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June 2008 – The Director’s Desk

Welcome to the third edition of *The Koru* for 2008. We trust that your year is starting to take the sort of shape you would wish it to, and that all the dreams and aspirations you have for 2008 are beginning to be realised. The e-mail newsletter of Lead to Succeed, *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.

And so to this edition of *The Koru*! This quarter’s “Feature Article” challenges its readers to align visions and values to actual performance, and broadens on a burgeoning knowledge of leadership styles to highlight the critical nature of vision. More particularly, “Aligning Visions and Values to Actual Performance” provides a considered interpretation of a company’s vision, and how it can be best utilised as a frame from which staff performance can be determined.

Much to my extreme pleasure and satisfaction, *Lead to Succeed: What It Takes To be The Best* has continued to generate significant interest from various media forms, including television, print and radio, culminating in my recent appearance as a guest speaker on radio Sports’ *High Performance Hour*. Having received considerable positive feedback from many friends, associates and colleagues – and at the risk of self-indulgence – this quarter’s “Face-to-Face” is an exact transcript of that interview. It’s an interesting overview and insight into the philosophies of the company, and one that overviews a number of noteworthy revelations that appear throughout the pages of the book.

“The Doctor’s Room” considers the correlation of sleep deprivation and high blood pressure, and sets about encouraging all readers to consider the importance of rest and relaxation regardless of workplace commitments. “Fit for Life” delves into the weight measurement that is the Body Mass Index, whilst English-based dietician Jeni Pearce provides some valuable insights and suggestions to ensure appropriate fuelling prior to, during and after exercise in her quarterly contribution, “Eat Yourself Holistic”.

“The Golden Rules of Leadership” continues its growth up to Thirty-nine golden tips, focusing this edition of *The Koru* on three guiding principles worthy of every leader’s consideration. Our “Practical Exercise” segment reveals the Leadership Report Card independently devised to provide a quick and easy reflective process for all those entrusted with the responsibility of leadership. Developed initially as a simple

measurement across the four predominant leadership styles – visionary, affiliative, coaching and democratic / delegative - implemented regularly the Report Card has proven to be a wonderful tool for the acquisition of self-awareness without the clinical formality of more commonly accepted profiles.

Finally, in this edition of *The Koru* we go surfing all the way back to the source of our face-to-face interview, and feature the *High Performance Hour* website. With over three years of interviews featuring some of the world's highest performers from various spheres, hph.co.nz is definitely worth a visit.

So join with us as we take you on our quarterly journey to the attainment of your better self, and (if you haven't already done so) remember to look into *Lead to Succeed: What It Takes To Be The Best* by either visiting our www.leadtosucceed.co.nz website or visiting your local book retailer.

March 2008 - Feature Article:
Aligning Visions and Values to Actual Performance



By Craig Lewis

Dreams lie at the cornerstone of all human accomplishment! They are the true foundation from which achievement is created. All great successes commence with a dream – a dream that is transformed into goals and plans. When Napoleon Hill (best selling author of *Think and Grow Rich*), pronounced to the world, “Thomas Edison dreamed of a lamp that could be operated by electricity and despite more than 10,000 failures, stood by his dream until he made it a physical reality”, he not only honoured one of the most significant men of mankind and illuminated the importance of perseverance – he also highlighted the power of the dream! Dreams matter. They instigate a plan for success, and they motivate the planner toward an extension of their plan. And dreams do come true – particularly when you back them with a process and a will never to surrender! People need to acknowledge the purpose of their pending commitment. They need to revel in the excitement of what’s possible and positive.

Dreams can be both personalised and of a team nature. Clearly identifying and defining our dream and vision is a vital first stage in generating the attachment any leader wants from his team. It warrants sufficient attention, and should be something not restricted by the incursion of time. From my experience, accuracy in refining the dream and vision enables everything to flow – and teams who see its creation as a *necessary evil* are almost certainly doomed to failure! The ideal vision begins with a scanning of the future environment, with a view to formulating dreams worth believing in and fighting for.

Within the Kiwis environment in 2005, coaches Brian McClennan, Graeme Norton and myself took the (perhaps) unprecedented step of prescribing the dream and vision, and then set about selling it to the players. As a group who had not experienced victory in any of their previous eight encounters against either Australia or Great Britain, it was our consideration that the team would not create a lofty enough aspiration were they given the chance. By prescribing and selling the

dream and vision we were able to create a truly powerful challenge – and the players warmed to the challenge! In articulating our dream (‘Raise the respect and mana for the jersey by having a team of benchmark players’) and vision (‘Create a dynasty based on sustainable success on the international stage’) to the players, we would have to show our own commitment to both. We would also have to excite the players to pursue it with us – and this they apparently did! Without enthusiasm there would be no motivation and no inspiration.

Significantly however, I don’t believe any of the players in our team ever truly owned our vision to the extent we did – if the truth be known, they didn’t need to. As I venture through the various organizations it has been (and is) my privilege to assist, I regularly become alerted to a recurring theme. Frustration! Frustration brought about by a leader’s despondency that those in their care aren’t demonstrating the kind of passion for the vision they believe to be essential. And what’s my response? “Why would they? It’s your vision. They might need to be aware of its existence, but to expect them to truly own it might be somewhat naïve.”

You see, when all is said and done the vision exists to ensure those ascribed with the responsibility of leadership have a frame within which to align their people. More specifically, the vision provides the leader with an opportunity to set the objectives of their staff, comfortable in the knowledge that accomplishment of the objectives will directly align to the vision – and in the process ensure all people’s efforts are most likely to produce a desired and maximized outcome. Moreover, a leader in possession of a clearly determined vision is in an unprecedented position to most accurately monitor the performance and outputs of their staff. By constantly reflecting on the work performance of their staff in accordance with the vision, these leaders can be assured of an uncluttered attention to essential detail. In a difficult economic time, minimizing waste (both of finance and time) is a necessary consideration, and I don’t know of a better strategy for achieving this than ensuring all staff members are closely aligned to the specific objectives most likely to bring a vision to reality.

But if the Kiwis’ dream and the vision were predominantly the domain of their leadership, the values that would accompany them were anything but. Words count for little unless they are backed up by actions that can be measured. It was imperative that we were able to identify what personal sacrifices were required, and that the players fully owned these sacrifices, as they would be the ones required to ensure them. The players (consisting only of the New Zealand-based players in the first instance) 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 relevant. 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:

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

Mission: 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"> ➤ Having no mercy or pity ➤ Sticking to the task under any circumstance
Commitment	<ul style="list-style-type: none"> ➤ Unwavering dedication to attaining the tri-series trophy ➤ Maintaining purpose and intensity in all training and playing situations ➤ Includes all forms of on and off field preparations
Comprehensive preparation	<ul style="list-style-type: none"> ➤ Strategies to ensure peak performance during competition ➤ Includes match evaluations and game plans and culminates in a feeling of mastery prior to competition
Trust	<ul style="list-style-type: none"> ➤ Knowledge that everyone on the team has done everything they can to be the best player they can be for the team ➤ Having faith or confidence in other team

	<ul style="list-style-type: none"> members ➤ Knowledge, understanding and belief in the team's systems and structures ➤ A by-product of: <ul style="list-style-type: none"> ➤ Having a thorough knowledge of the task, and ➤ Knowing that you are physically and mentally well-prepared
Family	<ul style="list-style-type: none"> ➤ Group of people with a common or related characteristic ➤ Strong bond that goes beyond that of friendship ➤ Shared feelings, beliefs and attitudes across the group
Enjoyment	<ul style="list-style-type: none"> ➤ A feeling of pleasure, gratification and immense satisfaction ➤ Derived in sport by completing tasks exceedingly well, e.g. Kiwi performance indicators and playing patterns ➤ Extraordinary people doing things extraordinarily well
Passion	<ul style="list-style-type: none"> ➤ A compelling, intense feeling or emotion ➤ Ardent affection ➤ An emotion stemming from belief in the vision and mission of the team that culminates in an unrelenting desire
kaizen	<ul style="list-style-type: none"> ➤ Change (kai) to become good (zen) ➤ Continuous (kai) improvement (zen) ➤ "Every aspect of our life deserves to be constantly improved" ➤ Consists of five founding elements <ol style="list-style-type: none"> 1. Teamwork 2. Personal discipline 3. Improved morale 4. Quality circles 5. Suggestions for improvement

More particularly, it becomes imperative that the values of the team be more than simple words on a piece of paper. Having a group's values evolve into actual prevailing thoughts is absolutely essential if they are to stand for anything – when all is said and done, the values are the one thing that most direct the behaviour and performance of team members. Within the Kiwis, we had each of our players define each of the values (from a personal perspective), firm in the knowledge that this alone could drive a committed "think" toward the significance of the values. From that point, our principal objective became the significance we

placed on keeping the importance of the values alive. Providing each of our players with a team list - accompanied by the agreed upon definitions – we asked each of the players to identify (from one to four) the players who best represented our values. Having players then speak to their choice, we were able to accomplish two very important outcomes. First, creating a benchmark of our most revered (from a values perspective) players meant other players could have a standard to aspire to. Second, ensuring those who best represented our values received the peer accolades they deserve, meant we were able to promote the importance of the values to a deservedly high level.

Running a values-based program is critical to success in sport – or so have been my experience with variable groups such as the New Zealand Speed skating team of 1993, the North Harbour NPC rugby team of 2001, the New Zealand men’s hockey team, and the Kiwis of both 2000 and 2005-2006. Our values were everything to the Kiwis – and that’s why we promoted them and reinforced them in everything we did. Moreover, devoting time to the induction and alignment of those under your care to a well-conceived vision, ensures the work outputs of all can be both aligned and maximised.

June 2008 – The Doctor's Room
Lack of Sleep Linked To Increased Risk of High Blood Pressure

If you're middle age and sleep five hours or less a night, you may be increasing your risk of developing high blood pressure, according to research reported in *Hypertension: Journal of the American Heart Association*.

"Sleep allows the heart to slow down and blood pressure to drop for a significant part of the day," said James E. Gangwisch, Ph.D., lead author of the study and post-doctoral fellow at Columbia University's Mailman School of Public Health.

"However, people who sleep for only short durations raise their average 24-hour blood pressure and heart rate. This may set up the cardiovascular system to operate at an elevated pressure."

Gangwisch said that 24 percent of people ages 32 to 59 who slept for five or fewer hours a night developed hypertension versus 12 percent of those who got seven or eight hours of sleep. Subjects who slept five or fewer hours per night continued to be significantly more likely to be diagnosed with hypertension after controlling for factors such as obesity, diabetes, physical activity, salt and alcohol consumption, smoking, depression, age, education, gender, and ethnicity.

The researchers conducted a longitudinal analysis of data from the Epidemiologic Follow-up Studies of the first National Health and Nutrition Examination Study (NHANES I). The analysis is based on NHANES I data from 4,810 people ages 32 to 86 who did not have high blood pressure at baseline. The 1982-84 follow-up survey asked participants how many hours they slept at night. During eight to 10 years of follow-up, 647 of the 4,810 participants were diagnosed with hypertension.

Compared to people who slept seven or eight hours a night, people who slept five or fewer hours a night also exercised less and were more likely to have a higher body mass index. (BMI is a measurement used to assess body fatness). They were also more likely to have diabetes and depression, and to report daytime sleepiness.

"We had hypothesized that both BMI and a history of diabetes would mediate the relationship between sleep and blood pressure, and the results were consistent with this," Gangwisch said.

Sleep deprivation has been shown previously to increase appetite and compromise insulin sensitivity.

Short sleep duration was linked to a new diagnosis of high blood pressure among middle-aged participants, but the association was not observed among people age 60 or older, he said. Gangwisch said the differences between the younger and older subjects might be explained by the fact that advanced age is associated with difficulties falling and staying asleep. Another factor could be that subjects suffering from hypertension, diabetes, and obesity would be less likely to survive into their later years.

Among study limitations, researchers found that high blood pressure often goes undetected. An analysis of NHANES III data showed that over 30 percent of people who had high blood pressure didn't know they had it.

Since the study is based on observational data, Gangwisch said more research is needed to confirm the association between short sleep duration and high blood pressure. "We need to investigate the biological mechanisms and, if confirmed, design interventions that will help people modify sleep behavior," he said.

Gangwisch said the study's main message is clear: "A good night's sleep is very important for good health."

Source:

American Heart Association.

June 2008 - Fit For Life:
How Much Should You Weigh? Calculating Your Healthy Weight

By Bo Collins

A healthy weight is something most of us aspire to, but the directions on 'how to get there' are often not as clear as we'd like. If you're a pilgrim on the road to better health, knowing your personal healthy weight can be the first step.

It is quite natural for us to compare ourselves with others when it comes to issues of weight rather than against any objective scientific standards. This can be a problem when you look around your local shopping mall and try and decide what constitutes normal and healthy these days. Deep down we know what is good for us but we continue to nurture the fastest growing levels of obesity on the planet.

So just how do you go about determining your own healthy weight?

Well because there are so many factors that influence our bodies and our health, setting a specific ideal weight for everyone is a difficult task. It is actually more helpful to consider a healthy weight range rather than a specific weight for your given height. Enter the Body Mass Index (BMI).

The Body Mass Index is a simple formula that tells you if you fall within the range of what is considered a healthy weight for your height. The BMI is very useful because it correlates closely to your body fat percentage and all you need to know to figure it out is your weight and your height measurements. You just enter these values into the BMI equation and the resultant figure is your BMI.

To calculate your BMI, follow these steps:

STEP 1 : Your Height Figure - Measure your Height in metres and then multiply that figure by itself (eg: $1.7\text{m} \times 1.7\text{m} = 2.89$)

STEP 2 : Your Weight Figure - Measure your weight in kilograms (eg: 70kg)

STEP 3 : Your BMI - To calculate your BMI, divide your Weight Figure by your Height Figure (example: $70 \text{ divided by } 2.89 = 24.22$)

Then check your BMI against the standard BMI ranges as follows:

Underweight: BMI less than 18.5

Ideal Weight: BMI 18.5-25

Overweight: BMI 25-30
Obese: BMI 30-40
Very Obese: BMI greater than 40

If your BMI falls outside the Ideal Weight range, you may need to look further into your particular weight issue, whether it is to reduce your weight or possibly to put on a few pounds. People who maintain an ideal BMI range tend to enjoy the best health. However, it is important to remember that there are many other factors that come into play including our body fat percentage, cholesterol levels, blood pressure, the kind of foods we eat and the amount of physical activity we get. Establishing the benchmark of your ideal healthy weight can actually be a liberating experience as it provides a reference point for taking additional necessary steps on the road to a healthier happy you!

Bo Collins is a writer and publisher of [Healthy Weight](#) A website catering to the interests of wellness and good health.

This article has been sourced from <http://physicalfitnessarticles.net>

June 2008 – Eat Yourself Holistic

Workout Food: How To Fuel Your Body For Exercise



By Jeni Pearce

WHEN YOU ARE a regular exerciser, you know on one hand you're not an elite athlete, but on the other you're also no armchair spectator. So how does the sports nutrition information you see apply to your workouts and daily life? Should the everyday athlete – the person who attends regular aerobics classes, or weekly games of touch rugby – eat and train as if they are attending the Olympics?

Are sports drinks, bars and gels suitable for you, or just a waste of money?

Why bother with sports nutrition?

Nutrition can make a difference to how you perform at training, how you feel and the benefits you get from your workouts. Eating well also helps you enjoy activity and have energy left over for the rest of the day (and not drop off to sleep at the office desk). Too often we fall into the trap of focusing on protein, vitamins and minerals while the more important and essential energy and performance nutrients (carbohydrates and fluids) are ignored.

Many people spend vast sums of money on sports supplements and bars without focusing on getting enough from their everyday diet and fluid intake. It's a case of lots of icing without the cake. The elite athlete spends many hours training for very small improvements in times or performance. The rest of us work out for enjoyment, to help control body weight and body fat, for fitness and general health, to control, delay or reverse lifestyle diseases (heart disease, diabetes), and to protect bone mass later in life. The best nutrition strategies support all training sessions over the week, not just before and after the "main event" activity.

The benefits of balance

A well-balanced diet providing carbohydrates (the preferred fuel for activity), sufficient protein and a balance of the healthier fats will allow you to cope with an increasing exercise regime while maintaining energy levels. It promotes a well-functioning and strong immune system, helps to reduce the risk of exercise-related injury, improves blood cholesterol, changes body shape and promotes a greater sense of wellbeing. The right balance of all nutrients - but especially

carbohydrates - will fuel workouts, speed recovery, provide energy to cope with the stresses and strains of modern-day life and possibly reduce the risk for lifestyle diseases such as heart disease, diabetes and some forms of cancer.

How to eat for exercise

All exercisers, elite and recreational, should begin by following the NZ nutrition guidelines. Following these guidelines provides a core base for starting, supporting and maintaining an exercise program. Energy balance is the key to sports nutrition. Many people overestimate how much energy they're using up in their training or workout sessions and underestimate their energy intake (how much food they're eating). I have seen exercisers finish a workout and then proceed to consume more total energy in their recovery 'snack' than they could have burned in the session they've just finished! Excess energy – from whatever food source – will eventually be stored as body fat.

The key sports nutrition strategies are the same for the elite and the everyday athlete:

1. Hydration is important, individual and varies throughout the year.
2. Recovery practices depend on the intensity and duration of the workout.
3. Energy balance is important.
4. Keep your overall goals in mind e.g. fitness, feeling better, having more energy or changing shape), rather than focusing on body weight.

HOW TO EAT FOR DIFFERENT TYPES OF EXERCISE

The one-hour aerobics class or workout

Regularly attending a workout after work or school three or more times a week is a good way to get fit and stay healthy. Preparing well for these sessions will mean you get more benefit from your workouts and reduce the risk of injury due to fatigue. Consuming enough food during the day to fuel your work or school activities as well as your workout is important. You need to arrive at a workout in a hydrated state and well fuelled to get the most benefit out of the session.

Keeping hydrated during the day will depend on the time of year (you'll need more fluid in summer), the type of activity or work (people working outdoors in the heat may need more food and fluids) and the level of activity (those sitting at desks will need less fluid and possibly less food). Fluid balance is a very individual need. Learning to monitor your individual requirements and adjusting these over the changing seasons is a key part of getting the best out of your workouts.

Many people do not eat enough carbohydrate foods before training and get tired early as a result. How much carbohydrate you need will vary depending on the intensity of your workout (how hard it is), time (how long it is) and your fitness level. Remember to eat carbohydrates after your activity as well, or you deprive your muscles of the ability to replenish your “petrol tank” (glycogen stores) and the result will be fatigue, poor concentration and irritability later in the day or evening. You may also find your next training session is even harder.

The weight training session:

A common mistake for weight trainers is to focus on protein and pay less attention to carbohydrates. Protein is important, but not at the expense of carbohydrate. If you don't have enough carbohydrate to support training, protein can be used for fuel. Research suggests consuming small amounts of protein before and after weight training sessions may be beneficial for gaining muscle mass (remember a suitable training program is a key component).

Caffeine can also assist weight-training sessions as the exercise feels easier and athletes are more alert.

Creatine is another sports supplement that may also provide some performance benefits, although this supplement is not recommended for those under 18 years of age and the long-term effects are currently unknown.

The keys to successful weight training are:

- Before training, eat a light 15-45g of carbohydrate that also contains a little high quality protein.
- Drink fluids before and during training such as water or sports drinks.
- After training, eat a carbohydrate-rich snack containing some protein (with 10g protein) as well. Examples are a glass of flavoured milk, a pot of yoghurt or a fruit and yoghurt smoothie. The carbohydrate will promote replenishment of muscle glycogen stores and the protein provides for tissue repair. Have this snack within 30 minutes of training to speed recovery.

Evening workouts

Many sports teams train for around 60-90 minutes in the evenings after school or work. Eating well during the day is crucial if you are to arrive at training hydrated and fuelled for the session. The food you eat during the day should provide 6- 8g carbohydrate per kilogram of body weight for the day to supply enough fuel for the training session and daily activities. These values are a guideline only. So if you are training in the evening, make sure your lunch is a high carbohydrate meal and have a

high carbohydrate snack in the hour or two prior to the training session with plenty of fluids such as water or sports drinks.

Early morning workouts

Although there are many myths and misconceptions over eating or not eating prior to workouts, everyone is an individual. My advice is to eat at least 20-30g of easily-absorbed, low-fibre, low-fat carbohydrate food 15-20 minutes prior to the early morning session (try eating in the car on the way to the workout). This is because blood glucose is low in the morning; your body has been busy keeping your body functioning overnight as well as working on growth and tissue repair. Eating a small amount of carbohydrate at this time will improve the quality of the exercise session, especially towards the end of the workout.

Fluids are also essential. For sessions lasting longer than 90 minutes, and especially if these are high intensity, a sports drink or a drink containing some carbohydrate is recommended.

Fatigue occurs when fuel stores (muscle glycogen and blood glucose) become depleted. Eat a good breakfast as soon as is practical after the training session. If you can't have breakfast for a while, have a high carbohydrate snack (jam sandwich, fruit, sports drink) to start the recovery process, and fluids to begin the rehydration. If you don't have any appetite after a workout, try and have fluids containing some carbohydrate such as sports drinks, smoothies, yoghurts or fruit juice.

Workout Food Q&A:

Should you eat lunch before or after a lunch time training session or both?

Planning meals around midday training can be confusing. Ideally you should eat some carbohydrate and a small amount of protein prior to a workout (especially for weight training sessions) and again afterwards. For those who prefer to train on an empty stomach, having a larger snack mid morning and lunch as soon as is practical after the workout along with additional fluid is great. If your training sessions last longer than 60 minutes, a sports drink may provide some benefit. Where training is intense, extra fuel such as a banana may be helpful.

What should I eat after workouts?

The best foods are carbohydrates that are quickly absorbed (high GI) and fluids to replace the losses after training sessions or events. Very intense workouts require more attention to replace the carbohydrate (glycogen) burned (aim for 1-2g carbohydrate per kg body weight), however for lighter workouts a small carbohydrate snack (up to 50g carbohydrate) may be all that is needed especially if a meal will follow

soon after the activity.

Should I eat sports bars and gels?

Many specialty sports foods are available at pharmacies and supermarkets. The key is to use these correctly and to monitor your total energy intake. Sports bars can be useful before and after sessions, but for most workouts lasting less than 90 minutes they won't make much difference. (The exception is someone who rushes to the gym or training without eating properly during the day.) Gels must be used with plenty of water and often take some practice to use during events. These can be helpful when training sessions are back to back or in the recovery phase. Bars and gels are not designed to replace good meal patterns and healthy food choices, and it's important to take into account the energy content of the foods you're eating, especially if you're trying to lose weight.

Should I get professional advice?

Many everyday athletes find it beneficial to receive personal advice on planning their meals around their training. A dietitian or sports nutritionist will be able to provide personalized advice tailored to you and your particular activities.

Top nutrition tips for everyday athletes

- Follow the BMW of nutrition - balance, moderation and choose a wide variety of foods, especially meat, fish and other protein foods)
- Eat adequate carbohydrate to support needs and activity, especially in the wholegrain forms (aim for 4-8g carbohydrate/kg over 24 hour time frame)
- Resist the temptation to eat more because you feel like an elite athlete. Balance the energy bank with input matching output, especially for weight control
- Keep body weight within a reasonable range
- Monitor fat intake and choose the healthier unsaturated fats first
- Use sugar appropriately and in balance with activity
- Eat adequate lower fat protein foods (aim for 1-1.5g per kg of body weight). Many people eat more than enough protein for their serves a day (include one green and one colored)
- Take care with added salt unless sweat rates are excessive and the training session is long in a hot humid environment
- Drink sufficient fluid and remember fluid needs are individual
- Eat regular meals, especially breakfast
- When under stress choose foods carefully and do not skip meals
- When eating takeaways go for healthier options (sushi, pizza,

- bread and rice based, pasta) and include vegetable options
- Include calcium rich foods 2-3 times a day for bone health
 - Include treats occasionally, not daily or after every workout!
 - Alcohol is not a recovery drink after exercise
 - Be aware of falling into the trap: “because I exercise I can eat what I like!”

June 2008 – 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-nine, we first invite an opportunity to revisit and reflect on the previous thirty-six rules espoused throughout this segment of The Koru (all 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?
32. "Captain. My Captain!"
33. Laughter is the Best Medicine
34. The Law of Attraction: We Get What We Expect
35. The Sixth Sense
36. The Leadership Framework

37. Conscientiousness Pays

Whilst I may have alluded (in some previous golden rules of this segment) to conscientiousness as a critical component of a leader's make-up, at this point in time I believe it so critical that it warrants special attention – I believe it warrants a dedication as an isolated component of quality leadership.

The 2005 Kiwis were to be lead by a group of inherent minor leaguers, whose very credibility could instantaneously be brought into question. If we were to generate an immediate point of difference (a differentiation between us and past regimes) it could surely only be in the depth of our detail and the extent of our commitment. The planning for the 2005 tri-series was meticulous. And the planning in subsequent campaigns continued to be the same. And our reward was ultimately in success, but long before that the true reward was in the belief our conscientiousness bred in the group. When Stacey Jones commented "this is the best preparation I've been involved in by miles", he not only affirmed the depth of preparation but also pledged his belief in its prospects. Whilst the mere thought of a compliment appealed to us as coaches, the greater accolade lay in the sense of belief the compliment represented.

It is a fact that Stacey Jones returned to New Zealand from England for the birth of a son, and then flew immediately back to take up arms in the tri-series final. A sortie round the world that culminated in tri-series victory barely within twenty-four hours of landing on English soil! Stacey's role in the capitulation of Australia was there for all to see – but the true story of his deed was considerably greater. Returning to play sent a message to us all – "Stacey came back because he believes we can win!" If Stacey thought we could win, so did we all. And why did Stacey believe we could win? Conscientiousness – no more, no less! I vehemently believe Stacey would not have returned if he didn't see the potential to be a part of something (else) special. A belief born of the preparation he'd witnessed and the conscientiousness it conveyed.

Leadership is said to be thankless. Perhaps that is true? I can only say that it has never appeared that way to me. I look at some leaders and see minimal intent. I see poorly prescribed programs with little true thought. Or I see detail in programs that are clearly one dimensional – not comprehensive in nature, and not encompassing all the facets of true preparation. Business is multifaceted. It goes beyond technique and strategy (although both are critical), and encompasses a whole new world of inspiration to people. It encompasses a world of growing trust in a concept and belief in the possibly. And it is truly determined by the magnitude of our conscientiousness – the magnitude of our self-discipline, organisational skills and scrupulous nature. It is at the core of success in any field of human endeavour.

38. Embrace Your Passion

Of all the competencies essential for leadership success (regardless of the level), nothing is as critical as the passion to play. Passion underlies the true premise of all human accomplishment, and without it you're *short-changing* both yourself and those who have been entrusted to your care. Passion is omnipotent. Without it, you're destined to fail, and so too are those who you govern over. Passion is the emotion that most moves you and them to greatness.

Within your role as leader lies a need to inspire and motivate your charges to strive for their ultimate performance - yes, everybody in a work situation needs to be challenged to extend their currently levels of execution and understanding! And if you can't call on your own passion to tap into the emotions of those around you, then I seriously doubt it is feasible for you to expect success. Motivating and inspiring others is a fundamental of all leadership and without passion it just isn't going to happen!

What more, as a parent I desire for my daughter that she also appreciate the significance of passion in her life – that she appreciate the importance of real **passion** in her pursuits. And the best way for her involvements to teach her this is for her to be interacting with those driven by a passion.

One thing I do know is that the demands of meeting a great challenge are intimately tied into the passion of those pursuing it – that structure without passion is wasted time! I know that the time comes for us all to go beyond a compilation of detailed strategies, and to dig deeper into a reservoir of unconfined passion. Your staff need to appreciate that their success in both business and life will stem from their ability to find a passion for their work, their strategies and their visions. And I don't

believe anyone is better positioned in connecting a person to their dreams than a passionate leadership.

Within the Kiwis, we experienced significant success. This success was derived through the implementation of norms, protocol and policies to govern the way we operated as a team. These strategies were all explicitly meaningful and compelling in their own right, but none of them would amount to anything without the unbridled passion of those delivering them (namely, Brian McClennan, Graeme Norton and myself). It is a truism that both Brian and Graeme (and more latterly, Tony Iro) carry an unbridled passion to see a successful Kiwi team through the ages, and it is this passion that connected with the Kiwis' idealistic dream and vision - to "Raise the respect and mana for the jersey by having a team of benchmark players" and to "Create a dynasty based on sustainable success on the international stage." In essence, by passionately focussing on their own dream and vision, these Kiwi coaches were able to take strategy into a hemisphere of passionate engagement that envelopes coaching and management staff alike.

39. Operator V's Manager V's Leader

Life's greatest challenge to leaders lies in the ability to constantly maintain the inspiration and motivation from which great human achievement can be born. Whilst the experiences of the past need to be studied and evaluated, today is new and too heavy a reliance on the past may be to your detriment. Astute leaders are involved in the endless pursuit of original solutions to normal problems, recognising the need to create a competitive edge for their teams. These leaders are always seeking innovative strategies and initiatives to sustain excitement in development and role execution. And even though business (and the formula for achieving success within it) remains predominantly unchanged, leaders of quality are able to generate a sense of variance even when delivering the same message.

Achieving victory in 2005 highlighted a previously unheard of challenge for the 2006 Kiwis – sustaining success. And like all challenges, it required a depth of conscientiousness and innovation not formerly required. The Koru has become a New Zealand-wide symbol for "new beginnings" and "new hope". If the Kiwis were to achieve a back-to-back victory in the 2006 tri-series they would need to forget (if that was possible!) the memories of the past and focus in on a "new beginning". To assist in the attainment of this every member of the team (including players and management) received a green-stone Koru neck-lace to symbolise the challenge ahead. Once again through the direction of the

core, the Koru was to be worn in a certain way signifying connectedness when in camp and “going to battle for each other” when it was removed pre-game. The Koru was a wonderful innovation - a symbolic opportunity for players to ready themselves for action in the present.

Repeat success requires an ability to re-set and adhere to goals that continue to retain a sense of challenge – and leaders play a pivotal role in ensuring this occurrence. By retaining an emphasis on the need for *kaizen* (continuous improvement) and its respect for quality training, the Kiwis became immersed in a process of self-development that offset any penchant to celebrate the successes of 2005. And by continuing to innovate through strategies such as the Koru, the Kiwis were able to sustain the excitement of the opportunity and the enjoyment of playing together. Players and teams are constantly in need of that which stimulates them, and can be refreshed through new and different challenges, innovations to an existing game plan or strategies that appeal to their emotions. Each season and each game is a new and separate challenge!

From the implementation of personalised cards to every player prior to the 2005 campaign, through to the weekly execution of match day themes and pre-match videos, the Kiwis were on a journey of change and innovation that had everybody excited by the prospect of inclusion. And yet, through it all the way we played the game didn't deviate. The challenge for all leaders is to continue their own learning and to continue developing their program. Things grow stale rapidly! Yesterday's masterpiece is today's history. Innovation is a leader's greatest survival mechanism, and it can only be realised by those leaders not excessively burdened by operational requirement. There is a business leadership conundrum existing between the trade-off of operational requirement, management protocol and leadership - and the best leaders work diligently to manoeuvre their ratios in pursuit of an emphasis on time engaged in leadership obligation.

June 2008 – Face to Face With Craig Lewis



Sports' *High Performance Hour*, hosted by Andrew Dewhurst and Jon Ackland. Although emanating from interest pertaining to the release of *Lead to Succeed: What It Takes To Be The Best*, the interview evolved into an appreciation of high performance, and Craig's philosophies pertaining to the creation of high achieving individuals and teams (both from a sport and business perspective). The interview neatly packaged the strong emphasis on high performing workforces so often frequented through *Lead to Succeed's* business coaching program. Given the abundance of feedback we have received since the interview aired, *The Koru* has decided to reproduce the interview as a transcript. At the risk of being labelled self-indulgent, we trust you'll enjoy the interview and gain something from the insights offered over the duration of its 45-minute (including a raft of advertisements) duration.

Andrew: Good afternoon. Welcome in folks. Andrew Dewhurst with you on this edition of the Hyundai High Performance Hour that features live in the studio Craig Lewis, author of "Lead to Succeed: What It Takes To Be the Best", which is certainly what this show's all about. We'll be chatting with Craig throughout the show and reviewing his book as well as giving you a chance to win a copy or two of the book. That'll all be through our website, www.hph.co.nz. Nice to have you in the studio Craig. Welcome in.

Craig. Thanks Andrew, it's great to be here.

Andrew: Let's have a chat about the book, "Lead to Succeed". I guess much of what is in the book is what we'll talk about today. But before that, what do you do?

Craig: I guess these days I have dual responsibilities. I spend a lot of my time in the corporate sector working with people in management positions and talking about their leadership roles and giving definition to that. The book and the idea of the book came from my involvement in international sport. In the sporting world I prefer to call myself a performance coach because it resonates more with the players. In effect my role is to enable the players to perform to their best, so that includes introducing the kind of systems that give them an opportunity to constantly look at their performance and

recognize how do we get better

Andrew: And in terms of your background, can you tell us who you've worked with over the last few years that will put it in place with the audience?

Craig: I've had a fairly extensive involvement over about 20 years really, but I guess the book itself was really written in light of the experiences I had with the Kiwis in 2005 and 2006 with Brian McClennan. So I guess that was really the impetus behind getting in and writing the book.

Andrew: We'll talk about Bluey a little bit later on, because there's some interesting stuff in the book about him. So we know what you do, but in your role how do you categorize high performance, which is what this show's all about?

Craig: I think high performance....it's actually a really good question because I think a lot of people talk about high performance without ever really defining it. I think you've got to define it to know what you're specifically trying to achieve. From my perspective, high performance is really about people for a start, and its ensuring people become as self-aware as they can be. So they understand where their strengths are, they understand what they need to develop and they understand strategy that can enable them to get to where they want to be. So there's a lot of personalization goes on in high performance. And I think in a lot of team sports we miss the point on that. We try to treat a team as a collective, but in actual fact a team is a group of individuals to make up a collective, and you need to personalize through. So that's the first thing I think you've got to get in place. You've got to be looking at the people and from an individual perspective looking to recognize how do we develop each one of those people. Secondly, you've got to have very good systems that allow you to constantly monitor your progressions and that you're moving toward your pre-determined targets. So the combination of people (good quality people) and systems are what culminates in high performance.

Jon: So the interesting thing with that Craig is that you talk about everybody being self-aware, sounds a bit flowery. So what do you mean by being self-aware?

Craig: It means being able to realistically reflect and appraise your performances so you're in a position to constantly improve. If you actually can't assess your performances it's very difficult to recognize where you need to make your improvements. From our perspective with the Kiwis, we used what we called a post-match review form which was really just a check sheet. The post-match review form culminated in the players answering one very simple question at the end of it. And that question was: "in the next match I'll achieve the following goals. What am I going to achieve? How am I going to achieve it? And why is it important to achieve it? So it was really making all the players very clear on what their objectives were going into the new week.

Jon: So if we take a team being coached, what's the difference between what you're talking about and getting a team or an individual out there and telling them what they need to do

Craig: There's no difference between a team and an individual. I mean a team is made up of individuals. Every individual player must understand what the 2 or 3 critical objectives are for them to perform at their best level, so I guess the coach's role (or my role, if you talk about the Kiwis in conjunction with Bluey) was to make sure that our players were really clear about what was going to give them greatest value going into a new week. Everything about our week was really designed around getting our players to a point at the end of the week where they believed they had mastery over every facet of their game. So in order to do that we had to first of all understand where they were going to go to get the most out of their training week.

Andrew: You've talked primarily here about people and systems. Can either one compensate for the other. Let's argue that someone inherits a team of poor people in regard to their ability to play and to cope, can the systems overcome that. And vice versa.

Craig: You need to have a certain quality within your technical abilities. There are four fundamentals to sport performance – the four for me are technical execution, tactical appreciation, physical conditioning and mental application. If you're deficient in any one of them you're going to really struggle to put out a competitive performance. But I think you can improve the performance of lesser players (lesser is the wrong word, but if you know what I mean) to a fairly significant

performance, which I think was the case with the Kiwis. Player for player we probably didn't really measure up against Australia if you're really honest about it.

Andrew: I think it happens all the time in sport, It's the cliché where a champion team will beat a team of champions and perhaps England is one of the more recent glaring examples of that when they won the World Cup in 2003. Martin Johnson admitted they weren't the best team at the World Cup, but they won the World Cup. Largely through their systems as against the personnel, although there were some very key personnel as well.

Craig: Absolutely! And I think that's probably the case with the Kiwis in 2005. To be honest, we were pretty unlucky to lose in 2006. You've got to remember with the Kiwis that they hadn't beaten Australia in a series since 1953 before 2005, so to nearly replicate that in 2006 was pretty significant. So I think you're exactly right. And it really is a matter of getting each one of those individuals to buy into a common purpose. If you look at the Kiwis scenario, one of the things that we really did do was to establish a very strong point of difference that our players could work off. And that point of difference was really just around the whole sensation of team and family that we could generate. Once we realized that and promoted it strongly, it actually became something that all the players could gain belief through. So you can actually make up for potential deficiencies in some areas by compensating for them in other areas.

Jon: So taking this to a practical level. What I hear is that you've got the team being self-aware, or the players being self-aware. You've got the systems in place. And then what you want to do is to develop them in these four areas. So if we had a team, how would you start to develop them in each one of those areas practically?

Craig: The very first thing that you do is to identify what your broader vision is. As far as developing them independently you've just got to assess performance across the board. So you've got to assess them across the four dimensions, and then recognize from there where are we going to get our greatest value. What will allow us to improve to the greatest extent in each of those areas. The very first thing that we talked to the Kiwis about in 2005 (among other things) was that we had to be very good in the first game in Sydney, which was a game that we won in a

venue that we hadn't won in for 46 years. We had to be very good on that day, but we had to be constantly improving because we had to be even better when we went to the final in November. In order for us to do that, every player had to honestly appraise and reflect upon their performances, and be committed to improving in the areas where they most needed to improve in.

Andrew: It sounds very similar to a business model. When you look at brand strategy. The very successful corporates – the multi-nationals – have one very strong underlying objective that they buy into at every level of the business. It doesn't mean to say they ignore the other aspects of the business, but there is one underlying objective and you can see it in any of the major corporates around the world. It's almost what you're saying here with the Kiwis – that you bought into that one objective. Yes, we're still going to work on our play the balls, we're still going to work on our fitness, but we're about family and we're about team. And everything came back to that. Was that the brand statement for the Kiwis?

Craig: That's exactly what it was. In fact, I talk to people these days about that being our brand, because you have to have something within your make up that's a point of difference. A point of difference allows people to grow belief, and when you've got any group of people together the one thing that you need to establish is belief – but you need to establish substantiated belief. You can't just tell people to believe in yourself and we'll go about the business of being average, you've got to say to them, "We have earned the right to believe because we do something particularly well that no one else can master us in." For us, at that point in time, that was the one thing. We couldn't honestly – hand on our heart – say to our players, "We are better at 1, 6, 7 and 9", which are the critical roles in a rugby league team. In actual fact, we had a centre playing at 6 and a fullback playing at 9. In two of the critical roles we didn't have absolute specialisation. To actually try and tell our players that we could beat them player-to-player would have been an injustice to their intelligence. So we needed to say to them, "We can compensate for this by establishing our brand or our point of difference to the point where it becomes very strong. And I think what you found happening with the Kiwis was that initially the players picked up on that concept, and then once the players picked up on it they started to promote it a little bit. Then the media picked up on it, and then ultimately – and I

guess the real establishment of the brand – was when the likes of Darren Lockyer (Australian rugby league team captain) would be picking up on it. So he'd be saying to the media, "Look, you've got to be really wary of the Kiwis, because they've got this fantastic brotherhood going down." Well once you get to that point you know your brands alive and it's actually serving a purpose for you.

Jon: So you've got this team, and you've got these four areas – which is physical, technical, tactical and mental I think. So then what you're saying is that you want to measure where the strengths and weaknesses are. So you've got the brand. You want to measure where the strengths and the weaknesses are per individual. Then what do you do?

Craig: Well, I guess the common theme that we introduced very early with the Kiwis was the concept of "kaizen" which is actually a Japanese business management model. But by definition it purely and simply means "continuous improvement". So what we did was to ensure that – if we were going to be saying to the players that we needed to continually improve – we needed to facilitate an environment that allowed them to do that. So we introduced a time in our training session called "kaizen time", and "kaizen time" was basically the time for the players to spend 20 to 30 minutes each session on individualising their own skill development. When "kaizen time" came around some of the players might be working on their work on the ground, some of the players might be working on their kicking, or just their tackling techniques, or anything like that. But it was always designed around what had come out of those post-match review forms. The players had identified clearly what we needed to work on, and from there it became a matter of identifying some periods of time to work on those areas. Which was our "kaizen time".

Andrew: Tell us more about the philosophy of kaizen and how you've been able to apply that in the various areas you've worked in?

Craig: Well, kaizen is actually a Japanese business management model. It was really based on post-war Japan, when obviously a number of embargos were placed on the Japanese people. They were really struggling to make a go of things at the time. When we got together (if I bring it back to the Kiwis again) we quite liked the similarities that existed between the Kiwis and post-war Japan. I mean, the Japanese were under the pump, and so were we – we hadn't won a game for 8 games when

Bluey took over the team. There were a number of things that were happening around that time. We weren't to be playing with Sonny-Bill (Williams) and Benji (Marshall) who were considered to be our two shining light players – so I guess you could say we had no natural resources as did the Japanese not have natural resources. So I guess we had some commonalities there. Kaizen became a nice little story to tell our players. We told the story to our players about post-war Japan. Then we talked to the players about how everything to do with kaizen was wrapped around two basic premises. The first premise is that you must have some maintenance – so you must have some process and protocol in place. So we needed to have some definite systems of how we were to operate, and those systems would allow us to launch in to a broader range of continuous improvement strategies. Once we'd spoken to the players about what kaizen really was and the sort of philosophies we were going to have around being a team, around our conduct, how we'd use things like training diaries and review forms and those sort of things – it then just became a matter of us talking to the players about the broader concept of kaizen which was continuous improvement.

Andrew: How important to all of this (whether it's kaizen or the systems) is the buy in? Clearly, if they don't believe in it it's not going to work?

Craig: Absolutely critical. The really interesting thing with the Kiwis (and I'll answer this in a round-about sort of way) is that when we took over - and there was really just Brian McClennan, Graeme Norton and myself, and we were doing all the early meetings amongst ourselves. At the time, Brian was coaching in the Batacard Cup but he was actually fitting windscreens during the day. He was only partially involved in the game of rugby league, even though he's got a strong passion for it. Graeme Norton's only rugby league involvement at the time was coaching his sons under 14 team. And I had no background in rugby league. Against that, we were coming up against a legend of the game, Wayne Bennett. Every waking moment Wayne Bennett's thinking about what am I going to do to make my players better. Well, Bluey's thinking how am I going to fit enough windscreens to feed my kids. We were a group of minor leaguers coming in. So for us to be able to espouse any virtues or process of how we were going to beat Australia, was going to be a big ask. What we needed to do was to really recruit our players. And the strategy we adopted

to do that was what we called our “core group” strategy. Our “core group” strategy was to pick up our most influential players – not necessarily our most senior players, but our most influential players – and set about the task of inducting them into a broader philosophy of how we wanted to play. Once we’d done that, the issue became having the “core group” roll that out to the rest of the group. So we used our core group exceptionally well. We created a lot of policy and process through our core group. We had a pledge called the “ki taurangi” that we used our core group to very much develop and it became our five guiding principles to becoming the team we wanted to be. Part of kaizen talks about a “shop floor champion” philosophy. Our “shop floor champion” philosophy was our core group.

Jon: So at the risk of sounding like I’m continuously summarising, what you’re say is that the first thing you want to do is to get the brand bit sorted. Secondly, you then start to look at your philosophies and bring that into a core group of influential players. Then what you want to do is to assess each of the players on those four areas, and as you assess each of the players on those four areas you want to find out where there strengths and weaknesses are. Then what you want to do is kaizen, which is you then want to improve those areas and almost work on the team as individuals as well as a team. The sum of the parts makes up the whole.

Craig: Absolutely!

Jon: So what do you do after that?

Craig: After that you just continue to monitor your progress as you go. Once you’ve got all those things in place, you need to be constantly reflecting on your playing performances. And I think that one of the strengths of Brian McClennan is that he’s very in tune with his players, so he understands what they think and how they feel. The very first question we would always put to our core group – and we’d meet once a week minimum – would be what’s the mood like within the group? How are we travelling as a group of people? Is there anything we need to be aware of that is going to take us down a pathway we don’t want to be going down? The major premise of your leadership is to have a vision and to promote that vision obviously. I think a lot of people will then get frustrated because other people won’t own their vision to the extent they want them to. But in actual fact they don’t need to own your

vision, because the vision is really just there for you to align people to that vision. As long as we clearly understood what the vision was, it put us in a really good position to align the behaviours of the players to that vision. This way we could be constantly reflecting back on that. Once we'd done that, we could be constantly looking at our performances and recognizing how we could go about our improvement.

Jon: So we're talking about measuring them across these four areas. What do you do? Do you get a computer and a calculator out? How does the measurement work?

Craig: Our measurement to a degree is relatively subjective. I mean we've got a lot of access to video footage that we can use, and we did do that for our collective KPI's. We had a series of KPI's that we were measuring every week, that we referred to as our one percenters. But at an individual level the process went a little bit like this. The players would complete their post-match review form, which in some instances might have them evaluating their performance of anywhere between forty and fifty facets of their game – so we were trying to cover off on every facet of their game. Then they'd sit and meet with the coaches, and we'd talk about the player's appraisal of how they think they'd travelled in the game, get a bit of an insight from the coaches as well, and then get sign off on what were the 2 or 3 areas that were going to most enable the player to develop within the week in between games. So it was a fairly well structured process around getting people to the point where they were signing off, but we were always looking for 2 or 3 key objectives for a player to carry into the new week. That's about as much as you want the player to focus on.

Jon: So you're saying each player has 2 or 3 key performance indicators. What about the team? Did they have some KPI's as well.

Craig: Yes. We had our team KPI's which were our one percenters. I think from memory we had about 6 to 8 of those, and they were really about the way we as a group played the game. So they were around our work with the ball, and without the ball. And we were measuring the game against territory – because rugby league's a game of territory – and how we were travelling in regard to territory. So we were measuring them on a weekly basis. And they were more objective. They were based on what had actually occurred in the game. And we were complimenting that with the individual assessments,

which were our post-match review forms.

Jon: So some people might be thinking, don't you just play the game and don't you just practice. So why do you need these goals in the first place?

Craig: You need the goals because the goals give you the direction that you're looking for. I think one of the key ingredients to high performance is having people who are very clear and uncluttered as to what they need to achieve and what they're striving to accomplish in a game situation. Whatever you do to clarify that for people is well and truly worth your while, and it doesn't matter whether you're talking about sport or business because both are the same. You must have that clear clarification of what people are striving for because that's how high performance environments are generated – by having people with a very clear, uncluttered mind attending to a series of specifics of task.

Jon: So why, if you've got a goal and you've got a specific direction to go in, why does that change your performance?

Craig: I guess the best way to explain it is if I look back on a previous experience. Quite a long time ago I was involved with the New Zealand short track speed skating team. Some people may have seen it, but it's probably best known these days for an Australian guy who won an Olympic medal when everybody fell over. That was the sport we were involved in, and it's an Olympic sport. We went to a world championships with a team that had no real claim to being anything more than a competitor, and our philosophy basically was to make sure that all our skaters were focusing in on very specific things to do with the way they performed – very simple but very specific. What actually happened was that we broke the world record using that formula. We went faster than anybody had ever gone before, so naturally we went much faster than we'd ever gone before. We knew we were travelling all right, but we didn't realize how fast we were really going because we had no opportunity to measure that on a regular basis. But the interesting thing - and the reason why I'm talking about the story – was that I remember talking to one of the skaters at the end of it (a guy called Chris Nicholson who actually went to three Olympic Games, one as a cyclist and 2 as a short-track speed skater). I spoke to Chris, and he said to me, "You know, I didn't realize how hard I'd been working until the last guy crossed the line, then all of a sudden it hit me that I was

completely exerted.” So I guess what I’m saying is that we need to get our players to align themselves to 2 or 3 key things that allow them to disassociate themselves from pain or discomfort, because they’re so intensely focussed on 2 or 3 things that are really going to make a difference.

Andrew: Let’s talk about leadership. And how important that is in a team environment especially, because I guess in New Zealand our history is about team sport as much as anything else. What makes a good leader?

Craig: There’s so many possibilities you can talk about there, but from my perspective the great leaders are very clear in their vision. They understand what they’re trying to achieve and they’re very good at articulating that vision as well so that people can gain an understanding of exactly what we’re trying to aspire to. If I look at someone like a Brian McClennan who I think is a great leader, and I don’t know whether people understand how great a leader he actually is. But Brian is fundamentally a very good person – very good values, and just a very good bloke in our colloquialism. What he brings to the table is a very good ability to understand his players from an emotional perspective. A very good ability to be able to assess how they’re travelling. Brian’s a very interesting person because he is actually partially deaf, so in affect he’s actually learnt to read a lot more than just relying on the spoken word. He’s very good at interpreting body language. When he’s listening, he’s actually listening with his ears, his eyes and his heart. So he really understand where people are coming from. I think that’s fundamentally a very strong part of what you’re looking to do. But then in our situation, you’ve got to be extremely conscientious. You’ve got to really make sure that your players are exposed to a very detailed plan. I remember after the first game we played in Sydney, Stacey Jones who at that stage had played 12 years for the Kiwis came up to me and said, “This is the best preparation I’ve ever been involved in.” Now that’s great for us to think that our efforts are being recognized here, but more particularly what he’s really saying is that I can believe in what you guys are doing because of this process – because of the planning that’s gone into this. Now that’s really what we’re looking for in any team structure, and a great leader will ensure that’s what they achieve.

Jon: So if you walk into a team and it’s cold turkey. There’s a whole lot of guys looking at you and you’re looking at them, how do

you start to develop a process of leadership. Obviously you need leaders to perform. Somebody's got to decide what's going to happen next. How do you work out who the leader should be?

Craig: In most situations you've got leaders by emergence. In other words, they're just the kind of people that other people cling to. They see some qualities in them that they really like and admire, and as a consequence of that they're a reasonable representation of your leadership. So I guess they've got to have some qualities that the rest of the group are going to look at and say, "I can follow this particular person." But then I think it becomes a lot more complex than that. From there you've got to be able to adapt the process. So you've got to be able to read and interpret the mood and environment that you're in, then make adaptations as you need to because you really do have to play what's in front of you. You've got to be working with what you've got, not what you wish you had. I think your leadership's got to be a little bit innovative as well. It's got to be looking for things that are going to "click the switches" of people within the organization. We were constantly striving within the Kiwis for little WOW factors that would make a difference - that would get our players excited and have them thinking, "Wow, this is a fantastic place to be." And above all else, I think you've got to be pretty affiliative with your players. You've got to be the sort of person who the players grow to like, because there's no question that people play for people they like. And when you're most under the pump you need loyalty from your players - you need an undivided commitment that's based on loyalty, and that only comes if you've proven yourself to be a quality person in the first instance.

Jon: So you've talked about when you went into the Kiwis, getting this core group of influential guys. How did you work out which ones those were?

Craig: To be honest, that wasn't a difficult process, because they kind of selected themselves really. They were clearly players who had shown - I mean if you go back in those times the first core group consisted of Stacey Jones, Ruben Wiki and Nigel Vagana who were our most experienced players. As a consequence of that they'd gained a large reputation and respect from the playing group. We also had within that core group, David Kidwell and Paul Rauhihi. Now both David and Paul were probably the sort of people who we believed had

significant influence. So it was very important that they brought into what we were saying and doing, because if they decided it wasn't what they wanted to follow, then they potentially – and I'm not saying they would have – but they potentially had the capability of being a little dysfunctional in the group. They certainly weren't. They were exactly the opposite as it turned out. But it was a matter of identifying the players who we knew the other players were listening to and looking at.

Andrew: One final question Craig, when selecting a team in terms of getting it right both on and off the park, is it always a case of picking the best players

Craig: Absolutely not! Once you determine how you want to play and the culture you want to generate, you've really got to pick players who suit that culture. That means you may leave out some very good players, and those players probably need to look at options – and I know in an international situation that's difficult. But they need to look at options if they don't absolutely suit the culture that you're trying to drive. In our situation, everything about our point of difference was around our team chemistry. So the first and foremost requirement the players had to bring to the table was an ability to fit into our team chemistry. We were really selecting – although I wasn't a selector – but the selection of the team was based on who was actually going to suit our chemistry. And I think we got it pretty much right.

Andrew: So let's have a look at the book. The book is called "Lead to Succeed: What It Takes To be the Best". It's interesting that the book alludes to sport to business – even the cover. It's footy boots through to shoes and the business suit. Is that what it's all about? Is it about lead to succeed across all facets of life?

Craig: It's really using the analogy of sport to get into business leadership. The models that we applied within the Kiwis – we really had three basic models, they were kaizen, systems thinking (was a major part of what we were trying to do) and emotional intelligence. All three of those models are actually business models, so in affect we applied business models to sport and I guess the book is an attempt to bring those models back to business with a bit of a story to tell.

Andrew: Would you describe it as a self-help guide? Is it an A to Z of

how to succeed? Is that the way you've written it?

Craig: It's been promoted a bit like that, as a self-help book, My intention in writing the book was to make it very clear to people to understand what they would need to apply in order to achieve the kind of business performance that they wanted to achieve. Every chapter concludes with a top 10 chapter considerations section, so there's basically 10 things to consider around the way you're currently going about your leadership role.

Andrew: And is it for anyone in any walk of life? Is it going to apply equally to a multi-national or someone who runs the local business on the corner?

Craig: Absolutely, because it doesn't matter what you're running - whether we're talking about sport or business - the fact of the matter is that we're all in to high performance. We're all into extracting absolute performance from whoever we're responsible for leading. It doesn't matter whether we're talking about a business manager or a sport coach - high performance is high performance.

Andrew: And it's practical though. A lot of people will go to a motivational seminar and they walk out all pumped up, but an hour later they don't know what they'll apply it to. Is this practical?

Craig: Absolutely. That's one of the things that people have reported back to me. They've really enjoyed the book. It's a nice easy book to read I guess, but it also extracts some fairly significant purpose to apply to specific circumstances.

Andrew: That is us for the show. Jon, if you could've taken notes through that you would've been, but it's all gone tick, tick, tick into the brain. Pretty good!

Jon: I have a huge amount of respect for Craig. I've known him for years and years and he's very good at what he does. That's one of the reasons why I wanted to listen to him. He's very, very good.

Andrew: Absolutely. So Craig Lewis "Lead to Succeed". Craig, thank-you very much for your time and best of luck for the future.

Craig: Thanks Andrew. It's been great.

June 2008 – Let's Go Surfing

www.hph.co.nz



The High Performance Hour is a product of Performance Lab International and Gracie Productions Ltd.

In 2000 **Jon Ackland** had an idea; it was to interview the very best in the world to better understand high performance strategies and performance. After all, what better way to learn than to talk to those who have reached the mountain-top in their chosen sport or vocation?

But Jon worked as an exercise consultant and was not familiar with the art of radio or indeed interviewing. So came the first of many 'lunches' with acquaintance and broadcaster **Andrew Dewhurst**, known to Jon after an attempt on the New Zealand Ironman in 1999.

Andrew shared Jon's dream and vision of a show that would stand out from your typical lowest common denominator talk back radio show. This one had to inform, entertain and educate all at the same time.

Two years of discussions later came the High Performance Hour. The show has interviewed a galaxy of global stars in many different fields and disciplines and has evolved over the past 4 years to where it is today, a high quality hour of radio.

With a guest list that includes personalities ranging from Peter Snell, Kieran Perkins, Steve Ovett, Mario Andretti, Steve Waugh, Joe Frazier and Sir Edmund Hilary through to Buzz Aldrin, Jeff Wayne and Kevin Roberts, www.hph.co.nz is definitely worth checking out!

June 2008 – Practical Exercise
Leadership Report Card

Give yourself a grade on each of the following leadership qualities. Use a scale from 0 to 5, with 5 indicating excellence.

- _____ Empathy
- _____ Commanding Respect
- _____ Respecting others
- _____ Confidence
- _____ Knowledge of the industry
- _____ Communication skills
- _____ Creativity in inspiring others
- _____ Ability to resolve problems/issues
- _____ Ability to benchmark as appropriate
- _____ Coherence to others of planning and preparation
- _____ Trustworthiness
- _____ Self-control
- _____ Dedication to self-development
- _____ Valuing others
- _____ Time-management abilities
- _____ Flexibility
- _____ Motivation to achieve
- _____ Optimism
- _____ Self-awareness
- _____ Ability to persuade and inspire others
- _____ **TOTAL SCORE (OUT OF 100)**