division and a Corporate Health Management division (**PL Health**). With an

extensive background in performance related issues within Triathlon New Zealand, Jon is able to provide a series of invaluable insights into the creation of peak performance conditions.

The Doctor's Room provides some timely advice on how to ensure the time taken for recuperation over the Christmas break achieves just this end, providing invaluable advice from highly regarded psychologist, Professor Dov Eden. Fit for Life reveals the forever workout – a workout dedicated to providing a realistic training program devoid of the need for highly technological and expensive equipment. In Eat Yourself Holistic, Jeni Pearce comes up with some interesting and pertinent revelations around the fast food industry, designed to assist you in your endeavours to maintain healthy and efficient eating options over the Christmas break.

The Golden Rules of Leadership continues its growth up to a phenomenal thirty-three golden tips, providing further meaning to the way business does business. Our Practical Exercise segment focuses on the important creation of dream, vision and value statements that mean something, and highlights the critical steps for ensure desired values become prevailing thoughts and living processes. Finally, our Christmas edition of *The Koru* surfs on your behalf and in pursuit of cutting-edge Christmas reading to further enhance your selling, motivation and sales management strategies. Based on the highly successful *Selling Power* magazine, [www.sellingpower.com](http://www.sellingpower.com) is definitely worth an immediate visit and book-marking for future and consistent reference throughout 2008.

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

Finally, we'd like to take this opportunity to thank our growing list of clients for all your support throughout the year. We trust you have enjoyed your association with us as much as we have enjoyed ours with you, and look forward to the further nurturing and growth of these relationships. Once again, 2008 looks to be an extremely exciting year for everybody at *The Koru* with further pending book publications, the continued evolution of our comprehensive and well received business coaching initiative, and the continuation of our fast-growing reputation as conference and training presenters of choice.

We trust you will have a fantastic Christmas and wish you all a happy and safe break, with the essential revitalization that ensures 2008 will live up to your expectations for prosperity and success.

December 2007 - Feature Article:  
Make Their Lives Extraordinary



**By Craig Lewis**

For as long as sport has been played, there has existed an age-old assumption that intertwines participation in sport with the building of character. Sport has been credited with conveying all the properties associated to a person's character. Whether this is assumption is merely that – an assumption, but the fact remains that sport does have a capacity to extend a person's *lived experiences*. The determination as to whether those *lived experiences* are portrayed in a positive or negative manner may however, be at the discretion of the coach.

My own view on all of this is that participation in sport does possess a potential to define a person's character. I'm yet to be convinced that mere participation can culminate in the construct of characteristics that weren't apparent at the outset. But I am a firm believer that a person brings their character to a sport, which repays them by providing an opportunity to play out and develop those characteristics. And I think the coach plays a pivotal role in enabling any player to experience opportunities that enable them to develop these traits, to a point where they are increasingly more aware of them. That is of course, providing the coach is clear in their personal definition of character, and ethical enough to ensure their definition is realised. And business leadership is merely an extension of this rule, where effective business leaders recognize that the environment they create contributes directly to the opportunities presented for staff to exercise and refine their character.

Almost from the very first days of our association with each other and the Kiwis, I became abundantly clear that Kiwis' coach Brian McClennan and myself shared – perhaps naively – a common notion that *good people get good things*. I say "perhaps naively" because it is a notion very difficult to founder, but what it does do is provide us with a definition of what's important in the way we prescribe our program to our players. And therein lies the central focus of any debate over sport and character. *Good people get good things* is a philosophy for life and play. It's an ethos we regularly reinforce to our group of players. And if

Brian and the rest of the coaching/management staff value it highly, it has the potential to become a defining characteristic for us all – after all, people model themselves after those with whom they associate with and situations shape the way they look at things.

What I am alluding to here is a belief that for an environment to truly define character, an organization's leader must first clarify their own views on what makes up a person's character. Inherent within an assumption that *good people get good things* lies a belief that one must first be a good person. Which raises a fundamental question: What constitutes a good person? To my way of thinking – and I'm certain Brian would agree – a good person represents integrity, honesty, personal responsibility, decency and (critical within the Kiwis' paradigm) a passion and desire to achieve. And if we were to have each of our players buy into our notion that *good people get good things*, we had to first ensure everything about us indicated we were good people who lived by the abovementioned values.

Performance environments – be them business or sport - have the potential to teach and reinforce a particular way of thinking. That way of thinking can have a negative effect (cheating, aggression to get what you want, win at all costs, etc) or it can have a positive effect (commitment to being your best, cooperation, persistence, integrity, etc), very much dependent upon the character assumption of the leader.

Of course, whilst there is any number of basic premises from which to base a philosophy of leadership, none resonates more than to understand how a business persists and is perceived inside the lives of its employees. In a business house, where so much of life's experiences are known to shape and model the person and define the personal regard one may have for the self, it becomes all the more imperative to promote strong feelings of worthiness. For all employees, their workplace experiences are prone to be translated into generalised concepts of the self. More particularly, it has been my experience that the workplace contributes to and reinforces a person's self-concept in areas that extend way beyond the business-related components of the industry. The business house to many (if not most) staff matters! It is critical to their personal definition, and leaders need to demonstrate an awareness of this. It's a strange conundrum for the leader, whose role now exceeds beyond the technicalities of the industry to the more global realm of personal definition. As frightening as that may seem, the fact that business leadership truly avails the leader of an opportunity to impact, model and shape lives is an honour indeed!

To understand the significance of the role, one must first appreciate the

our aspirations, whilst self-doubt lowers them – and a person's experiences are critical in determining either. Underlying both is the belief a person has that they can meet challenges as they arise, which is a direct correlate of that person's developed competency. But where does competency come from? For mine, competency in younger staff members comes from the experiences they have and the quality of reinforcement they receive. It also comes from the freedom they have to express their developing skill sets. Removing performance-debilitating fears from their immediate environment goes a long way to the creation of competency. That is to say, successful completion of skills raises the level of self-confidence and aids in the creation of a more appropriate self-definition. Of course, the problem this revelation raises concerns issues of inadequate performance and how to counter it – or more particularly, how to maintain regard for the self in spite of inferior performance.

Leaders of quality are able to distinguish between performance deficiencies and personal appraisal, so that staff members are always able to retain dignity regardless of performance ineptitude. *Blame the action, not the person* is as much a strategy for the retention of self-confidence as it is a philosophy of leadership – it signals to a less experienced employee that (assuming their effort is complete and thorough) they are valued as a person irrespective of their evolving performance outputs.

But *blame the action, not the person* is a dual-sided philosophy, having equally as much credence as a strategy for disciplining. From the moment my daughter Kelsey was born, my wife and I vowed never to correct her in any way that could be construed as an attack on her person. Rather than say, "You're a naughty girl", we chose to correct her by saying, "We love you very much, but at the moment your behaviour is inappropriate". Children need to know they belong, are cared for and loved. And so do more adult forms in your workplace, no matter what their age or level of involvement. A person's self-worth is brittle (never more so than when referring to young and developing employees) and can only take so many assaults. Leaders of quality recognise this as fact, and are conscious of the need to preserve it. Rather than delivering correctional statements that condemn the person, they choose to condemn only the actions of that same person. But it isn't always easy, requiring a depth of emotional control and an ability to identify and label emotion in the self so as to regulate it at will. A *blame the action, not the person* ideology is subject to a degree of testing, particularly when considered against the unpredictable nature of people.

The 1993 New Zealand speed skating team was arguably the most player-owned success story ever to emerge on the New Zealand sport scene – it had to be, we simply didn't have a coach. Whilst the team had been coached (to a degree!) through to the 1992 Albertville Olympic Games, dysfunctional clashes of personality had culminated in real resentment and bitterness.

The circumstance of the team meant criticism was paramount to our very existence. Feedback on performance was a necessary (and valued) commodity. That the feedback was coming directly from peers could not cloud its effectiveness – we simply needed to know where we were at, what we were doing (right and wrong), and what we had to do to rectify a situation. Recognising the precarious combination of the highly intense atmosphere that is a training environment (and the volatility of people pursuing excellence) we set about establishing a series of guidelines that would govern our functionality. Skaters were requested to receive criticism as it was intended - to resolve a perceived problem, correct a performance error or improve relationships. Skaters were encouraged to always receive criticism as being directed at the behaviour and not at the person. The ability to give and receive criticism was to be seen as a vital commodity in our achieving.

Those offering criticism would only criticise the actions of the performance (or behaviour) and not the person, whilst clearly identifying why this behaviour was inappropriate. Criticism within our environment was to address only a specific concern, and needed to be informative – generalisations would not be tolerated! Feedback statements would contain specific information and have value content attached. Feedback statements would always contain highly precise and technical information. The value content would tell a team-mate “why” it was important to ensure a particular aspect of the skill. If you didn't know how the correct action should look (or couldn't articulate the same) the feedback was deemed redundant – of little use in our pursuit of excellence! And we were happy to welcome positive feedback statements too – happy to acknowledge and celebrate executions of significant capability!

It is fact that people are more motivated by praise for what they do right than they are by admonishment for doing something wrong. And it is this motivation that invariably leads to the particular behaviour (or action) being repeated. Moreover, leaders of quality insist on their staff reinforcing themselves through the recognition of daily achievements in their day. Teaching staff to ask themselves, “What were my achievements for today?”, and encouraging them to celebrate and revel in these achievements ensures acknowledgement for all accomplishments.



Constructive praise, not destructive criticism! Leaders of quality employ a general strategy of positive feedback to build on the strengths of a person's performance. These leaders provide feedback on aspects of performance done well or correctly. It is a mechanism that serves to strengthen performance. It is a mechanism that serves to generate a healthy and productive environment. It is the objective of astute leaders to ensure at least 80% of interactions are positive by nature – a ratio that culminates in a climate of positivism, and ensures corrective feedback is appreciated.

Similarly, watch your thoughts for they become your actions. Expressions of hopelessness spread like a forest fire, until everything in close proximity is ravaged and affected. Portraying good positive body language and sending messages of pending glory can culminate in a similar outcome – an outcome of achievement driven by only the most appropriate of actions. The Kiwis 2005 tri-series campaign was destined to failure – the media knew it, the NZRL (who had appointed coach Brian McClennan for the shortest imaginable time) knew it, and (if the truth be known) the players probably knew it! Everybody knew it – except a group of minor league coaches too naïve to realise the bleakness.

Those responsible for implementing the 2005 and 2006 tri-series campaigns knew only of hope, and talked only of achievement. And it became endemic! Within the team, Nigel Vagana was the Kiwis vice-captain – a veteran player whose influence on the team far exceeded merely his impact on the field (although his impact on the field could not be denied). In Peter Leitch's *The Year the Kiwis Flew*, Nigel recounts a tale of hope that occurred on the morning of the team's historic Sydney victory – and in the process exemplifies the power of thought and its significance in driving actions – the actions of the deliverer and those exposed to it.

*It was the morning of the test in Sydney. When I woke up I went down and had breakfast. Clinton (Toopi) was there and we sat together...There was a feeling then I'd never had before, a feeling we were on the verge of something special. Toops felt it as well and we ended up spending a couple of hours talking. We couldn't believe we were both feeling the same way. Whether it was going to happen that night, in two weeks or even two years, it felt like the start of something great for us. We had a good win that night and went on to win the comp from there. That moment that morning was defining for me, like a sort of premonition.*

*For some reason, it felt like the beginning of our test careers. We were like schoolgirls, giggling away, who couldn't wait for the school dance to start. Then later that night, once we kicked off at Telstra Stadium it was all on. We knew it was going to be great from then on.*

Finally, a significant part of leadership is to make employees believe they are competent. Make them believe they are ready and able to meet all the challenges their workplace situation may present. In reality, the true objective may even be to make them believe they are better than they actually are! And accomplishing it lies somewhere in the depth of a leader's sincerity!

Both the Kiwis and the speed skaters represented fascinating challenges in the pursuit of confidence. Within the five-man speed skating team we contained a most diverse group of personalities when it came to self-affirmation. From the extrovert through to the uncertain, we were a team who needed to keep our self-belief in perspective – and this we managed to achieve! Succeeding with a team is as much about chemistry as it is about competence. For genuine chemistry to exist people must feel a sense of confidence in their own abilities and in those around them, and that can only be accomplished in an environment that exudes positivism and optimism.

Leaders of quality are constantly striving to create a work experience that is meaningful, purposeful and enjoyable, and are always mindful of the need to *make the lives of those they touch extraordinary*.

December 2007 – The Doctor's Room  
Work, Stress and Health

You might think that a long vacation is the way to beat job burnout. But the kind of vacation you have is just as important - if not more important - than its length, concludes Prof. Dov Eden, an organizational psychologist from Tel Aviv University's Faculty of Management.

The key to a quality vacation, he says, is to put work at a distance. And keep it there.

"Using work cell phones and checking company email at the poolside is not a vacation," Prof. Eden says. "Persons who do this are shackled to electronic tethers which in my opinion is little different from being in jail."

For the past ten years, Prof. Eden has been studying "respite effects," which measure relief from chronic job stress before, during, and after vacations away from the workplace. Electronic connectivity exacts a price from those who stay wired into the office while away from work. It marks the end of true "respite relief," says Prof. Eden, and is a cause of chronic job stress.

"If I were a manager, I would insist that my employees leave their cell phones at work during vacation and not check their email while away," Prof. Eden warns. "In the long run, the employee will be better rested and better able to perform his or her job because true respite affords an opportunity to restore depleted psychological resources.

"Employees who feel compelled to be at the beck and call of work at all times are unlikely to recover from the ill-effects of chronic job stress. This is a causal chain that eventually gets internalized as psychological and behavioral responses that can bring on serious chronic disease."

Recently Prof. Eden, his student Dr. Oranit Davidson, and Prof. Mina Westman (all at Tel Aviv University) surveyed 800 professors from eight universities in Israel, the United States, and New Zealand. The researchers measured stress and strain before, during, and after a sabbatical leave of a semester or a whole year. They found that those who took a long sabbatical break experienced about the same amount of relief (and returned to pre-sabbatical levels of stress and strain in just about the same amount of time) as people who had taken either a week-long or long-weekend vacation.

Stress and psychological strain before, during, and after the respite were measured using a questionnaire and those on sabbatical were compared to a similar group of university academics who did not go on

sabbatical. Participants included professors at Berkeley, Florida State University, and The University of Texas at Arlington, among others.

Whether a vacation was as short as a long weekend or as long as a year, within three weeks back at work (and possibly even before that), the respite-relief effect had virtually washed out, Prof. Eden observed.

"Among many employees we have studied over the years we have found that those who detach from their back-home work situation benefit the most from their respite," says Prof. Eden. "Moreover, these individuals are probably less likely to experience job burnout. It's the ones who can't detach from the constant flow of job demands that are most likely to burnout.

"If I could choose," concludes Prof. Eden, "my educated guess is that I would prefer to have vacations more often, but shorter in length."

And does Prof. Eden have a cell phone? "I refuse to enslave myself to one of those devices," he says. "I only use one on the days I visit my grandchildren."

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*Article adapted by Medical News Today ([www.medicalnewstoday.com](http://www.medicalnewstoday.com))  
from an original press release.*

December 2007 - Fit For Life:  
The Forever Workout

By Chris Carmichael, CEO Carmichael Training Systems

**UNDERSTAND ONE THING RIGHT NOW:** Your body needs your attention. Despite what the infomercials say, not even hair is replaceable, so no matter your age, your long-term fitness plan had better start today. There are three keys to keeping your system working—and winning—for decades: (1) Protect your joints, (2) maintain muscle mass, and (3) accomplish numbers one and two with a realistic training program—like the one I've devised here—that jibes with your busy life.

Why focus on joints? Where you bend is where you break. Your hinges are your body's Achilles' heel: When allowed to weaken, they become unstable and susceptible to an injury that will leave you unable to train hard and stay active. That in turn causes you to lose the lean muscle mass that keeps your metabolism high and the midlife pudge in check. And becoming overweight and out of shape leads to bad habits that cause your fitness to slide even after an injury heals. Maintain joint health and you'll prevent this vicious cycle from ever starting. To keep your hinges as strong as a vault's, you need a workout that simultaneously engages multiple parts of the anatomy. Biceps curls and calf raises are out, overhead presses and squats are in. Working several muscle groups at once means strengthening your connective tissue in the ways you actually move, which stabilizes and protects joints. At the same time, you fight off the natural lean-tissue loss that starts at around age 35. Core strength protects the complicated mechanics of your lumbar and pelvis, preventing lower-back pain, which is why crunches and planks are also included.

**THE FOLLOWING WORKOUT** is intentionally low-tech, so you can do it at even a minimally equipped home gym. Two to three times a week, cycle through the full set of exercises, resting for 45 seconds between each, and then repeat the sequence. Go light for a week or two until your body adapts to the range of motion, then increase weight, using enough resistance to make the last rep of each exercise strenuous (but not impossible). As you get stronger, add resistance or time to the exercises so you keep progressing.

**1. SQUAT What It Works:** entire lower body, lower back, core **Form:**

Stand with feet slightly wider than shoulder width apart and extend your arms for balance. Lower your hips, as if you're about to sit. Stop when your thighs are parallel to the ground, then rise back to standing. Keep your torso as vertical as possible throughout so you feel your weight centered over your heels, not over the balls of your feet. 10 reps **Advanced:** Add resistance with dumbbells, a barbell across your shoulders, or resistance cords.

**2. SHOULDER PRESS** **What It Works:** shoulders, upper chest, triceps, back muscles, core **Form:** Stand with your feet shoulder width apart, with dumbbells in your hands. Raise hands to your shoulders, palms forward. Press hands straight up, pause, then lower to shoulders. 10 reps **Tip:** A standing shoulder press is better than a seated one, because you have to engage muscles from head to toe.

**3. PULL-UPS** **What It Works:** lats, back, shoulders, biceps, forearms **Form:** Grasp the bar, palms facing forward, with your hands slightly more than shoulder width apart. Pull your body up until your chin clears the top. Lower yourself until your arms are straight, but don't lock your elbows. Aim for 10 reps, or as many as you can complete in one minute. **Gym Option:** You can substitute a lat pull-down for this exercise.

**4. UPRIGHT ROW** **What It Works:** shoulders, back muscles that stabilize the spine, core **Form:** Use dumbbells, a resistance cord, or a barbell (hands close to the center of the bar). In all cases, your palms face inward. Stand with your feet hip width apart, knees slightly bent. Keeping your back straight, chest high, and head up, pull up with both hands simultaneously. Keep hands close to your body and elbows high as you bring your hands to mid-chest. Lower your hands back down. 10 reps

**5. REVERSE LUNGE** **What It Works:** hamstrings, quadriceps, buttocks, hip stabilizers, lower back **Form:** Standing with feet together, step back with your left foot and drop your hips until your right knee is bent at a 90-degree angle and positioned above your right ankle. To reverse, push off with your left foot and drive with your right leg. 10 reps, then switch legs and repeat **Advanced:** Hold dumbbells in your hands or a barbell across your shoulders.

**6. TWISTING CRUNCH** **What It Works:** Obliques and transverse abdominal muscles **Form:** Start by lying on your back with your knees raised and your hands behind your neck. Crunch your left elbow toward your right knee, bringing them together over the center of your body. Return to the starting position and repeat with your right elbow toward your left knee. Alternate nonstop for one minute.

**7. PLANK (SIDE AND PRONE)** **What It Works:** Your entire core and lower back **Form:** Lie on your left side, with your legs, hips, and shoulders in a straight line. Prop yourself up on your left forearm so your elbow is directly under your shoulder. Lift your hips off the floor so you create a straight line running from your right shoulder to your right ankle. Alternate sides. **Prone version:** Start by lying on your stomach. Support your upper body with your elbows directly under your shoulders and your forearms flat on the ground. Hold your body in a straight line from your shoulders to your heels. Hold each position for 30 seconds to a minute. **Advanced:** Use your hand(s) for support. This also works your chest, shoulders, and triceps.

*Carmichael Training Systems founder Chris Carmichael is Lance Armstrong's former coach.*

*This article has been lifted from the 2007 edition of "Outside Magazine", [www.outside.away.com](http://www.outside.away.com).*



## December 2007 – Eat Yourself Holistic

### Best Bets Takeaways



By Jeni Pearce

If you just have to have fast food or a takeaway fix are you able to make a better choice? The answer is yes as there has been quite a revolution going on in fast food outlets over the last few years. Today healthier options are appearing on the once high saturated fat, low fibre, and high salt menus. McDonald's have introduced the bagel and salads into their restaurants as part of their New Taste Menu. Nando's chicken and Subway are two smaller outlets that provide lower fat and higher nutrient density meal options. Menu selection at Subway allows for lower fat meals to be made with most of the fat provided by the sauces and dressings (if using avocado, mayonnaise or dressings skip the butter or margarine on the roll). Other quick meal options include sushi and kebabs (grilled lean meat on rice or in a pita pocket, without the sour cream and satay sauce!).

Take away foods provide a break from cooking, breakfast on the run, a snack, lunch on the go, a quick meal to or from training or a place to meet and catch up with friends. People want the convenience and speed of fast food but with a lower and healthier serving of fat, sugar and salt. This is more important when fast foods are eaten on a more regular basis. Fast foods are part of our lives and by making a more informed and healthier choice we can enjoy them without the guilt.

McDonald's is currently searching for an unsaturated oil for their French Fries to reduce the saturated fat content. "Granted that some of these changes may have been due to a law suit in the USA" reports Andrea Lloyd, National Catering Programme Coordinator for the National Heart Foundation. The law suit was bought by a New York man who claimed he had been eating fast food believing it was good for him and had developed a number of obesity related medical conditions including diabetes, high blood pressure and high cholesterol (he weighed 124kg). He had survived two heart attacks. Cliff Tasman Jones of the New Zealand Nutrition Foundation reminds us that "obesity is a sign of hidden disease and arises when an excess of food energy is not balanced by the body's internal energy needs plus the energy requirements for physical and brain activity. The liver transforms the



excess energy to storage fat and increasing weight is a sign of the possible developing life-threatening diseases long before there are symptoms of these. Overweight should not be dismissed as of no significance and must not be ignored.” Tasman Jones also reminds us other medical diseases with an overweight/obesity connection that are less well known “include gallstones, depression, infertility, polycystic ovarian disease, fatty liver (steatohepatitis), cirrhosis, breathing difficulties and some bone disorders.” Overweight and obesity have also been linked with a lower self-esteem, joint problems and pain, less activity and reduced energy levels due to the extra weight that must be carried around.

The best (lower fat and lower kilojoule content) of fast food menu items are listed in the tables below. It's all about energy intake. Consume more energy than you need and you gain undesirable weight. The recommended energy intake for a New Zealand adult male (weighing 81kg and under 30 years of age) is 11.2-12.8MJ. One meal of fish and chips provides 5320 kJ (5.3MJ) and 94g of fat. This is almost half the total daily energy intake (47.5-41.6%) and for the adult female (weight 65kg and under 30 years of age) this meal provides 62.6-54.8% of the recommended daily energy intake (8.5-9.7MJ). For a kids menu, selecting a Whopper Junior and small fries provides 35.8% of the energy intake for a 7 year old girl which is more reasonable. However add a shake or fizzy drink and the numbers start to climb out of proportion for one meal in one day. Choose a Whopper burger, McDonald's Kiwi burger or mega feast and your fat intake ranges from 44-48g. Eating 4 pieces of KFC chicken adds 57g of total fat and 3465 kJ (that's 31% of the daily energy intake for a 90kg male and 40% for a 12 year old boy). Usually a beverage (more often fizzy drink rather than milk) and fries or potato and gravy are added to these meals pushing the fat and total energy level even higher. To avoid overweight and obesity little food intake (energy) is left for the rest of the day.

Healthier Menu Items	Serving	Energy	CHO	Sugar	Protein	Fat	Sat Fat	Sodium
		kJ	g	g	g	g	g	mg
<b>McDonalds</b>								
<b>Cream Cheese Jam Bagel</b>	126g	1379.7	56.2	NS	11.7	8.1	NS	477
<b>McD Hamburger</b>	123g	1305	31.9	NS	17.3	13.4	NS	579
<b>Bacon/Egg McMuffin</b>	122g	1224	23.9	NS	16.4	15.0	NS	698
<b>McD Cheese Burger</b>	137g	1508	32.0	NS	20.2	17.4	NS	740

<b>Hotcakes</b>	100g	1042	46.3	NS	2.1	6.9	NS	234
<b>Hotcakes syrup</b>	45g	514	32.1	NS	0.0	0.0	0.0	6
<b>Nando's chicken burger no mayo</b>	NS	1673	45.2	NS	29.1	9.5	NS	633
<b>Wendys Baked Potato Plain</b>	280g	1296	72.0	5.0	7.0	0.0	0.0	25
<b>Jr Hamburger</b>	117g	1129	34	6.0	14	9.0	3.0	600
<b>Jr Cheeseburger</b>	129g	1296	34	7.0	17	12.0	5.9	820
<b>Burger King</b>								
<b>BK Hamburger</b>	120g	1330	28	6	18	15	NS	528
<b>BK Cheeseburger</b>	132g	1510	29	7	20	18	NS	742
<b>Pizza per slice</b>								
<b>BBQ Chicken pan</b>	99g	999	26.5	3.6	13.5	8.2	3.6	396
<b>Veggie supreme pan</b>	99g	961	27.4	3.1	10.9	7.9	3.5	317
<b>BBQ Chicken thin</b>	71g	762	19.7	3.7	11.7	6.0	3.3	511
<b>BBQ Chicken perfecto</b>	87g	898	27.0	4.2	11.6	6.1	3.2	557
<b>KFC</b>								
<b>Coleslaw 1 x med serve</b>	116g	541	15.8	13.9	1.2	6.8	7	255
<b>Potato &amp; Gravy 1 small</b>	119g	333	12.3	0.89	3.6	1.8	7	321
<b>Corn cobs 2</b>	156g	754	33.9	5.8	5.6	2.5	7	6
<b>Colonel Burger</b>	171g	1655	37.3	5.1	28.0	14.7	7	838
<b>Salads and Dressings</b>								
<b>McD Crisp Garden Salad</b>	244g	366	5.7	5.5	4.8	4.2	2.7	93
<b>Smoked Chicken Salad</b>	277g	646	6.4	5.4	14.0	7.2	3.7	528
<b>Croutons</b>	10g	73	3.0	0.0	0.1	.05	0.1	48

<b>McD Dressings</b>	30ml	440	3.0	2.4	0.3	10.3	1.6	350
<b>McD Lite Dressing</b>	30ml	85	4.8	4.8	0.0	0.1	0.1	240
<b>Wendy's BLT Salad</b>	310g	990	8.0	NS	26.0	12.0	6.0	850
<b>Croutons</b>	14g	280	9.0	NS	1.0	2.5	0.0	120
<b>Garden Salad</b>	259g	500	9.0	NS	8.0	7.0	4.0	150
<b>Mandarin Chicken Salad</b>	261g	480	13.0	NS	15.0	1.0	0.0	480
<b>Fat Free dressing</b>	35g	182	10.5	NS	0.0	0.0	0.0	105
<b>Burger King</b>								
<b>Chicken Caesar Salad</b>	257g	671	5	3	25	6	NS	730
<b>Garden Salad side order</b>	127g	105	5	3	1	0	0	15
<b>Dressings mayo</b>	30ml	390	5	4	0	8	NS	212
<b>Dressing Balsamic</b>	30ml	74	4	4	0	0	0	307
<b>Dressing French</b>	30ml	66	3	3	0	0	0	321

**Subway:** menus combinations depend on the ingredients used. **Note:** NS = not stated

Two of the easiest changes to make to reduce the fat content of your fast food are to choose between the cheese and the mayonnaise (add more mustard or tomato sauce) or to remove both. Choose a smaller serving of French fries (saves 47.4% of energy at McDonald's and 11g fat, 36.3% at Burger King and 6g of fat). See table below.

<b>French Fries</b>	<b>Serving</b>	<b>Energy</b>	<b>CHO</b>	<b>Sugar</b>	<b>Protein</b>	<b>Fat</b>	<b>Sat Fat</b>
		<b>kJ</b>	<b>g</b>	<b>g</b>	<b>g</b>	<b>g</b>	<b>g</b>
<b>McD Large</b>	142g	1754	48.1	NS	5.0	23.4	NS
<b>McD Small</b>	75g	923	25.3	NS	2.6	12.3	NS
<b>BK Large</b>	116g	1543	48.0	1.0	5.0	17.0	NS
<b>BK Small</b>	74g	984	31.0	0.0	3.0	11.0	NS

<b>Wendy's Large</b>	159g	1839	63.0	NS	5.0	19.0	3.5
<b>Wendy's Small Kids</b>	91g	1045	36.0	NS	3.0	11.0	2.0
<b>KFC</b>	115g	1354	32.6	0.6	5.0	19.7	NS

When making food choices at a fast food outlet remember to also assess the amount of sugar that may be added to sauces, smoothies, desserts, fizzy drinks, juices and menu items. A food that is 97% fat free maybe low in fat but you need to know where the energy (kilojoules) are coming from - usually it's sugar. You can enjoy fast foods and they can be included into your eating plan by following some simple guidelines:

- ✓ Choose plain standard servings (skip the double, triple, extra bacon)
- ✓ Choose between the mayonnaise, cheese and the fries
- ✓ Down size your serving of fries, choose small of regular drinks.
- ✓ Add yoghurt, milk, fresh fruit, and salads to your meals to improve the nutrient density. Drink water if thirsty.
- ✓ Know what goes into the salad and the fat content of the dressings and choose lower fat options.
- ✓ Choose thinner crust pizza without extra cheese or high fat toppings
- ✓ Tomato sauce, mustard, sweet and sour sauces are lower in fat than mayonnaise.
- ✓ Eat slowly and relaxed rather than rushing meals.
- ✓ Adjust the food you eat during the rest of the day to compensate for the extra energy and fat intake.

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## December 2007 – Golden Rules of Leadership



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

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?

As the New Zealand Rugby League team (the Kiwis) laments a season lost - with record defeats to its two principal rivals Australia and Great Britain – thoughts should turn to the successes of its predecessors. And to the point of difference so effectively promoted.

To understand the Kiwis of 2005-2006, one must first understand the environment we walked into - an environment where victory had consistently evaded us as we competed against the most *winningest* team in international sport (the Australian rugby league team is reputed to have won 87% of the matches they have competed in).

In affect, the Kiwis compete against a team so technically able that they could never hope to counter them on this dimension. A team that has build a legacy around its outstanding technical executions, and forged its way into the history books forever. The Kiwis are not as technically able as the Australians – we're capable, but we're not that good! The fact of the matter is that throughout the successes of 2005 (and to a lesser extent, 2006!) we were forced to play non-specialists in two of the five most pivotal positions on the rugby league field - a centre at stand-off and a full-back at hooker. Two of the most critical positions on the field, and we didn't have players with specialised expertise in our number! And yet, we still remained competitive. Heck, we even managed to break records for winning margins against both Great Britain and Australia in that two-year period.

Furthermore, at the outset of the 2005 tri-series the Kiwis were to be coached by a group of *minor leaguers*. Coach Brian McClennan was coaching in New Zealand's domestic rugby league competition, the Bartercard Cup. His Mt Albert team were training on Tuesday and Thursday and playing on the weekend. And during the week, their coach was roaming the streets in pursuit of windscreens to repair. Graeme Norton was to be his assistant. And Graeme's only rugby league involvement at that time was with his son's under 14's.

Against all this, they were to coach against two of the greatest names in the history of the game. Wayne Bennett (who the Kiwis saw off with victory in the 2005 series) is a rugby league legend, with a legacy of NRL premierships to substantiate his claim. Ricky Stuart (whose 2006 team triumphed in a golden-point extra time thriller) – feisty and

confrontational, but with the distinction of credit for changing the way a game could be played. Their every thought is consumed by a desire to create the ultimate game plan. And yet, despite all this, I can honestly say over the two years of my involvement with the Kiwis we were never out-coached. Sure, we lost games (more than any of us would wish to remember!), but I don't honestly believe we were ever out-coached!

And the point of this summation? Unlike any other time in the history of sport and business, technique and tactic can now not be relied upon as the most (perhaps even only) prevalent factor in achievement! If that were the case, the Kiwis would surely not have matched their Australian counterparts! And it was with this realisation that the Kiwis embarked on its most exciting era in the sport. Recognising the opportunity that existed to generate a point of difference through their culture, the Kiwis announced a competitive advantage that could stand them alone.

All teams have a point of difference! And astute leaders are committed to finding it! To find it! To promote it! And to celebrate it! It's a point of difference that permeates into everything we do. It's in everything we produce. It's the cause of all confidence. And it lives with us daily – it is a true living process! It's in how staff members do their job - in the pride and innovation each brings to their role. And the more you promote it the more it defines the organization, until that organization's unique point of difference becomes a catch-cry for their staff, their community, and ultimately their major competitors!

We all have a point of difference. The challenge for leaders is to find their unique point of difference and transform it into strategy - and therein lies the success of the Kiwis! The Kiwis' story is not an anomaly - it's the story of a properly implemented plan based on a pre-determined *point of difference*. All teams have a point of difference from which they can find definition and confidence, and astute leaders work diligently to promote it, transform it to strategy and celebrate it. Failure to determine your point of difference (or under-estimating its power) can be fatal – just ask the 2007 Kiwis, with a legacy of lost chances to ponder!

### 32. “Captain. My Captain!”

Great leaders understand the importance of building rapport – and particularly with those who report directly to them! The leader and their reports don't need to be the best of mates, but they do need to share a mutual respect and possess 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, and it is that influence that either unites the team or forces it to implode. Collectively, the leader and his/her reports must represent a unity of purpose, and this can only truly happen if the leader is diligent in the induction of their direct reports – 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 the personality of that person. Whilst the opportunity exists in various industries for a leader's strategic intervention, the fact remains that astute reports are more engaged in the day-to-day business operations and 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, staff are often prone to assess the compatibility of the leader-manager relationship before committing their absolute faith to the team cause. Business is a highly intense environment from which to operate and as a consequence the leader-manager relationship is prone 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.

In sporting parlance, the coach-captain relationship that prevailed throughout the Kiwi reign of Ruben Wiki was spectacular for a number of reasons, not the least of which was the total trust, love and respect that existed between coach Brian McClennan and his captain. 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 relationship (and then their coach-captain relationship) Brian and Ruben were able to advance their team with an understanding from which success could be built. 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 space to captain in the way he saw most fit – a way that included regular kava sessions and invitations to comedians for the purpose of entertainment.

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 held for the team's highly esteemed captain. An admiration nurtured through an endearing coach-captain relationship.

### 33. Laughter is the Best Medicine

I enjoy a good laugh! Who doesn't? And I'd be fairly certain it's a principal driver behind cultures that exude positivism, trust and confidence, regardless of the age of those who experience it. After all, laughter is representative of the fact we're having fun, and "fun" always features as a reason why people retain their motivation to continue their engagement.

I'm convinced that upon hearing laughter or viewing a smile we automatically smile and laugh too – and I'm not certain you can be racked with anxiety with such an emotion guiding you. It's all the more reason for leaders to ensure they portray a friendly and happy disposition, because it lays a much more appropriate foundation from which productivity can take place and people can feel free to experiment with their skill development – both of which are fundamental to leading for a quality experience. Moreover, staff members tend to watch their leaders. They watch leaders to see their response to the various situations that arise in the functioning of the organization, and perpetually model their own response on it – if the leader is cheerful and smiling, those in their care are most likely to emulate. It is a truism worth noting that scientists through the ages have speculated smiles and laughter evolved as a non-verbal means to signify people are relaxed and friendly, and if we're to assume they're correct I'd suggest it's probably an appropriate feature for any leader to carry.

Frank Pritchard is a wonderfully talented young rugby league footballer and a quality young man, who has a tendency to clap his hands and smile when he's talking. In the Kiwis 2005 tri-series campaign Brian McClennan picked up on it and used it as a cue for the players leading into the first Great Britain match. He reminded the players of the children's song, "If you're happy and you know it clap your hands", and instructed them to clap their hands and smile whenever they felt things were getting too tense in the match. If you know the match, you'll know the Kiwis jumped out to what appeared to be an unassailable lead, only to be reeled in by a scrappy but determined Great Britain. As the game gets tighter – Great Britain at one stage got to within four points – you can noticeably see the players clapping their hands (and smiling if you get that close). It's almost a nonsensical tactic to adopt, but on this occasion nobody

could deny its effectiveness as the Kiwis subsequently went on to complete a convincing victory. Significantly, amidst the despair of the Kiwis 2007 end of year tour, it is reputed that (in desperation) captain Roy Asotasi recited Bluey's *clap your hands* philosophy as the campaign imploded

The 2006 tri-series of rugby league was marred by what became known as "Grannygate". "Grannygate" related to the Kiwis playing an ineligible player who believed himself to be eligible through the Wanganui birth of a great-grandmother. Under closer scrutiny it was revealed that the lineage clause under which his eligibility was claimed only extended to grandparents, and in an almost farcical situation the team was stripped of competition points. That Nathan Fein had been born and raised in Australia was never in doubt, and the truth of the matter is that everything about him was Australian (although having said that, I still maintain he fits the Kiwi culture perfectly and hopefully will become a fully-fledged and authorised member of the team now that he has qualified through a three-year residency clause) including his unfamiliarity with the haka.

Given that the Kiwis (like most New Zealand representative teams) place an enormous value on delivering the haka, captain Ruben Wiki couldn't resist the temptation to expose Nathan's haka ineptitude. Collecting all the players together at our final training session prior to Nathan's debut, Ruben explained to all the players about a *long-time* tradition that had been with the Kiwis since they first played 100 years ago. According to this legend, all debutants were to complete a haka for their incumbent team-mates on the last training session before a test match. Nathan Fein (along with other debutants such as Iosia Soliola, Steve Matai, Adam Blair and Simon Mannering) was requested to come into the centre of the circle of players where he could complete his obligation to this *ritual*.

Taking his lead from the other debutants, Nathan did his best to replicate their haka (although, as to be expected, he was always a second or two behind his team-mates) so that he may fulfil his side of this Kiwi *tradition*. Once everybody (including Nathan) had laughed at Nathan's clumsiness, the team's good-humoured skipper announced to the team, "As of today a new tradition will be happening with all debutants". The incident created considerable mirth amongst the team and definitely aided us in developing the strong sense of *brotherhood* the team became renowned for. More particularly, it will stand the test of time as a pleasant Nathan Fein memory rather than the distaste associated with what was to follow – and I'd be 100% certain that haka memory will endure amongst each of us long after "Grannygate" has subsided.

Finding fun in your workplace is paramount to success, whether the fun is in an isolated incident such as the Kiwis' haka episode or simply in the opportunities we take to laugh at work. Involving staff members in activities and exercises that pinpoint the essence of "fun" you're trying to generate may just be the tonic you need to keep people motivated and inspired to keep learning and producing. And long after the specific episode has ended it will be those fun memories that will remain with them always. Fun and laughter are omnipotent. They will endure!

## December 2007 – Face to Face With Jon Ackland



Jon Ackland is Managing Director of Performance Lab and was strategic planning and performance coach to Emirates Team New Zealand in the 2007 Americas Cup. As a world-renowned sport performance coach (primarily to endurance and multi-sport athletes) Jon has a remarkable record for producing in excess of twelve world-title holders over the years, and several world record holders. He has written seven books on sport performance, include his *Power to Perform* publication that achieved acclaim in both Europe and Australia. As host to his own performance-based radio show over recent times, Jon has availed himself of the opportunity to meet and discuss performance with some of the world's best know human achievers, ranging from Apollo 11 Lunar module pilot Buzz Aldrin and 400-metre Olympic gold medallist Cathy Freeman, through to a number of New Zealand's own sporting greats, such as Sir Edmund Hilary, Rob Waddell, David Kirk, Arthur Lydiard, Peter Snell and many, many others.

The Koru: Jon, can you tell us a little bit about yourself. Your background and those sorts of things?

Jon: Okay, I started off with a Bachelor of Science, and then I went to the New Zealand institute of Sport and asked them for a job. They gave me one, and I was lucky that under Jim Blair's tuition I would spend every minute of the day working with the best athletes in the country. He was looking after the All Blacks, the Auckland rugby team, the Americas Cup, the Whitbread round the world yacht racers at the time.

The Koru: And how did you find Jim?

Jon: He was amazing. He was a tough task-master, but what he was very good at (and with the teams he worked with as well), was getting people to operate at the absolute best of their ability. I remember a

couple of times when one of the other staff wasn't quite up to it. Jim wouldn't have to say anything because it would be the staff that would be pretty cross.

The Koru: He was obviously very successful at what he did. What were some of the major things you took from him in regard to working with people and training?

Jon: The main thing is to keep it real – always operate in the real world. I guess the second thing is to always work out what their crunch points are. Always identify the high priorities and nail them one after the other.

The Koru: And from there. What happened from there?

Jon: I went to England and worked in a hospital for a while. Then I came back to New Zealand to take over as the director of the Institute of Sport, but they decided they were going to close the doors and didn't tell me. So I arrived back in New Zealand with no job, and I ended up having to work out what I was going to do next. Because of my area of speciality it's pretty hard to employ me in New Zealand, so I set myself up in Performance Lab. We've been operating for something like fifteen years and over those years we've had athletes at every Olympics. We've had a lot of successes at the Olympics. Haven't won a gold medal yet, but we've had some pretty good performances. We've had quite a number of world champions, and quite a number of world and New Zealand records particularly in the area of endurance sport – which has been a lot of fun!

The Koru: And what about the early days of Performance Lab?

Jon: Performance Lab in those days – one of the things I guess we were fortunate with in the way I operated at the Institute of Sport was that Jim Blair wouldn't let me go and stand on the track with my athletes. He said, "If you're going to do this you're going to have to operate from the office." So I had to learn how to train people remotely, and why I was very lucky in it happening is that it was this set up that basically caused me to have to create a system that would look after people. In the early days...at the time we'd

written a book called *Power to Perform* that had been very well accepted and received in terms of training books, and we were sort of doing some world leading stuff that was kind of exciting at the time.

The Koru: So you were doing world leading stuff based around your systems?

Jon: Yeah, yeah! Systems are everything. If you want to make something happen you've got to work out how to systemise it so that you can create a formula that makes high performance able to be reproduced on a regular occasion.

The Koru: Absolutely! I agree. When you talk about business, you talk about: systems; people; sales and marketing, and; financial performance. But when you talk about it in regard to sport, then you talk about: systems; people; sales and marketing obviously not quite so much, but; technical performance. It's all pretty similar really!

Jon: I'm no real businessman, but I've got quite a few friends that are fairly good businessmen and over the years it's very interesting to hear how similar they are. If you've got a team of....the first thing is to get the right people, second thing is to identify what the key areas of maximising your performance are in order of priority. Put together a plan to deal with that, and deal with it! And then turn that into a formula. In a nutshell, that's high performance. It seems to me that it's very similar in a business situation.

The Koru: Absolutely – it's exactly the same. And about the books, Jon. How many books have you written now?

Jon: I think I've written seven. I like to hoard information.

The Koru: And they've all been well received?

Jon: Oh yeah. Varying. The first one I wrote, *Power to Perform* from a training perspective is a best seller and it's now in Australia and Europe. I've written another book that's also in the United States. So some of them have gone quite well. Once again, it's that whole thing of working out what the market

wants and putting together something that does the job for that.

The Koru: And current day now and Performance Lab. What are the company's objectives?

Jon: As far as Performance Lab is concerned, we want to take our systems to the world now. We have come up with a way of looking after athletes and people who want to lose weight in a very automatic and systematic manner. We're just going through a process now to commercialise that.

The Koru: And what about the High Performance Hour. How did that evolve?

Jon: Well, that's a bit of a scam really! I'm completely and utterly passionate about performance. I want to learn as much as I can about performance, and over the years I've learnt that performance is multi-faceted. It's not just about training physiology which is where I sort of started. I realised it's about team, it's about the head, it's about the technical abilities, it's about their passion – it's about a whole stack of things that make up performance. I wanted to know more about that. So I figured the best way to get that sort of information is to get it from people that did it. So I set a goal that I wanted to talk to some of the greatest performers on the planet. The only problem is that if I rang them up and said, "Hi, my name's Jon. Can you tell me how you perform?" they'd tell me to get lost. So what's happened instead is that I set up a radio show on Radio Sport, and what happens is that the producer rings them up. We have about a 70% hit rate of people saying "yes" for free. And then I can ask them any question I like! I've learnt an enormous amount from these people. And I guess my sort of thinking as I talk to these people is what are the commonalities, because if I can find out the commonalities I can start to understand the formula. And that's really helped me with my athletes, with working with Emirates Team New Zealand and it's helped me personally. So it's been really, really good.

The Koru: So what are those commonalities?

Jon: It's still a hard question, because it's still a work in progress. I guess the key things would be that most people who are absolutely excellent at what they do probably started at about the age of twelve – being passionate about what they did. This is in a sporting context primarily but not entirely. In the perfect world they were not that talented to start with – they just had a passion so they had to work hard. As they reached a level of maturity the physical gifts arrived as well. And then you had somebody who had thought about it forever, had to work hard and had that ethic. And who was really, really chasing every last drop of performance, but now has all the talent. An example of that is a Michael Schumacher, a Michael Jordan – those sorts of people are completely in that mould.

And then there's a whole lot of other stuff. I thought that what Rob Waddell said was a fantastic thing. He said that when he's out rowing he always has a technical goal, a tactical goal and a physical goal. I guess a way of putting that in a normal context is that he always knows what he needs to do and what the priorities are on a given day, so that he's always moving as rapidly as he possibly can toward his goal.

The Koru: Who's the most significant guest you've had on the show?

Jon: It depends on what you mean by significant. We've had.....I love adventure, so my favourites are Buzz Aldrin (second man on the moon), a guy called Phillipe Petit who covertly snuck into the Twin Towers and set up a tight-rope in 1973 or 1974 between the Twin Towers, which is 100 metres higher than the Sky Tower. And then he spent 45 minutes without any safety on a tight-rope between two towers....and obviously they move, so you can imagine what that does to the rope. That was an incredibly interesting one. A guy called Joe Klinger who jumped from a helium balloon from 101,000 feet - the story behind falling and breaking the sound barrier in free-fall is very interesting. Another one.....we talked to the guys that had the land speed record, and they went super sonic on land. They



were talking to a fighter pilot about how he drives a car with the amount of aerodynamic force on the car, and of breaking the sound barrier on land. And about how they went about setting that up. It's just a magnificent story.

And then you hear from guys like Rob Waddell. Tawera Nikau was a very interesting guy to talk to. Cathy Freeman, the 400 metre gold medallist at the 2000 Olympics. All these different people – and some of the business people we've talked to. It's just fantastic to hear what they feel and some of the secrets to success.

The Koru: It's a very good way of benchmarking off the best.

Jon: It's interesting. I was talking to somebody a couple of days ago and they said that they couldn't relate to how Buzz Aldrin's going to help me sell more products. And I thought that was kind of a bit short-sited really. It's not about the fact the guys landing on the moon, but it's about how the guy got there. If you can understand how he operates....there's a thing I always think about it and it's "think, do, be". It means that if you can work out how somebody thinks, you can work out how they operate. And if you can work out how they operate you'll end up in the same place as they do. So it's not about copying what somebody's doing, it's about working out how they think. If you do that, everything else takes care of itself. I know that's a little philosophical, but it's absolutely true!

The Koru: And what about yourself Jon. What's your most significant moment in sport?

Jon: There are so many. So many! Greg Lemond in the 1989 Tour de France had been accidentally shot by his brother-in-law out turkey hunting two years prior to this Tour de France. He was pretty much dead when he arrived at the hospital and they fixed him all up. Two years later he arrived at the Tour de France and a little like Lance Armstrong he won that Tour de France – but a little more dramatic than Lance. In the final time trial into the Champs de Elysees – it's a 24 kilometre time trial and Lemond was about 53-54

seconds behind the leader, Laurent Fignon. Lemond had to ride the fastest time trial in Tour de France history at the end of the Tour de France - which is after 3,500 kilometres of riding – to win this thing. Most people would just give it away. Lemond, through innovation and bloody-mindedness put together a performance where he won the Tour de France by 8 seconds. So he won the Tour de France by two football fields. That's probably one of the most significant, but I could list off a whole stack of them!

The Koru: What about you personally? What about your most significant coaching performance?

Jon: I was really proud of what the guys did for the America's Cup. I think it was a shame we didn't win. There were a number of reasons why that didn't happen, but I think everybody put their best foot forward and did a pretty good job to move on from 2003.

One of my guys winning the world junior championships – I quite enjoyed that because he had to be incredibly smart to do it. The first person I looked after that won an Ironman Triathlon – we'd battled a few demons for quite a number of years to get to that point. They won the Ironman in a record time. The difference between first and second was that our athlete had to be 1/700<sup>th</sup> of a second quicker over every minute that went by, and I love that because in the end performance is about doing the big things right and then it's also about getting the little things covered. I love it when somebody does something not only physically superior, but also very cleverly.

The Koru: So as a coach then, what makes for a great coaching experience for your athletes?

Jon: I think it's culture – culture is everything. Looking after an athlete, I think the first thing is that there's got to be an enormous amount of trust because you've got to say tough things. That means when you're talking to your athlete you've got to be hard sometimes, and you've also got to be very positive about what they're up to. You can't just be the tough

guy all the time. You've got to be both. I think when you first look after them it's a little bit more dictatorial in terms of how you operate. Somebody said to me once and I think it's true, "If the athlete knows more than the coach, then the coach's job is done." So as we move into a series of steps and into the elite category with that athlete, I tend to make sure that they are far more in charge of their own lives. I make sure they are really thinking about what they're doing. And I think it's the same thing with my staff. I don't want to be the guy that leads them – I don't necessarily want to be the guy that tells them what to do. I want them all to be leaders. It's up to all of us to determine the direction, but it's also up to them to be high performers themselves.

The Koru: So what do you specifically do to encourage that?

Jon: Firstly, hopefully you've got the right people. We've had times when we've had the right people and when we haven't had the right people, but right now we've got a very good team. "Team" is the word. And secondly, having people that are capable enough and free enough to go after things without having people standing over their shoulder all the time. I was very proud recently being over in Valencia for 6 months and leaving the business behind. Coming back to the business and the health-management aspect of our business actually grew while we were away. That's a function of the people we've got.

The Koru: Talking about Valencia, what about Grant Dalton? Obviously considered to be an outstanding leader. What do you think makes him such a great leader?

Jon: From my standpoint, I watch him quite carefully all the time because I have a huge respect for the guy. I think the things that are special about Grant are that he's prepared to put everything on the line - he's prepared to take risks. He's a very intelligent guy in regard to working out how great the risk is, but he is prepared to put his neck on the line. He leads from the front, and what I mean by leading from the front is that he's not necessarily a micro-manager but he'll be in there sweeping the floors with the shore crew, he'll be doing his area checks on the boat with the

sailing team. Mopping the floor in the kitchen. I mean he doesn't do that very often because he's a very busy guy, but he certainly doesn't think he's above anybody. He treats everybody incredibly fairly. He leads by example.

The other thing I think that is particularly spectacular about him is that he's a very intuitive person when it comes to people. He's very good at picking people, and he's very good at trusting those people to get the job done. He's very interesting in a meeting. He can always pick up the little things that have been left out – he's very good at that. And he's very good at putting together a proposal to walk into a boardroom and talk to a company about why they should invest 1 million, 2 million, 6 million dollars. He's an exceptional all-rounder I think, and he knows his strengths and weaknesses too. So he has that under control. And the way he does that is by complete and utter focus literally every minute of the day. His days are fully scheduled. He's normally up at five and he's normally in bed at 8.30. Every moment is about moving forward. If you wanted something to go somewhere he's the hand to put it in. He's done an incredible job for Team New Zealand.

The Koru: Obviously extremely visionary in his approach

Jon: Absolutely! The other thing that's interesting about him is that he will follow the formulas that work but he'll also look outside the formulas for something that's innovative. I've been very lucky, honoured....whatever you want to call it.... to work with the guy. I guess the other thing that's very interesting about that is that it's all very easy to say that, it all sounds very nice, but it's true. I'm not just blowing smoke!

The Koru: What about yourself Jon. What's your passion at the moment? What are you passionate about?

Jon: What am I passionate about? I'm passionate about a lot of things. I really want to take the Performance Lab systems to the world – I think that's the biggest one. I really want to (if I possibly can), and we're doing it a little bit on radio at the moment, but I'd like

somebody to go and capture (and it doesn't have to be me) all the great performers of the late 60's. Capture it on video and use it for documentaries later on, because I think what happened with Apollo moon landings and a lot of the things that happened in the late 60's...there were so many incredible performers that in the next little while either won't be here or won't be particularly coherent. I really feel the world needs to capture that, and I don't think it's captured in a performance-orientated right. We know who walked on the moon and all that sort of stuff, but we don't know how the person behind all of that ended up in the position that made it one of the key points of the twentieth century. Why they did it? I'd really like to know why they did it. I'd really like to have that kept in an archive for the future.

The Koru: And what lifts your spirits? What makes you feel good?

Jon: Most of what makes me feel good is the process working, so I'm not very.....I am outcome orientated in that I set goals...but people find it interesting that when one of my athletes wins a world championship why I don't completely jump up and down. Well the reason I don't jump up and down is that I've been jumping up and down because I've seen that the process has been going on beforehand. I'm always excited when the process is good and it's smart, and it's hard work and it's clever work. And I can virtually predict what the outcome is going to be once they go into competition – that's the ultimate buzz.

Going back to one of the world junior championships that we won. One of my athletes was in the lead but he was with another guy. I was standing there on the corner. We'd been down and we'd look at the course and we'd worked everything out. We'd worked out how we'd handle every situation – performance is always you've got to get the preparation right and you've got to execute. We'd got through all the logic in terms of race strategy and execution, and the guy was running around the corner about 5 kilometres to go in the run, and he's got the guy on his shoulder. The interesting thing is that he's got the guy on the outside of the corner, and my guy had set it up so

that guys running an extra two metres around that corner. If you had a camera and could follow them all around the course you'd find that the other guy's constantly running an extra couple of metres. And I love that!

The Koru: If we go back to the corporate world, what do you think is the principal lesson you can take from your involvements in sport and redirect back into the corporate world?

Jon: Well, it's hard for me to say because I am not a corporate person. All I can say is that I know that from my experience the key things are that you've got to get the right people – that's number one, if you've got a team and you want to perform, you've got to get the right people first. The second thing is to include all your people in finding what your objectives are, and they should be the ones that generate the highest performance change in order of magnitude. Knock those off as a group. Then allot to the experts in each of the areas a plan for that, which is presented to everybody else. Then go out and execute well, and just constantly keep doing that. I think it's about people. It's about culture. It's about direction, and not just about having a direction but having a quantifiable series of steps that mean the direction will be achieved.

The Koru: Performance is performance, and what you're advocating for sport performance fits equally as well in the corporate environment, even though you don't see yourself in the corporate world.

Jon: As far as I can see, it seems to me that personal performance, business performance, financial performance, sport performance, any kind of performance you want to talk about – all comes back to the same fundamental principles. And I guess that goes back to the High Performance Hour. You're not spending your time listening to how Buzz Aldrin walked on the moon. You're trying to work out what his fundamental principles are, which is the whole "think, do, be."

The Koru: So what about peak performance. What's your philosophy on peak performance? What do you think constitutes peak performance? What enables people to perform at their absolute premium?

Jon: There's a whole list of things there, but I'd say I break them down into technical (being technically good at what you do), being physically good at what you do, being tactically good at what you do, and then having a good head on your shoulders so you are able to move forward as fast as you possibly can. And I mean there's a lot of detail behind that. I think it goes back to "think, do, be" in that if you think like the world champion as long as you've got the physiology to support it, unless something goes wrong you probably are going to be the world champion. There's so much performance that is not ever looked at with most high performers I think. I think that Lance Armstrong....they talk about did he take drugs or didn't he. And I don't know, but one of the things I do know was that that guy went looking for an eighth of a percent performance improvement in 30 or 40 different areas. And when you think that the difference between gold and silver in an Olympic games is 0.8 of a percent it seems potentially realistic as to what he did. And I think what's so spectacular about Lance Armstrong is that he basically outsmarted every other rider in the peloton for seven years, and that's spectacular.

I guess the big thing too is that every day you're either going forward or you're not. And if you have people in a team that every single one of those people gets up every morning to move forward, and instilling that in that team - I think that's a really big thing. The world moves on, and if you're not going forward you're normally going backwards. If you're not moving forward you could actually end up with a less capable group of people over a period of 5 or 10 years.

The Koru: So it's creating a whole culture or environment around pursuing excellence really, isn't it?

Jon: If you devote your time to identifying the right people for your team, and then you create a culture that is

very much moving forward in its thinking and making sure everything is well planned, then all the other stuff takes care of itself. And I think with a lot of sporting teams they get too focussed on the technical and physical aspects and they forget about the absolute basics.

The Koru: Absolutely! I agree. To be honest, that's why we were successful with the Kiwis. We didn't pursue the same line everybody else had been pursuing. And that's why Gary Kemble has been unsuccessful, - because he reverted back to that rather than looking and thinking, "What's our unique point of difference? What can we do better than everybody else in the world?" Promoting that and having the players celebrating it regularly, so that they started developing a belief over something that was uniquely theirs! And we achieved over that two-year period on belief more than anything else.

Jon: It's a really interesting area, because one of the things I think occurs (I don't know how much it occurs in the corporate world, but it certainly occurs in the sporting world), is that when a group of people are under pressure the employer tends to stand up and the employees tend to fall over. So the trick is - if we take a rugby team - if they all feel like they're employers they'll all stand up, but if they all feel like they're employees they'll all fall over.

The Koru: Finally Jon, what's in your future? What's the future for Jon Ackland?

Jon: My future is to get the systems running that hopefully have a reasonable impact on improving the health and physical abilities of a lot of people around the world. And it's also still having some fun with getting all the stories of great performers from within the 60's and beyond so that they are properly documented.



September 2007 – Let's Go Surfing

[www.sellingpower.com](http://www.sellingpower.com)

Sellingpower.com is an invaluable source of leading and cutting edge information for those involved in selling, motivation and sales management. American-based the website is the home of the top selling *Selling Power* magazine, but features a large number of insightful, easily accessed and highly beneficial articles across a broad range of business and management related topics.

For those new to the website, it contains an extensive list of back edition articles, which should give even the most ardent reader plenty of reading material for the Christmas break. Additional features of the website include a cartoon of the day, extensive book reviews and readily accessed one minute tips. The website is constantly changing and supplying additional articles, so it's well worth your while to maintain a constant and consistent contact with it throughout the year.

To learn more about the Selling Power website, we encourage you to log onto [www.sellingpower.com](http://www.sellingpower.com), there's bound to be something in there that relates directly to your prevailing business needs.

December 2007 – Practical Exercise  
Dreams, Visions and Values

Of all the important considerations a company must take into account, none seem as critical as that attached to the formation of a properly contemplated and accurately conveyed dream, vision and value statement.

But if a company's dream and vision can be somewhat prescribed, the values that would accompany them must be anything but. Words count for little unless they are backed up by actions that can be measured. Within the 2005-2006 Kiwis' environment it was imperative that we were able to identify what personal sacrifices were required, and that the players fully owned these sacrifices - after all, when all is said and done, they would be the ones required to make them. The players (consisting only of the New Zealand-based players at this stage) were divided into small groups, given a list of 31 potential values, asked to make any additions to the existing list, and ultimately asked to identify the six to eight values that each of the smaller groups believed to be the most prevalent. After a lot of discussion and the unification of the smaller groups, the players eventually agreed on the eight core values that would become the cornerstone of what in essence was a cultural change program. These values were to be lived and measured daily, were defined to everybody's satisfaction, and were reinforced wherever and whenever possible:

Hence, in order to ensure the values transition from words on a piece of paper to a more meaningful prevailing thought, individuals should be encouraged to further define the values in such a way as to provide greater personalization. Potentially, you could have the members of the group organize the values in order of importance to them, remembering that a higher-order value will always take precedence over a lower-order value – and that when one is forced to choose between acting on one value or another they will always choose the higher-ranked one. In addition, always ensure you reinforce the values in any forum you can (e.g. e-mails, visual presentations, etc) and make a habit of regularly assessing and monitoring the achievements of the group according to the values. It isn't until the values are promoted to a position of *living process* that they are truly given an opportunity to drive and inspire the group to its ultimate achievement

## KIWIS 2005 – DREAM, VISION AND VALUES

- Dream;                    Raise the respect and mana for the jersey by having a team of benchmark players
- Vision;                    Create a dynasty based on sustainable success on the international stage
- Vaule Statement:      We will achieve this through a **RUTHLESS COMMITMENT** and **COMPREHENSIVE PREPARATION** that results in a complete **TRUST** in:
- The playing systems in the team;
  - Knowledge of our playing roles;
  - The protocols and disciplines existing within the team structure, and;
  - Each member of the team’s dedication to be the best player they can be for our team.

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

Ruthlessness	<ul style="list-style-type: none"> <li>➤ Having no mercy or pity</li> <li>➤ Sticking to the task under any circumstance</li> </ul>
Commitment	<ul style="list-style-type: none"> <li>➤ Unwavering dedication to attaining the tri-series trophy</li> <li>➤ Maintaining purpose and intensity in all training and playing situations</li> <li>➤ Includes all forms of on and off field preparations</li> </ul>
Comprehensive preparation	<ul style="list-style-type: none"> <li>➤ Strategies to ensure peak performance during competition</li> <li>➤ Includes match evaluations and game plans and culminates in a feeling of mastery prior to competition</li> </ul>
Trust	<ul style="list-style-type: none"> <li>➤ Knowledge that everyone on the team has done everything they can to be the best player they can be for the team</li> <li>➤ Having faith or confidence in other team members</li> <li>➤ Knowledge, understanding and belief in the team’s systems and structures</li> <li>➤ A by-product of: <ul style="list-style-type: none"> <li>➤ Having a thorough knowledge of the task, and</li> <li>➤ Knowing that you are physically and mentally well-prepared</li> </ul> </li> </ul>
Family	<ul style="list-style-type: none"> <li>➤ Group of people with a common or related characteristic</li> <li>➤ Strong bond that goes beyond that of friendship</li> <li>➤ Shared feelings, beliefs and attitudes across the group</li> </ul>
Enjoyment	<ul style="list-style-type: none"> <li>➤ A feeling of pleasure, gratification and immense satisfaction</li> <li>➤ Derived in sport by completing tasks exceedingly well, e.g. Kiwi performance indicators and playing patterns</li> <li>➤ Extraordinary people doing things extraordinarily well</li> </ul>
Passion	<ul style="list-style-type: none"> <li>➤ A compelling, intense feeling or emotion</li> <li>➤ Ardent affection</li> <li>➤ An emotion stemming from belief in the vision and mission of the team that culminates in an unrelenting desire</li> </ul>
kaizen	<ul style="list-style-type: none"> <li>➤ Change (kai) to become good (zen)</li> <li>➤ Continuous (kai) improvement (zen)</li> <li>➤ “Every aspect of our life deserves to be constantly improved”</li> <li>➤ Consists of five founding elements <ol style="list-style-type: none"> <li>1. Teamwork</li> <li>2. Personal discipline</li> <li>3. Improved morale</li> <li>4. Quality circles</li> <li>5. Suggestions for improvement</li> </ol> </li> </ul>

PERSONALISED/COMPANY DREAM, VISIONS AND VALUE STATEMENT

Dream:

Vision;

Value Statement:
