

## THE KORU – JUNE 2006



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## **June 2006 – The Director's Desk**

Welcome to the winter edition of The Koru. We trust this edition finds you well and free from the vast array of winter illnesses so prevalent this winter. The e-mail newsletter of The Health and Wellness Institute and Sport Life, 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. In this edition of The Koru we take the opportunity to go face-to-face with Bruce Pilbrow, the effervescent General Manager of Parents Inc., and give you the chance to win a copy of organisation founder Ian Grant's bestselling book, Fathers Who Dare Win. We also invite you to learn more about this revolutionary and exciting organisation by logging onto [www.parentsinc.org.nz](http://www.parentsinc.org.nz).

Our feature article is dedicated to the harnessing of emotional intelligence in your workplace, whilst we enter The Doctor's Room to discover the essential role happiness plays in enabling us to live more fulfilled lives. Both our Fit For Life and Eat Yourself Holistic sections are dedicated to attacking your waist line. Fit For Life investigates the truth about training the abdominal muscles, whilst leading dietician Jeni Pearce takes up the argument over exercise or diet as the most significant precursor to weight loss.

Taking from my soon to be Harper Collins' released book, "Lead To Succeed: What It Takes To Be the Best", we add a further three guidelines to the already existing twelve in our Golden Rules For Leadership section. In light of the obvious emphasis on work-life balance and positive parenting throughout this edition of The Koru, our practical exercise section asks you to determine your priorities across the various domains of life.

So take a break over the winter months and take up our quarterly invitation toward the attainment of your better self. In addition, to keep up-to-date with everything that's new at the Health and Wellness Institute and Sport Life don't forget to check out [www.sportlife.co.nz](http://www.sportlife.co.nz) or [www.healthandwellnessinstitute.com](http://www.healthandwellnessinstitute.com). There's bound to be something there for everyone.

**June 2006 - Feature Article:**  
**Harnessing Emotional Intelligence in the Workplace**



**By Craig Lewis**

Emotional intelligence is the most crucial determinant of leadership success – in essence, it is the *X Factor* that enables champions to be champions. Emotional intelligence includes self-awareness and impulse control, as well as motivation and empathy for others. The emotionally intelligent person is dedicated and focussed on learning about themselves – they are aware of their limits, they know where they need to improve and they know when and how to work with others who possess a strength they lack. In order to therefore achieve this end, the emotionally intelligent leader promotes a strong sense of reflective awareness. Similarly pivotal to the promotion of quality leadership is the ability to manage one’s internal states, meaning that the emotionally intelligent leader develops a competence in the ability to keep their disruptive emotions and impulses in check. It is through the development of this competency that the individual is able to retain an accurate attention on the task at hand under extreme circumstances such as those experienced in the critical stages of project negotiations. Furthermore, emotionally intelligent leaders recognise the important role they play in not only determining direction, but also in motivating others to follow that direction and reach new and challenging goals.

Emotional intelligence owes much of its favour to Daniel Goleman’s ground-breaking book *Emotional Intelligence*, a 1996 publication in which the author describes the leadership skills paramount to the attainment of quality outcomes and maximised productivity. Often referred to in recent times as “soft skills”, emotional intelligence reflects “the capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions in the self and in our relationships.” More particularly, emotional intelligence can be compartmentalised in terms of two specific competencies, namely personal competence and social competence. Personal competence relates to the intuitive management of the self, whilst social competence refers to our effectiveness in managing our interpersonal relationships.

At the forefront of personal competence lies self-awareness, or the ability to “know one’s internal states, preferences, resources and intuitions.” It is through a continuous and disciplined self-assessment that each of us learns about ourselves, and it is through this learning that we are most able to pinpoint our strengths and areas in need of further development. Reflecting, learning from experience and seeking feedback is at the pinnacle of great leadership. To successfully lead others one must first seek knowledge about oneself, with this knowledge being at the cornerstone of Kaizen (“continuous improvement”). Inter-related with the ability to accurately self-assess lies the acquisition of the emotional awareness that enables us to accurately identify how feelings relate to performance. Essential to this is an understanding that emotion works as a driver to motivation and can therefore affect what we are doing and how we are doing it. By understanding the powerful forces of emotion, effective leaders open themselves to a realm of possibilities and passions essential for success in life and work. Through the resonant pursuit of self-assessment and emotional awareness, emotionally intelligent leaders acquire the belief that enables them to be decisive in their decision-making and trusting in their instincts.

It is through self-regulation that the emotionally intelligent leader learns how to best manage their emotions and inclinations so that they may best facilitate the task at hand. It is self-regulation that enables one person to remain rational of thought when all others appear adversely affected by a pressure situation. Highlighted by an apparent self-control, people with a competency in self-regulation are able to think clearly and remain attentive in the face of duress. Theirs is a disposition that sees them maintain integrity throughout, and it is this integrity that enables others to see them as trustworthy – enables others to know they will remain consistent and reliable regardless of the circumstance. It is a trait that permits others to believe in their ability and culminates in an environment characterised by confidence. Similarly, those with a competence in self-regulation tend to gain further credibility through a conscientiousness that culminates in them meeting commitments and keeping promises. It is this conscientiousness that results in careful workmanship, greater accountability and a scrupulous attention to detail – all of which predispose a successful outcome. Self-regulation also enables an enhanced ability to adapt to the unexpected, because the self-confidence acquired through knowing and managing emotion ensures the certitude to quickly adjust. This adaptability not only nurtures innovation but downright encourages it, so that those with a competence in knowing and managing their emotions are comfortable in the pursuit of new ideas from not only the self but also from others.

And emotion drives motivation. It is the key to commencing a task and

ensuring adherence to it, with very little regard for the specifics of the emotion or its source. As a motivator, emotion possesses a unique ability to incite us all to action, meaning the emotionally intelligent leader constantly strives to identify an emotional attachment both in themselves and those around them. For many, the establishment of challenging yet attainable goals can serve as the source of this motivation, with the opportunity to meet standards of excellence being at the cornerstone. People with a high achievement drive set challenging goals and are committed to the pursuit of methods for constantly improving (kaizen) their performance. Of course, the depth of this commitment is inextricably linked to the depth of their emotional attachment.

Those who find their own sense of purpose closely aligned to that of the group will inevitably seek opportunities to attain the goals of the group, meaning the alignment of the individual's goals with those of the group should never be understated. By unearthing a meaningful group vision and mission standard that appeals directly to the emotions of the individual, emotionally intelligent leaders are able to not only generate an allegiance but to incite a powerful response and a strong sense of initiative. People who find their individual aspirations linked closely with those of the group invariably pursue such group goals with a passion way beyond what could normally be expected. Similarly, those who see their aspirations linked directly with those of the group are most likely to persist in the pursuit of these goals through both good and bad times. There is an optimism construed from the love of winning rather than the fear of failing, and it is this optimism that enables them to interpret setbacks as circumstances they can and will control. Because optimists are able to attribute setbacks from an internal perspective, they remain honest with themselves and able to retain the motivation and enthusiasm required to achieve the goal.

Social competence refers to the ability to generate warm, caring and supportive relationships, and is measured primarily by the depth of a person's empathy and the social skills they bring to their communications. Like the emotion attached to the personal competencies, empathy revolves around an awareness of feelings but is more aligned to an ability to sense what others are feeling – although the ability to sense our own feelings is paramount to the ability to sense the mood and feelings of others. Empathy is the ability to attend not only to the articulated word, but to interpret greater meaning through tone of voice, facial expression and a raft of nonverbal cues. Empathetic people listen with their ears, their eyes and their heart, so that they may focus on listening and understanding what the person is really saying and what they are really feeling. Empathy is essential to business leadership as it provides insight into how people are reacting to the

company's actions. It is empathy that provides the powerful set of appreciations that enable leaders to maximise the effectiveness of their management – it is symptomatic of all the fundamental skills critical to acquiring each of the social competencies. Empathy is essential to an enhanced productivity wherever the job focus is on people.

It is through our empathy that we are truly able to understand others, sense their feelings and perspectives and take an active interest in their concerns. The true measure of empathy is most often in the ability of the person to be a refined listener – the ability of the person to use effective attending skills (i.e. eye contact, body alignment, etc), paraphrase to clarify messages, and appreciate the role of acknowledgement phrases. Refined listening is a practice of emotional intelligence that brings a high degree of self-awareness into the process of understanding, acknowledging, demonstrating sensitivity and responding to another person. It is through listening with a view to understanding need that we are most equipped to meet those needs and offer insights for further development.

It is a fact that the great leaders are those who demonstrate a genuine interest in those under their influence – theirs is a disposition characterised by empathy, respect, trustworthiness and understanding. Above all else, they treat every interaction with the upmost care and consideration, working to a belief that loyalty will be either strengthened or weakened as a consequence of that interaction. Every communication and intervention matters! They spend an abundance of time finding good in their people, give specific information when things run awry, provide corrective feedback with value content and always exude a positive expectation of the person's ability to improve. It is through the combined expression of challenge and confidence (in the person's ability to achieve) that the emotionally intelligent leader enables those under their influence to attain their greatest heights.

In business, Goleman proposes that those with a developed emotional intelligence are more able to anticipate, recognise and meet customer needs with a view to matching them to product and service. These people understand the leverage attained through a rapport build and set about establishing a trust-based relationship that can grow and blossom over time. Because of their enhanced sense of awareness, these people are receptive to signs of discomfort in response to their suggestions and can express an empathetic concern in all interactions. And in leaders this service orientation permeates to all dimensions of their leadership. As it is their desire to make themselves fully available in the service of their clients, it is also their instinct to do the same with those under their employ. It is their pursuit to make both their clients and workers look good – seeking that something that creates for them a

living and visible success that they can cherish and celebrate. The principal objective of the emotionally intelligent leader is to make others feel special – and their reward is an all-conquering loyalty.

Furthermore, emotionally intelligent leaders are able to leverage the loyalty they achieve by ensuring their workers attain a sense of belonging – a sense that they are accepted and valued. Such leaders are able to relate well to all in the organisation and build their loyalty - regardless of race, creed, background or diversity of viewpoints – by building a rapport based on a foundation of commonalities and refusing to call attention to irrelevant group affiliations. Emotionally intelligent leaders respect everyone on their team regardless of whether they sit outside the organisational mainstream – through empathy they make all people welcome and productive by searching out and destroying prejudice in their environment. And through this adeptness at empathising, these leaders are able to retain a political awareness and are attuned to the climate and culture of the organisation. By building solid personal networks they are able to accurately interpret the realities affecting their organisation.

Finally, emotionally intelligent leadership is characterised through the abundance of social skills it exhibits and the ability to inspire positive and productive outputs in others. Through their developed awareness and appreciation of the role emotion plays, such leaders are more able to influence and persuade others toward the attainment of a desirable goal – these leaders can interpret and implement an appropriate balance between logic and emotion. By firstly establishing credibility and building a rapport, emotionally intelligent leaders are able to generate powerful presentations and arguments that incite a desired response in others. By highlighting and emphasising dramatic points – all of which lend toward an emotional attachment – people adept at influence arouse excitement and inspiration in those with whom they interact. Their ability to communicate openly and honestly coupled with their prowess in delivering compelling messages returns abundant rewards to them. Adept communication creates the openness in the emotionally intelligent leader's environment that fosters maximal productivity and positive outputs. Due to their empathetic nature, they are able to listen with a genuine intent. Their enhanced sense of self-awareness and self-regulation ensures that calmness and patience pervade, because their prevailing mood is never allowed to consume the interaction. Similarly, it is these very traits that prove critical in the management of conflict.

Leadership entails having a direction and inspiring others to follow that direction, all of which stems directly from the ability to appeal to emotions. Because emotionally intelligent leadership recognises

emotion in themselves and others they are ideally suited to incite enthusiasm for a company's vision and mission. Furthermore, the immense levels of positive energy that exudes from emotionally intelligent leaders spreads, generating an environment of positive mood and cooperation throughout the larger group. They inspire and motivate through facial expression, body language and sincerity, all of which culminates in an ability to captivate their audience. Similarly, people with these competencies are best able to initiate change in an environment when and if required, because they are able to both interpret the need and enlist others in its pursuit. Their enhanced levels of self-confidence, influence, motivation and optimism bring a passion to the circumstance critical to altering any status quo. Their enthusiasm stimulates others to action and generates excitement in the pursuit of change.

It is highly developed social skills that build bonds essential to taking people to levels way beyond their own expectations. By setting out to establish commonalities between people, emotionally intelligent leaders build rapport that cultivate and maintain relationships. It is through a foundation of commonalities and sincerity that trust is born – and it is trust that fuels the nurturing of relationships. From this position of trust, the emotionally intelligent leader is free to “talk business” – balancing out an attention to relationship with a focus on task. By generating an emotional bond leaders can consolidate work relationships, with this consolidation culminating in greater collaboration and cooperation. Emotional bonds are crucial to promoting the congenial climate essential to the group synergy that characterises the successful pursuit of collective goals. Team capabilities are realised when team members are comfortable in the trust of others. By drawing all members into an enthusiastic participation, such leaders are best equipped to gain buy-in to a common sense of values, goals and agenda because they can work off the synergy of a group.

Emotionally intelligent leaders have a capacity to ensure everyone on the team loves what they are doing and respects those they are doing it with.



## June 2006 - The Doctor's Room: Happiness

Get happy—it's good for you

Given the choice between winning the lottery and being left permanently disabled by injury, everyone would take the money. Yet a year after either of these events, people apparently return to their previous levels of happiness. Such are the complexities of the state described by Aristotle as "the best, the finest, the most pleasurable thing of all."

As everyone since Midas knows, acquiring riches is a poor long term bet in the happiness stakes. A recent review concluded that "money can buy you happiness, but not much, and above a modest threshold, more money does not mean more happiness." Individuals usually get richer during their lifetimes—but not happier.

As for individuals, so for countries. Ghana, Mexico, Sweden, the United Kingdom, and the United States all share similar life satisfaction scores despite per capita income varying 10-fold between the richest and poorest country. Per capita incomes have quadrupled in most advanced economies over the past 50 years, but levels of subjective wellbeing have hardly budged.

Researchers believe that it's relative income, rather than absolute income, that matters to people. However well we're doing, there's always someone else doing better. The pleasure of paying off the mortgage on one's modest abode is neutralised by news that a 19 year old footballer is erecting a neo-Georgian mansion, complete with indoor swimming pool, three car garage, and cinema. As we realise one set of aspirations, it seems we immediately trade up to a more expensive set, to which we transfer our hopes for happiness. As Samuel Johnson noted: "Life is a progress from want to want, not from enjoyment to enjoyment."

If money doesn't buy happiness, what does? In all 44 countries surveyed in 2002 by the Pew Research Center, family life provided the greatest source of satisfaction. Married people live on average three years longer and enjoy greater physical and psychological health than the unmarried. Having a family enhances wellbeing, and spending more time with one's family helps even more—as many British politicians can attest. Economists define "social capital" as the ties that bind families, neighbourhoods, workplaces, communities, and religious groups together and find that it correlates strongly with subjective wellbeing. In fact, the breadth and depth of individuals' social connections are the best predictors of their happiness.

Work is central to wellbeing, and certain features correlate highly with happiness. These include autonomy over how, where, and at what pace work is done; trust between employer and employee; procedural fairness; and participation in decision making (These features won't surprise unhappy doctors.) Nationally, the more that governments recognise individual preferences, the happier their citizens will be. Choice, and citizens' belief that they can affect the political process, increase subjective wellbeing.

What's so great about being happy, other than, well, being happy? At the country level, evidence exists for an association between unhappiness and poor health: people from the former Soviet Union are among the unhappiest in the world, and their life expectancy has been falling. But how good is the evidence for the opposite—that happiness contributes to good health, or a longer life? An intriguing longitudinal study of nuns, spanning seven decades, supports this hypothesis. Autobiographies written by the nuns in their early 20s were scored for positive and negative emotions. Nuns expressing the most positive emotions lived on average 10 years longer than those expressing the least positive emotions. Summarising this work, Barbara Fredrickson cites three more studies that, after the usual confounders had been accounted for, "found the same solid link between feeling good and living longer." Happiness therefore seems to add years to life, as well as life to years.

What must I do to be happy? Allow the brief moment of introspection precipitated by this editorial to pass, then stop thinking about yourself. Armed with psychologist Oliver James's injunction to "be happy with what you've got," look outwards—not to compare yourself unfavourably with others, but to develop your relationships with them. It's a surer route to happiness than the pursuit of wealth.

#### Happy lives

The pleasant life—where you experience a succession of pleasures that lose their effect with repetition

The good life—where you play to your strengths and are "engaged"

The meaningful life—where you put your strengths at the service of something higher than yourself

Embark on a loving relationship with another adult, and work hard to sustain it. Plan frequent interactions with friends, family, and neighbours (in that order). Make sure you're not working so hard that you've no time left for personal relationships and leisure. If you are, leave your job voluntarily to become self employed, but don't get sacked—that's more damaging to wellbeing than the loss of a spouse, and its effects last longer. In your spare time, join a club, volunteer for community service, or take up religion.

Urge the government to follow the lead of the King of Bhutan, who announced that his nation's objective would be the gross national happiness. Cite in support Richard Layard's *Happiness: Lessons from a New Science*, which argues that happiness should become the goal of public policy and that the progress of national happiness should be measured and analysed as closely as the growth of gross national product. "It is self evident that the best society is the happiest," wrote economist Layard, echoing Jeremy Bentham 200 years ago. "This means that public policy should be judged by how it increases human happiness and reduces human misery."

Once embarked on this life enhancing activism, be reassured by Martin Seligman's delineation of the three sorts of happy lives (box). The leader of the positive psychology movement reports that life satisfaction correlates with engagement and meaningfulness but not with pleasure. And remember whenever you're wished a Happy New Year that much of the responsibility for it rests with you.

**Tony Delamothe**, *deputy editor*

*Article taken from the British Medical Journal, London WC1H 9JR*

## June 2006 - Fit For Life

### Truth About Training The Abdominal Muscles

By Deborah L. Mullen, CSCS

The fact that millions of Americans desire a trim waist is what keeps the ab equipment industry booming. Unfortunately, many of the abdominal exercise gadgets on the market are ineffective and sometimes even unsafe. The advertisements for these products perpetuate misconceptions about what really works and what doesn't.

#### **Spot Reduction**

"Trim" is a word used frequently in ab products. In reality, no exercise equipment will trim or reduce your waist. If you haven't heard by now, you cannot spot reduce fat (except by liposuction!). So don't believe ANY abdominal toning equipment advertisement that promises to decrease fat around your waistline. The fact is that ab exercises will train your abdominal muscles, but you will have the same layer of fat sitting on top of these muscles unless you create a calorie deficit by burning more calories than you consume. The most effective combination is aerobic exercise, strength training and healthy eating habits. You might not like this answer, but it is the only one that will work in the long run. Don't look for quick-fixes--as we all know, if it sounds too good to be true, it probably is!

#### **The Flat-Stomach Myth:**

Many people are on a quest to achieve a "flat stomach". The obsession with the abdominal area can cause frustration, anxiety, and can even lead to eating disorders. Unfortunately for many people it's not physiologically possible to achieve a flat-stomach. Our abdominals aren't designed to be flat. Instead, the abdominal muscles form a rounded, not flat, shape. Gender, age, and individual body types can effect the size and shape of your abdomen. This is especially true of many healthy and fit women who, when they reach about 40 years old, tend to get a lower abdominal "pooch" due to hormonal changes.

So instead of worrying about something you can't change, try focusing on something you can--like your posture. Poor posture can contribute to a "pot belly" look, while good posture can add to a trimmer-looking physique. Good posture consists of a slight bending of the knees, contracting the abdominal muscles to point the tailbone toward the floor, and keeping your shoulders back and your head balanced on your neck (not leaning forward). Think of a string attached to your head which is being pulled upward. Better posture will make you feel taller and slimmer.

## Effective Abdominal Exercises

As mentioned earlier, ab exercises won't reduce fat from your waistline. Genetics, age and gender determine the shape of your abdomen. That said, with the proper exercises, you can improve the abdominal muscles. The abdominal muscles react to resistance training just like any other muscle group. Performing 100 biceps curls is not the proper way to overload the biceps--neither is doing 100 crunches to work the abdominals. Effective exercise will fatigue muscles in less than 20 repetitions and will produce better results.

You can achieve results without any equipment. You can even work your abdominals by performing a "pelvic tilt" while sitting in a chair. This method can strengthen your abdominals for better posture and for supporting the back. People with weak abs find this very helpful and easy to do. Other exercises:

**Standard Crunch:** Lie on back with knees bent. Lift your shoulders off the floor, concentrating on moving your ribs towards your hips. Pretend a grapefruit is under your chin so you don't move your head. Easier: hands on chest. Harder: Hands on sides of head, but don't pull on head. Hardest: Hands straight out above head. Go slow and keep breathing. Try 2 seconds up, hold for 2 seconds, then 2 seconds going down.

**Reverse Curl:** This targets the lower fibers of the front abdominal muscle and also the side abdominals. Lie on your back and bend your knees toward your chest as far as is comfortable, keeping hips on the floor. Contract your abdominal muscles to lift hips off the floor and bring knees toward chest. Don't swing your legs! Concentrate on using your abs to lift your pelvis toward your lower rib cage. Go slow and keep breathing. Easier: Hands on floor. Harder: Elbows on floor, hands in air.

**Combination Crunch:** Do the standard crunch and the reverse curl at the same time. If you need a challenging ab exercise, this will work great.

**Ab Exercises on the Ball** There are some legitimate ab products like the exercise ball (aka swiss, gym, stability ball, Fitball), which has been used by physical therapists for decades. It's one of the safest and most effective training devices for the abs and low back. Lying on the exercise ball, your hips curve down so you start your exercise at a greater range of motion than you would lying flat on the floor. This means more of the abdominal muscle gets trained.

Article taken from the Simple Fitness Solutions website. For more articles like this one, please log onto <http://www.simplefitnesssolutions.com/articles>.

**June 2006 – Eat Yourself Holistic**  
**Exercise or Diet: Which is Best for Weight Loss?**



**By Jeni Pearce**

Being more active is encouraged and exercise is promoted as part of successful weight loss. Exercise is often considered to be second in line to diet (restricting total energy intake) to treat overweight and obesity. Is it difficult to use exercise alone to generate an energy deficiency (energy burned) to assist in promoting weight loss as body fat. Are there different issues for females compared to males? Is exercise more successful for men or women for weight control? Is diet more suited to males or do females benefit more? There are many questions still to be answered for weight loss (a reduction in body fat levels) to be successful.

Energy balance is not simple despite it being portrayed by the media and weight loss companies as such. Many factors influence the outcome (genetics, environment, behavioural, social and cultural influences). The response of weight loss from exercise does appear to be an individual thing - we do not all respond the same! When people are asked to report on energy intakes the level of underreporting ranges from 20-50%. Underreporting is greater with females and also increases the more overweight or obese may be. This has been referred to as eating amnesia (we just don't remember what we ate, the serving sizes...or we don't write down exactly everything we have eaten). Also the body adjusts when intake is restricted. For example the metabolic rate (the amount of energy the body spends in 'idle') and spontaneous physical activity or SPA (things we do without thinking about it – walking to the fridge, to collect the paper or mail) have been reported to decrease when energy intake is restricted (even mildly). SPA is often overestimated when self reported (the amount of walking at work, around the office, walking the stairs). Researchers have reported an interesting phenomenon: when an exercise programme is started SPA decreases temporarily due to fatigue (levels to return to normal over time). As a result the expected energy deficit (and resulting weight loss) maybe be less than is anticipated or projected.

Helpful hint: Use a pedometer over the entire two weeks (that includes the weekend) to more accurately monitor daily activity. Aim for over

7,000-7,500 steps a day as a weekly average.

### **Why exercise?**

The most common weight loss strategy is to restrict intake or dieting. Is this a realistic long term solution? Research indicates that more than 50% of people who lost weight regain it back. Only two areas, after diet, are under our control - exercise (often structured and usually planned activity) and SPA (random, varies widely, and decreasing significantly in our daily life and work environment). When using exercise for weight control, especially to generate a loss, there is a need to increase exercise and maintain these activities and to encourage more spontaneous activity (or at the very least see no decrease).

Researchers in the 1980's showed that exercise alone over 12 weeks provided only a 1-1.5kg reduction in body weight. Many studies promote exercise for cardiovascular fitness rather than specifically for inducing weight loss. Researchers are indicating that higher levels of exercise than are currently recommended could be needed to promote weight loss and that one hour of moderately vigorous exercise is needed for weight management! Men often show a greater response to weight loss strategies than women and this may be due to greater benefit from exercise. However, more research is needed in this area.

Increasing fitness and efficiency during exercise as a result of training and weight loss lowers the energy expenditure of the activity. This means you have to work harder and possibly longer to burn the same level of energy and to achieve the same level of weight loss. Heavier people have a greater energy expenditure than those who are lighter. Men also have larger energy expenditures than women even when performing the same exercise. Women generally lose less body weight than men due to exercise (some studies suggest there is a 800-900 kJ [200 kcal] difference over one hours activity). Exercise has important health benefits that must never be ignored such as heart health, fitness, lowering blood cholesterol level, increasing and maintaining bone mass, enhanced flexibility and strength and improved sense of well being and stamina.

### **How effective is exercise?**

To be effective exercise needs to create a negative energy balance that is not influenced by the body seeking adjustments (less SPA, lowered metabolic rates and an increased food intake). Energy balance is complicated and influenced by many factors. One key well known issue is the lowering of the body's metabolic rate when dieting (energy restriction). This decrease appears to be smaller when the weight loss is due to exercise. Women appear to have a smaller weight loss response to exercise than men. Expending 12.6 - 14.7MJ (3000-3500

kcal) a week have been promoted (2100 KJ or 500 kcal a day) for weight loss. This involves at least one hour of activity for many women. An accurate food intake appears to be more important in females than males.

### **Final word**

Exercise is important for more than just weight loss – increases in muscle mass, benefits to metabolic rate, advantages for bone mass, heart health, stamina, well being and mobility should all be considered and promoted. While males may get a greater advantage in terms of weight loss, maintaining or increasing SPA and controlling food intake in addition to exercise are key issues for females. Women may need to perform more exercise and to accurately assess the intensity of the activity for this to be an effective strategy for weight loss. Honesty in food and exercise recording is a key step.

For further information on Jeni Pearce and dietary considerations, please log onto [www.healthydiet.co.nz](http://www.healthydiet.co.nz).



## **June 2006 – Golden Rules of Leadership**



In our first four publications of *The Koru* we unearthed twelve very significant and important fundamentals, designed to assist you in the accomplishment of your ideal leadership state:

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.
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

In this edition of *The Koru*, we expand on the existing list of twelve fundamentals by tapping into *Lead to Succeed: What it Takes To Be The Best*, the soon to be released Harper Collins' publication written to identify the unique role of leadership in inspiring people to their ultimate performance.

### **13. Think Big**

In order to achieve big, leaders must first not only THINK BIG, but they must also FEEL BIG and SUBSTANTIATE BIG. Successful leadership is determined by the successful completion of the specific goals that leader sets. Without a clear understanding of the *big picture*, leaders tend to focus only on the problems existing within their environment rather than the vision from which everyone can find definition. Moreover, without a feel for the *big picture* leaders and their teams are prone to be swayed by minor setbacks that bear little significance to the overall potentials of the group. Leaders of quality know what they want and know what the end will look like when they get there. It is through this comprehensive vision that they can implement the structures, systems and processes that enable everybody in their organisation to genuinely believe in what is possible and positive.

### **14. Become a Process Oriented Thinker**

Great environments are characterised by a commitment to process-oriented thinking, where more attention is given to the “how” of achieving than the outcome (result) of achievement. Effective leaders cultivate an environment that encourages others to attend to the specifics of both their task and their development, and are quick to provide quality feedback in accordance with both. By attending to the processes of the group’s performance, people are most able to identify areas of strength and areas most in need of further development. Furthermore, the adoption of a process-oriented thinking approach enhances the individual’s ability to attend to only relevant aspects of their performance, and engenders a far greater regard for purpose.

### **15. Convey Positivity**

Leaders of quality fully appreciate the need to develop a positive mindset in their team. Due to their enhanced sense of self-awareness, they are able to pinpoint the potential for an appropriate emotional resource to transition threat into challenge so that excitement and enthusiasm prevail. Such leaders are constantly striving to interpret the positive in their environment and constantly convey a message of positivism to those under their employ. By constantly educating and developing their people to better interpret and fulfil requirements, leaders of quality ensure the sort of familiarity that ensures positivism in the face of hazards, adversities and setbacks. Effective leaders are adept at reframing their thought process and mindset so as to always highlight the positive the situation provides, and avail those in their care of a similar appreciation and ability.

## **June 2006 – Face to Face With Bruce Pilbrow**



As General Manager of Parents Inc., Bruce Pilbrow is responsible for the strategic marketing and business direction of this not-for-profit organisation. He oversees the *Parenting* magazine, all marketing, public relations, sponsorship and media initiatives involving the organisation. As a not-for-profit organisation dedicated to making life better for parents and their children, Bruce plays a critical role in nurturing Parent Inc.'s commitment to ensuring New Zealand becomes a nation where children grow up in families where parents have the skills to provide the building blocks of meaningful lives.

In this edition of face-to-face, learn of the motivations that inspired Bruce to abandon a burgeoning career in advertising and marketing, gain an insight into the philosophies of Parents Inc. and maybe pick up a few tips for the betterment of both your family and working life.

**The Koru:** How long have you been the General Manager of Parents Inc.

**Bruce:** Sixteen months, but I've been at Parents Inc. for eighteen months. I came on as Marketing Director and as I came into the organisation I saw that it needed a bit of sorting out. I got on really well with the Board - particularly John Graham - and John and Ian (Grant) approached me and said, "Look, we'd like you to do the GM role, and set the direction and strategy for the organisation." The main goal of my role was to support Ian, because Ian is the face of the organisation. Ian and John Cowan as well - Ian and Mary Grant and John and Naomi Cowan. Also anyone who's out there and doing the presenting of what we're doing. So my job is to make sure the infrastructure and everything that's behind them is solid. That's how I see my role - a role to serve Ian. I think in the past he's had GM's who have tried to come in and make it for themselves. My philosophy has always been to put your best foot forward, and at the moment our best foot is Ian Grant - so why would I want to put anyone else in front of him. He's sixty-seven years old, so he's got a lot of respect out there in the community. And of course we've got Pio (Terei). So that's how I see the GM role.

**The Koru:** What were you doing prior to Parents Inc.

**Bruce:** My background's in marketing - what you'd call Commercial Business Management. I worked in Caltex New Zealand as a Commercial Business Manager. I've worked in sales manager roles, but mostly marketing and advertising. Before I came to Parents Inc. I was working in advertising.

**The Koru:** So what compelled you to go to Parents Inc.

**Bruce:** A good friend of mine, Greg Sheehan whose now a National Party GM was working there. He was quite high up in Air New Zealand and came over as GM at Parents Inc. for about a year to see what he could do. He had an accounting background, but he came to the conclusion that they needed a marketing head not an accounting head to run the organisation. Facts and figures don't actually get you growth. So he approached me and said that he was moving onto the National Party. So I met up with Ian and we sort of hit it off. It meant taking a bit of a dive in salary, but at the end of the day I wanted to get involved in something that had a meaning. When you're in advertising all you're doing is printing stuff. I need more than that!

**The Koru:** How do you find working for a not-for-profit organisation?

**Bruce:** Fantastic. Mainly for the reason that when I was working in advertising and in a marketing role, for example Caltex, I was told to spend as much as I like until I got tapped on the shoulder. So it didn't take a lot of creativity - you just spent to get the job done. But with this role my budget's zero. I love the lateral thinking involved with trying to make something out of nothing - to me that's creative! And then of course you get a fantastic result at the end, which is really cause related. It suits my work-life balance as well. If I'm going to spend 40, 50 or 60 hours away from my family a week, I'd rather be doing something that's going to impact on society in a positive way and on people's lives.

**The Koru:** So it's real just-in-time management. Get everything done that needs to be done then, so you've got nothing you're holding over as surplus?

**Bruce:** Exactly! It's always been my major focus. I remember taking over the biggest region at Caltex and the guy before me was doing seventy hours a week. but with time-management I got it down to 35 hours. I was playing golf and still grew the region by 35%. I'm very fast and efficient when I'm there, but I do that so I can have time to myself and more importantly time for my family.

**The Koru:** Given that you dropped in salary, what was your principal motivation in getting involved with Parents Inc.

**Bruce:** My absolute motivation was to be involved with something that made a difference to people's lives.

**The Koru:** And you're pretty comfortable that you can do that?

**Bruce:** Yes! Definitely! If you're selling fizzy water and you have a bad day you were still only selling fizzy water. But if you're involved in someone's life and you see them improving because of what you do in their life, if you have a bad day you still have the motivation that you are actually making a difference so get over it.

**The Koru:** Ian and Mary Grant are the founders of Parent Inc. Can you give us an insight into Ian and Mary.

**Bruce:** They started it about 13 years ago. They came out of a strong youth background - it was Youth For Christ. We had to fight the christian thing off a little bit, but regardless of what the name was for thirty years they took kids off the streets. For thirty years they had thousands and thousands of problem kids that had something to do - and something really cool. And I think that's fantastic. There was no real motivation other than that they wanted to do something for the youth of New Zealand. In the early 80's they had a program on television called *The Herd*, which was talking about life issues with youth. It was sort of a pilot series for TVNZ - they weren't shore how it would go. And it took off. It even outperformed *Dallas* - unbelievable, this little guy from nowhere. And that was what set them up in New Zealand - I guess as a celebrity when it came to people's issues. So then he left Youth For Christ after thirty years and he was at home in St Helliers when a local kindergarten group came up to him and said, "Could you come and talk to our parents about their kids?" He said, "Okay". He turned up and about 400 parents turned up, and he suddenly realised there was a need for parents to have a positive influence in their lives. Business people and that, they're flat out. You don't need an encyclopedia to read about children - you just need some nuggets of truth, some hot tips and some little bits of help just to say, "Hey, you're a dad and one of the best things you can do for your child is this..." And those little bits of information can make a big difference in someone's life. And that's what their whole things based on. It's not based on judging, encyclopedias....nothing. It's based on giving little nuggets of truth to encourage dads and mums to give kids everything they can.

**The Koru:** Okay, so let's talk about the operation of Parents Inc. What do you do as an organisation?

**Bruce:** We have five brands. We have "Hot Tips For Parents" - our premium brand, which is sponsored by AML. That's been taken to 150,000 parents in the last 12 years. We average about 13 to 15,000 parents every year, and we do 55 seminars around the country. So that's amazing! That's primarily Ian and Mary Grant and John and Naomi Cowan. And then we decided we needed a program that was aimed a bit more at Maori and Pacific Island people. So we came up with a program called "No Sweat Parenting" which is headed by Pio and John Cowan. And that goes more into Maori and Pacific Island communities - the lower socio-economic communities typically. It does the same sort of thing, but it's manufactured to suit that audience. That's just starting to boom - it probably gets to about 3 or 4,000 parents a year. That's fantastic! The "Hot Tips" is just short bursts of information - nuggets of information. But some parents wanted more, so we set up three programs under a brand called "Toolbox", which is parenting for zero to five, six to twelve and teenagers. And they are six week block courses run in your community. About 3,000 parents go through that. We've got the New Zealand Police using them and a whole lot of government agencies using them. "Attitude" is a youth brand. We had people coming to us who weren't happy with the health tips put out by the government. So "Attitude" deals with health tips, but in a really fun and funky way. And that's been so successful in 75% of high schools around the country. We do 130,000 students a year - outstripping the government program by miles. They don't like it because we've proven to them that their program is not good. And the final product is the magazine, which has been great. We print 22,000 copies a quarter.

**The Koru:** If people would like to get a hold of the magazine, how can they go about doing that?

**Bruce:** They can go through [www.parentsinc.org.nz](http://www.parentsinc.org.nz) or phone (09) 524-0025. We try to keep it at a price that's very good. You've seen it, it's brilliant. It's a very good magazine. We want to see it grow and get some different stuff in it - life-balance and stuff.

**The Koru:** So what is the principal objective of Parents Inc.?

**Bruce:** To grow great families. I know that sounds like a bit of a throw-away, but I think if you look at Australia the best thing John Howard ever did about eight years ago was to draw a line in the sand - family. He basically said, "The future of Australia is family. If we get the family right we'll get Australia right." We totally, totally agree with that. We believe that the future of New Zealand is not about being PC. It's about getting the family right. So growing great families would be the main focus on encouraging parents to give parenting their best shot. And it doesn't matter where you come from either - "parents" is a bit of a

loaded word. You can think mum and dad, but if the truth be known it isn't always that. Parenting is a better way to put it - we don't care where you come from, what background, single parent, blended family, non-blended family, whatever it is. Defacto, married, christian, muslim - it doesn't matter what you are - if you've got a parenting issue, we want to be there to help you with it.

**The Koru:** Have you got a strategic vision statement?

**Bruce:** Yeah we have.....it goes along the lines of "encouraging parents to establish self-nurturing and self-governing families" and "inspiring and equipping adolescents to become great future parents."

**The Koru:** You mentioned work-life balance as something you'd like to include in the magazine. How do you promote work-life balance within your own staff?

**Bruce:** That's exactly the point. A lot of people do verbalise it, but they don't actually do it internally. I've come across many friends and many organisations where the work-life balance is actually rubbish, because how many wedges did you sell is the only priority for the organisation. One of the things we have really focussed on at Parents Inc. is that our greatest asset is our people - and we honestly and earnestly believe that. I think work-life balance is actually realising that you've got people for 40 years of their life or typically more, and that you've got to be more interested in them other than just what they can do for you. I think it's valuable to know who their partners are, who their kids are, what their responsibilities are so you can be sympathetic and understanding of what they say. The most important thing is that you need the GM or the Manager to be actually connected with your staff on a daily basis. I do a thing where I walk round the office once a day. And I pick up on things. Work-life balance really affects you. For example, if you go onto a rugby field and you've had an argument with your spouse or somethings not right with your life that's affecting your head or your heart, then that's going to affect your game. The same thing happens at work. If things at home - like children or spousal problems - affect you, then it's going to affect your productivity. As an organisation you're trying to help them through that, and you'll increase your productivity. There's actually a positive thing out of it for everybody. I was speaking to John Balmforth who's the CEO of AMI and one of the reasons why they sponsor Parents Inc. - and they sponsor us well - is because he said that going through corporate life the last thing he ever thought about was bringing his problems into work. And he said that oh how things have changed and that if you look at HR you can see that. One of the initiatives AMI have done for example is that we've put a library in their organisation so they can actually give information to their staff when it comes to

parenting issues or marriage relationships and things like that.

**The Koru:** So what's the one piece of advice you'd give to corporates about work-life balance?

**Bruce:** I think the one piece of advice is that it has to come from top-down leadership. It's no good a middle-line or low-line manager believing in work-life balance if the CEO doesn't. It has to come from the CEO. The CEO has to set a firm objective with KPI's to run the business, but part of that structure and management has to be how does he foster, support and look after the staff. And that has to be everything from social times with the team.....but I think the main thing is knowing your staff. If you know that someone has got a situation at home that's very distressful for them, just being able to say, "Look, you've been doing a great job so why don't you just take Friday afternoon off and go and have some time to yourself." And you can't do that unless you know your staff.

**The Koru:** I know from sport that in order to talk business with my players, the first thing I've got to do is build a rapport. And the best way to build a rapport is to identify the commonalties we share. And I don't know one player who I don't have some commonality with even though we may appear to be exactly the opposite in regard to creed and background.

**Bruce:** Absolutely! I said to my staff the other day that you know there's not one of you I wouldn't have home for dinner. And I think that's quite a unique position. It's not because everyone's brilliant and fantastic and I love them all dearly, but I think that as an organisation we've really focussed on building a really strong team - we really respect each other and there's a caring environment there that goes beyond just work. And I'll tell you what, because of that our productivity has lifted hugely because people love work. And if they love work, they work hard.

**The Koru:** What do you think is the most important part of your job?

**Bruce:** What gives me a buzz on a daily basis is working with great people. I'm very much a people person and I love working with great people. I love working with people who are passionate like I am and who share the vision and want to make it happen. Conversely, I really get frustrated with drongos. That's probably my weakness - if you're not that way inclined then I tend to struggle.

**The Koru:** In terms of the commonalties you see with your corporate clients, what does the corporate world need to be aware of?



**Bruce:** I think coming back to that thing of the playing field, if your staff's heart or head isn't right then it's going to affect the game. I think the corporate world can look at the person and the issue that's affecting the work and they'll hammer the situation in regard to that the person is letting the team down and put pressure on that way, rather than stopping and saying, "You're normally fantastic, so what's happening in your life that's causing this to happen?" There may be something that's huge outside and because they don't wear their heart on their sleeve you never realise it. And it comes from top-down. Some corporates are doing it. John Balmforth is a stunning CEO. Everyone in the company adores him. He works hard and he plays hard. But the reason why they adore him is because he actually really cares for his staff. You go and meet anyone at AMI and all of them would pretty much die for that place. They do have the work-life balance - he respects the fact that people need to go home at five for dinner. Toyota New Zealand is the same. Bob Field is the CEO there - the same philosophy in the organisation. Little things like putting an amazing cafe in the organisation so the staff can eat together. Another guy in another organisation said to all his top managers that once a week you have to eat in the cafeteria. Some said, "But I'm too busy?" You're never too busy to associate with people, because you may get to talk to someone who's more junior and it creates that environment where we all put our pants on the same way. Whether you're a CEO or a stockroom boy, and I think that by creating that environment you create a feeling that your team is like a family. I think it's the same in sport. The reason why the Kiwis do so well is because they want to make the top dog proud. So if you bring the same philosophy into a work environment, my God you have a dynamic team.

**The Koru:** What about advice to the individual in the company?

**Bruce:** I know someone who is quite high up in his organisation who believes in work-life balance. The problem is his CEO doesn't. Now, he's going to struggle because he may work his butt off for this guy - may do 60 hours a week. Then one day a week he may want to take off a little bit early and go and do this or that with his family. If the CEO doesn't understand that and we're only talking about wedges, he may think he's slacking. So my advice is that you have three choices. One is that you work in an organisation that believes in it - that's fantastic. If you don't, you can try to change the organisation from the inside out and try to be an influence if you're in a position to do so. And three, if you don't get it move on. My view on it is that it's not worth flogging out 60 hours a week for somebody if they don't believe in the other aspects of your life. In my opinion, the most important aspect of your life has to be your family and yourself. I've met many guys who basically do 60 to 70 hours a week for an organisation and work themselves into

depression or anxiety, and you think, "What's the point." They let everything else in their life slide, and then they get to 65 years of age and think, "What did I do with my life." Well I sold 3 million bottles of fizzy drink. Great - what's the point! It always hits them - this is why you have drug problems, or alcohol problems or abuse problems. If you don't deal with it it eventually brings you down. I believe you have to have a mental balance (be mentally stimulated but not just with work - you have to have work interests and interests outside work). You have to have a physical balance - I think fitness is key to productivity and health and it comes down to diet. I think you have to have a spiritual balance - I think you have to have something to believe in that's bigger than yourself. You have to have a faith in something, and I think everyone is on a different stage of that journey but there has to be something more than yourself. I think if you get those sorts of things in balance.....and the fourth one, I think you need a cause greater than yourself to be involved in. If think you can get so focussed on your little world that you forget what's out there. A cause greater than yourself may be sponsoring a child or being involved in your kids' school, or involved in a charity or a community event. It's something that's actually bigger than your world. I think it keeps you grounded.

**The Koru:** One final question, what's the best piece of parenting advice you've ever received or given?

**Bruce:** Probably the best piece of parenting advice is "LOVE MEANS TIME". I think you tell your kids everyday that you adore them and love them, but at the end of the day you've got to give them time. And that's quality time too! And again, if you haven't got that work-life balance what happens is that - and it happens to me, it happens to everybody - you come home and you're stressed, and the kid will bring you something and you say, "That's cool, that's really cool". And you walk off. That can be a quite significant time - so I think the best thing is that love means time.

Parents Inc. have very generously gifted two copies of Ian Grant's bestselling book *Fathers Who Dare Win* (35,000 copies sold to-date) for us to give away to a selected two members of our reading audience. If you'd like to go into the draw to win a copy of *Fathers Who Dare Win* please e-mail [craig@sportlife.co.nz](mailto:craig@sportlife.co.nz) by no later than 31 July indicating your intention to be in the draw. Winners will be notified by return e-mail on 1 August 2006.

## **June 2006 – Let's Go Surfing**

**[www.parentsinc.org.nz](http://www.parentsinc.org.nz)**

Parents Inc. is a not-for-profit organisation dedicated to making life better for parents and their children. They offer a wide range of programmes to encourage and support parents, including Hot Tips seminars on parenting and relationships, Toolbox small-group parenting programmes, Attitude high school programmes, resources and publications. More particular, Parents Inc. is the brainchild of bestselling author Ian Grant, whose *Fathers Who Dare Win* book has sold in excess of 35,000 copies within New Zealand and Australia. Formerly Parenting with Confidence Inc, it is an incorporated society set up in 1993 by Ian and Mary Grant with the objective to encourage, resource and inspire parents through the delivering of parenting skills to as many people as possible. In essence, Parents Inc represents their unbridled passion to give New Zealand children a great tomorrow.

In light of The Koru's opportunity to go face-to-face with General Manager Bruce Pilbrow, we invite you to log onto [www.parentsinc.org.nz](http://www.parentsinc.org.nz) and experience first hand some of pearls of wisdom we're certain will make your parenting experience as rewarding as you desire it to be. With a joint mission to "encourage parents to establish self-nurturing and self-governing families" and "inspire and equip adolescents to become great future parents", Parents Inc. might just be the most essential website for all New Zealanders who share an active enthusiasm to make New Zealand an even better place.

## June 2006 – Deciding Priorities

Listed below you will find four independent headings (9 MONTHS, 2 YEARS, 5 YEARS and LIFETIME). Each independent heading contains a list of life categories and associated options of goals (Personal, Family, Financial, Professional, Spiritual Health, Physical Health and Social).

Proceed to write down all the goals you can think of related to that heading, commencing with your 9 MONTH goals and gradually progressing through to your LIFETIME goals. It doesn't matter how trivial you might think the goal is, if it occurs to you write it down with a view to ensuring you capture approximately four goals for each subsection (e.g. physical, family, etc). Take your time over the completion of this task (maybe you might like to print the exercise out and keep the four independent sheets on a kitchen table at home or in the drawer of your desk for as long as a week, returning to it whenever something occurs to you that you might like to pursue with a special focus.

Once your initial "goal" list is complete, reflect back on all the goals you have recorded and highlight those you deem to be most crucial (your priority goals) by following a sequence:

- Under the heading "9 MONTHS", place an "A" in the column marked "P" for your two most important/significant goals (these are now your "A Priority Goals"), and a "B" next to the third most important/significant goal
  
- Under the heading "2 YEARS", place an "A" in the column marked "P" for your two most important/significant goals (these are now your "A Priority Goals"), and a "B" next to the third most important/significant goal
  
- Under the heading "5 YEARS", place an "A" in the column marked "P" for the most important/significant goal (this is now your "A Priority Goal"), and a "B" next to the second most important/significant goal
  
- Under the heading "LIFETIME", place an "A" in the column marked "P" for the most important/significant goal (this is now your "A Priority Goal"), and a "B" next to the second most important/significant goal

It is a recognised fact that most people achieve within 3% and 7% of their goals - alarmingly low!!! The reason for this is that most people have no idea or consideration for how to commence their goal attainment process.

Now go back over your "A Priority Goals" for each of the four headings, and consider your most immediate action plan for each goal

- What will you do, put in place or achieve within the next 5-7 days for each of your "9 MONTHS" A-Priority Goals.
- What will you do, put in place or achieve within the next month for each of your "2 YEARS" A-Priority Goals.
- What will you do, put in place or achieve within the next year for your "5 YEARS" A-Priority Goal.
- What will you do, put in place or achieve within the next 2 years for your "LIFETIME" A-Priority Goal.

Please Note: It is likely that the implementation of an action plan for your "9 MONTHS" goal may in actual fact also be the trigger for longer range goals - this is a good thing and simply indicates the depth of priority you are currently placing on that goal.

As previously stated, take your time over this exercise. Done with the diligence it deserves, **DECIDING PRIORITIES** has the potential to determine your future direction and form the cornerstone of what promises to be a happy and fulfilled life. Enjoy the experience!

| 9 MONTHS              |   |             |
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| Goal                  | P | Action Plan |
| Personal Goals        |   |             |
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| Social Goals          |   |             |
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| 2 YEARS               |   |             |
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| Goal                  | P | Action Plan |
| Personal Goals        |   |             |
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| 5 YEARS               |   |             |
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| Goal                  | P | Action Plan |
| Personal Goals        |   |             |
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| LIFETIME              |   |             |
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