

## THE KORU – MARCH 2006



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

Welcome to the first edition of *The Koru* for 2006. 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.

With the challenges of the new year now having surfaced, this edition of *The Koru* is dedicated to easing you into a more fulfilling and productive existence. It is with this in mind that we dedicate our feature article to the attainment of positive stress in your workplace, and invite you to take our "Stress management Questionnaire" in our Practical Exercise section.

Adding on to the already existing nine guidelines for effective leadership, our Golden Rules For Leadership offers a further three considerations in recognition that effective leadership is the thing that most differentiates good organisations from championship organisations, Let's Go Surfing invites readers to take the "radically optimistic journey" that is the [www.nzedge.com](http://www.nzedge.com) website. In addition, *The Koru* contains cutting-edge information from The Health and Wellness Institute's team of high qualified and highly regarded practitioners. Doctor Simon Mayhew invites you to visit "The Doctor's Rooms" and discuss your tiredness, whilst personal trainer Jayne Smith espouses the virtues of training with others in "Fit For Life". Internationally acclaimed dietician Jeni Pearce outlines the top nutrition actions you need to know and do!

So join with us as we take you on our quarterly journey to the attainment of your better self, and have a wonderful Easter break. 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.

**March 2006 - Feature Article:**  
**Positive Stress in the Workplace**



**By Craig Lewis**

Stress! It's in everything we do. It's a part of everyday life.

From the moment we wake in the morning, right through to the moment we finally rest of an evening, our day is full of potential stressors - some we perceive to be of a positive nature, they challenge and mobilise us to action, others we perceive to have negative connotations, they threaten and de-motivate us. The reality is that it is our perception that makes a stressor positive or not, meaning a stimulus that might be motivating for one person can just as readily de-motivate another.

It is a paradox of the workplace that a situation can be seen by one person as a devastating threat, but by another as a stimulating challenge. With the appropriate emotional resources, what seems threatening can be taken instead as a challenge, and met with excitement and enthusiasm. There is a critical difference in brain function between good stress (the challenges that mobilise and motivate) and bad stress (the threats that overwhelm, paralyse and de-motivate). It is the ability to transform otherwise threatening environments into foundations for peak performance that best explains the exquisite performances of world championship winning sports people. Peak performances occur in the middle zone between boredom and immobilising anxiety.

Eustress, or good stress, is the pressure that mobilises us to action. When we are positively engaged by a challenge, our energy is high, our effort maximal and our mood positive. Promoting a positive emotional state creates a better ability to think, ensures a positive calm and ultimately enhances work productivity. People who are able to uphold an affirmative mindset stay composed, positive and unflappable even in trying times, and are able to think clearly and stay focussed under pressure.

Developing a stronger sense of self-awareness is a key requirement in the promotion of a positive state. The self-aware performer can accurately label and monitor their emotional upsets, and has the unconscious competence to positively reframe negative incidents. The self-aware performer is able to gain an accurate and appropriate perspective on events in their life, and instinctively brings simmering feelings into awareness. The self-aware performer is a positive person, and recognises that there are only ever "positive people-positive workers/sports people", or "negative people-negative workers/sports people".

The 2005 Kiwis were able to defeat their Australian counterparts in Sydney for the first time since 1959 and then convert that victory into a series win for the first time since 1953. They accomplished these achievements through a program born of emotion, whereby every player believed in a common goal. But more than that, the 2005 Kiwis held several strong thoughts. "One of the greatest pleasures in life is doing what others say cannot be done" was the centralised theme of their campaign, but the overriding thought was that they needed to become a team who loved winning more than they hated losing. It is arguable that their Australian opponents approached the series from the exact opposite angle. Australian players regularly voiced their concern at possibly being the team who "lost" for the first time in many, many years. By being the team with the highest hope for success (rather than the hope of not losing) the Kiwis were best able to keep their mobilisation at a level that produced the most catecholamines (chemicals that prime the brain to stay attentive and interested), rather than letting it rise to an emergency mode where cortisol (the stress hormone) kicked in. Pundits of the game were heavily critical of the Australian team and its consistent drop balls and error rate, unable to explain how a team of such immense talent could falter to the extent it did.

The Kiwis are living proof of the need to develop a positive mindset in your team. But how does one create such a mindset? The Kiwis were a team who regularly related to its family values. Respect and trust were important components of this, as were collective responsibility and an open channel of communication. But these phenomena could not alone account for performances that had the entire rugby league world singing their praises. In addition to generating an emotion encapsulating the positive side of family, the Kiwis spent considerable time familiarising to the specific roles of each player and ensuring comfort and acceptance of the ability to achieve these roles. Everything about the Kiwis was immersed in keeping things at an understandable level, and as a consequence all in the camp stayed alert, calm and productive. The effect on their performance was

dramatic.

Self-awareness pays off as a key skill in handling stress and promoting a state of eustress. It was to this effect that the Kiwis retained clear and accurate reflective records of all performances. By spending twenty minutes a day evaluating past performances and completing accounts of daily achievements and personal thoughts, the Kiwis were able to better promote their own sense of self-awareness. The broader lesson for us all is that the more accurately we can monitor our emotions (and particularly our emotional upsets) the sooner we can grow and develop from periods of despair. Without careful attention to our emotions, we can be surprisingly oblivious to just how stressful our work life really is.

Like the Kiwis, there are many and varied strategies for the creation of positive stress in the workplace. Developing workplace environments that promote challenge and personal control through systematic goal-setting practices is an immediate and vital first step. Systematic goal-setting practices are the thing closest to our lives - they are our core, our ambition and ultimately our joy. They are of such importance in creating a capacity for resilience that determining them should be given a strong preference in any strategic planning - both group and individual. The properties of self-awareness they represent are of such significance that they warrant constant evaluation and assessment, with a view to determining whether they continue to accurately depict the beliefs and feelings of those they are supposed to represent. It is through the accuracy of our goal-setting that potential stressors possess the properties of motivation, and it is through goal-setting that the familiarity associated with positive stress can be born.

But above all else - I enjoy a good laugh! Maybe that's why I choose to hang out with Kiwi's assistant coach Graeme Norton whenever the opportunity arises. Graeme is a naturally funny guy with a contagious sense of humour and one of life's truly infectious grins. Ironically, that fact alone probably explains why he's been successful as both a businessman and rugby league coach - and he probably doesn't even know it! I can't say I know Brian McClennan as well as I do Graeme Norton - Graeme and I go back quite some time - but in a very short period I came to like the guy immensely. The first thing you notice about Brian McClennan is that he's always smiling - he loves life more than most people would dare, probably due to the cancer scare he experienced over his wife Julie. I suspect this has made him appreciate how precious life really is. Like Graeme, he's a fun loving person who's always up for a good joke and a laugh. And he's pretty entertaining as well - no matter how many times I see the footage at

the end of the Tri-Series final, I always giggle when I see "Bluey" bunny hopping in front of the camera. There's something about Brian and Graeme that instantly makes you laugh, and I'm absolutely certain the players feel it too.

I honestly believe there's a lesson to be learnt in here somewhere. I'm convinced that upon hearing laughter or viewing a smile we automatically smile and laugh too - and I'm certain you can't be racked with anxiety with such an emotion guiding you. Interestingly, scientists have speculated that smiles and laughter evolved as a non-verbal way to signify an individual is relaxed and friendly, rather than guarded or hostile. I have no doubt this is a truism!

Like smiling and laughing, the more open leaders are in the way they express their own enthusiasm, the more readily others will feel that same infectious passion. Graeme Norton exudes enthusiasm, whilst Brian McClennan radiates passion for the Kiwis coaching job and the jumper. The entire Gillette Tri-Series of rugby league campaign was based on a passion from the outset - our first meetings with both the Auckland-based players and the broader squad in Sydney were driven by the passion to do what no other Kiwi team had done before. It is Brian's dream - as somebody born into a diehard rugby league family and the only son of a former Kiwi - as much as anybody's to have the Kiwis respected and revered as a rugby league team (I'm not certain whether you can truly accomplish that unless you have a genuinely close association to the jumper). The dream we set about selling to the players was "To raise the respect and mana for the jersey by having a team of benchmark players." It is no more than a reflection of what "Bluey" truly carries as his own dream. Only because it is his dream as much as it is anybody else's can it justly live as it needs to if we are to make it happen. There is an emotional impact to what a leader says and does.

Whilst a clearly defined purpose inevitably culminates in the ability to stave off the negative affects of anxiety, the fact remains that positive people achieve their positive mindset through a raft of personalised strategies. Strategies such as affirmations, self-motivation statements, positive self-talk statements, positive reframing and honest reflections are all hallmarks of the positive person - and all have a role to play. Positive people understand that passing along positive moods helps to drive both sport and business success. Therefore, these people place a powerful value on smiling and their own sense of passion, recognising that both these elements generate a significantly enhanced optimism in those round them. More to the point, by promoting the state of composure associated with happiness, positive people decrease the anxieties that invariably erode decision-making

skills, creativity and work productivity.

Events in and of themselves do not cause depression, anger, anxiety, hopelessness or frustration. It is how the event is interpreted that determines the response. Positive people instinctively possess a positive nature as a living process - or work hard at attaining the same if it isn't a natural inclination. They seek at all times to alter dysfunction thought processes and discourage the potential for bad stress in both their own lives and those of the lives of others around them. Nothing is of itself stressful, but people's perceptions can make a situation stressful or otherwise.

The Kiwis have gone from being the hunter to being the hunted in the space of two short months in 2005. Brian McClennan espouses a doctrine to "love winning more than you hate losing" - it is more than just something he genuinely believes in, it is something he lives to. It is a doctrine that gives hope to us all and epitomises a man whose natural partiality is to promote positivism - moreover, its application means the Kiwis may continue to enjoy the pleasure of the challenge, in preference to being racked by the devastating threat of an outcome. Whether it is due to the life-threatening illness of Julie or not, the fact remains that Brian genuinely loves every minute of every day - and so does everybody working with and for him in the Kiwis.

## **March 2006 - The Doctor's Room: Tiredness**

### **Introduction**

We all feel tired from time to time. Usually, we know why we are tired. We take the time to rest and we get over it quickly. For some of us, tiredness can be a more serious problem. It may go on for a long time or can be so bad that we can't do anything at all. Either way, tiredness can stop us from enjoying and getting on with our lives.

Tiredness is common - at any given time, 1 in every 5 people feel unusually tired, and 1 in 10 have prolonged fatigue. Women feel tired more than men, and it can be a problem at any age, but is least common in the very young and old.

If you want to work out how you became tired in the first place, it can be helpful to think about:

- ❖ The things in your life that made you more likely to get tired
- ❖ The things in your life that triggered your tiredness
- ❖ The things in your life that are keeping you tired.

These can be physical or psychological, or more usually both at the same time.

### **Physical**

Being overweight. If you are overweight, your body has to work harder just to do everyday things.

#### **Being too thin**

If you are too thin, you may not have enough strength in your muscles to do everyday things without becoming tired.

#### **Physical illness**

Any serious illness can make you tired, especially painful ones. Some less serious illnesses, like glandular fever, can leave you feeling worn out.

### **Treatments**

The following treatments can tire you out:

- ❖ Serious operations on your abdomen or chest
- ❖ Certain drugs, such as beta blockers and strong pain-killers
- ❖ Treatments for cancer, such as radiotherapy and chemotherapy



### **Being unfit**

If you feel tired, you don't do as much as you normally would. If you cut down the amount you do, your body becomes unfit. We know that just one week of resting in bed reduces your muscle strength by 10%. The more unfit you get, the more tired you will be when you try and do something.

### **Pregnancy and breast feeding**

Both of these can sap your energy.

### **Having your sleep disturbed**

Anything that troubles your sleep can leave tired in the morning and affect your concentration.

## **Psychological**

### **Worries and stress**

If you have a lot to worry about, you are more likely to feel tired - especially when you cannot see a way out of your problems.

### **Insomnia**

If you don't sleep well for a long time, you can start to feel tired, irritable and fed up.

### **Depression**

Depression tends to make you feel tired all the time. It can also wake you early, which can make you feel even more tired.

### **Everyday difficulties**

We all know that we can be stressed and exhausted when bad things happen to us. It's worth remembering that even positive events, like moving home or getting married, can be exhausting. Being faced with a difficult decision, especially 'no win' situations, are exhausting.

### **Emotional shock**

Bad news, bereavement or the break up of a relationship can all make you feel drained.

### **Expecting too much of yourself**

We all set ourselves standards to aim at. We need them to give us a sense of direction. Sometimes we can expect too much of ourselves. If we do this, we set ourselves up to fail, leading to frustration and fatigue.

## **Habits**

### **Sleep**

If you are feeling tired, you may sleep in the day. If you do this, you

may find that you can't "switch off" at night, and so can't get to sleep.

**Sleeping too much** Remarkably this can cause fatigue, if it becomes a habit.

### **Activity**

A "roller-coaster" of too much activity followed by too much rest; If you do too much on a good day, you may overdo things and feel even more tired the next day.

## **Work and family**

### **Continuing difficulties**

There are some things in our lives that we find it hard, or impossible to change. When we don't feel in control of our life, we will often feel frustrated and tired.

### **Looking after small children**

No surprises here! If your child doesn't sleep through the night, neither do you. It can be really hard work just to keep going with your daily routine.

### **Night-work**

Night-workers often find that they get tired easily. This is more likely if the timing of their shift is constantly being changed.

### **Work stress**

Not working when you want to can tire you out through frustration. On the other hand, either too many demands at work with little control, or making a big effort with inadequate rewards are both stressful and can cause fatigue.

## **What we drink**

### **Coffee and tea**

Six cups of coffee a day or ten cups of tea (or six mugs) are enough to upset the average person's sleep and make them wound-up and tired.

### **Alcohol**

If you drink alcohol in the evening, it may wake you up in the middle of the night. If you drink quite a lot regularly, it can make you depressed and affect your sleep.

## **'The last straw'**

It will often take several things together to make you feel tired. For example, if you feel stressed for a long time, you will probably sleep badly and feel 'below par'. You might then get the 'flu. This can be the 'last straw' which finally exhausts you. You feel that you have to rest to get over this, but then quickly become unfit. You will now find that just doing everyday things can make you even more tired. If you can't get back to your normal routine you will probably feel worried and frustrated. This gives you more sleepless nights and makes you more tired ..... and so a vicious circle is set up.

## **Beating tiredness**

### **1. Improve your sleep**

- Go to bed and get up in the morning at the same time every day, no matter how you feel.
- Make sure your bedroom is comfortable: not too hot, not too cold, and not too noisy.
- Don't eat or drink a lot late at night. Try to have your evening meal early rather than late.
- Try to gradually reduce the time you spend 'napping' during the day.
- If you can't sleep, don't lie there worrying about it: get up, leave the bedroom and do something you find relaxing. When you feel tired enough, go back to bed.
- Pick a way to relax before going to bed - such as reading, listening to music or using a relaxation technique.
- Have a hot bath before bed. This should be as hot as you can bear and last a good twenty minutes.
- If something is troubling you, and there is nothing you can do about it there and then, try writing it down on a piece of paper. Tell yourself you will deal with it in the morning, and then go to bed.
- If none of this works, go and see your doctor.

### **2. Take some exercise**

Many people feel too exhausted to start doing any exercise. However, in the long run, regular exercise will make you feel less tired and more energetic. So what can you do about this?

The best answer is to start with a small amount of exercise - it doesn't matter how little, as long as it is regular. You can then slowly increase the amount you do over a period of weeks or months, depending on what you can tolerate. You need to start with something really easy which you can do regularly - every day, if possible. Over time, you can increase the amount of time you exercise without increasing the

intensity, aiming at half an hour a day (divided if necessary).

Walking is the easiest exercise to try, but any exercise that you enjoy will do. Many people like to swim or cycle regularly. What you are trying to do is to gradually improve your fitness and strength. You may also find it useful to get advice from someone who knows how to help unfit or ill people to get fit.

Once you are managing half an hour a day, you should gradually increase the intensity of your exercise so that you start to get a bit out of breath.

If you find that you are doing too much, and feeling worse, don't give up! Carry on with some regular exercise, perhaps for a shorter time each day. Don't do anything more energetic until you have got used to the amount of exercise you are doing at the moment.

### **3. Cut out caffeine**

Gradually stop having all caffeine drinks over about a three week period. Everyone knows that coffee and tea contain caffeine, but watch out! There are many other drinks and products that have caffeine in them, such as energy and cola drinks, some painkillers, and energy boosting pills. Some herbal remedies also contain a lot of caffeine. If you are in any doubt, read the ingredients list on the packaging. Try to stay off caffeine completely for a month, to see if you feel better without it. You may find that stopping caffeine gives you headaches. If this happens, just cut down more slowly the amount of caffeine you are drinking. Stop eating chocolate if you eat it every day. Chocolate contains stimulants.

### **4. Sort out your weight problems**

If you are overweight, you will feel a lot better if you lose some weight gradually. A crash diet is not helpful and in fact can worsen fatigue. Apart from a diet, the best way to lose weight is to gradually do more activities and exercise.

If you are too thin, you will not recover your full energy unless you start to get back to your normal weight. By doing this you can start to re-build your muscles and your strength.

### **5. Plan your day/week**

Try and plan your day and your week. Try to make sure that you don't have any really hectic, tiring days. Organise it so that you do a little every day. If you cram everything into one day, you may be too exhausted to do anything for the rest of the week. Try to do your chores when you think you will have the most energy.

## **6. Have realistic expectations**

Be kind to yourself. If you have been tired for a long time, don't expect to be back to your normal self overnight. Set realistic goals for yourself and your recovery. Don't expect too much too soon. Remember - all progress is good, however small or unimportant it may seem at the time.

Learn from your tiredness: were you demanding too much of yourself before you got tired? Was there sufficient balance between work and play? Should you reconsider what you want from life?

### **What doesn't help**

We'd all like a magic cure to take away our tiredness. There isn't one. There are many products on the market that claim to do this. Unfortunately there is no good evidence that any of them help for very long: This goes for vitamins, minerals, stimulants, total rest and sleeping, and exclusion diets.

### **Not getting better**

There is always a reason. You may be suffering from an undiagnosed illness. You should go to see your doctor who can check out whether you have any of these problems. Common illnesses are thyroid disease, anaemia, sleep apnoea (temporarily stopping breathing when asleep), restless legs (when resting), anxiety and depression.

### **M.E. and Chronic Fatigue Syndrome**

A small number of people suffer from prolonged, severe and disabling tiredness for which there is no clear cause. This is sometimes called M.E. (Myalgic Encephalomyelitis) or Chronic Fatigue Syndrome (CFS). Doctors now recognise that this is an illness, although they know less about the causes and treatment than with many other illnesses.

What we do know is that certain viral infections can trigger CFS/ME. We also know that people with CFS/ME have no persistent infection with the virus. So, it looks as though there are factors other than the virus which keep CFS/ME going. These are called "maintaining factors" and will stop you from getting better quickly.

These maintaining factors may include difficulty in sleeping, depression and anxiety. Even trying to get better can sometimes make things worse! For instance, if you rest too much, you will get weaker and more unfit. So when you do try to do something, you feel even more tired. It can also be easy to get into a "boom and bust" pattern, where you do too much one day and then 'collapse' the day after.

The things we believe about our health can affect how we deal with

CFS/ME. For example, most of us think that if we have a viral illness, we should go to bed or rest at home for a few days. This works very well for short viral illnesses. However, if you do carry on resting for longer than a week or two, it tends to increase the tiredness.

To help CFS/ME effectively, we need to sort out which factors are keeping CFS/ME going (there are usually more than one). By treating those, most sufferers improve. These maintaining factors are often the same ones that cause general tiredness that we described above.

We now have treatments that we know can help CFS/ME. It is important that these are tailored to the needs of the individual person. They include:

- Supervised graded exercise therapy. This is a way of gradually increasing your amount of physical activity and stamina without over-tiring yourself.
- Cognitive behaviour therapy. This is a talking treatment which helps you to change any unhelpful ways of thinking and to improve your coping skills.

If you need treatments like these, you may need to see a specialist or therapist trained in rehabilitation. The good news is that most people with CFS/ME can significantly improve with the techniques described in this leaflet.

This page printed from:

<http://www.rcpsych.ac.uk/info/factsheets/tired.asp>.

**March 2006 - Fit For Life**  
**The Benefits of Training With Others**



By Jayne Smith

Put your hand up if you can remember the skin-tight costume and the brightly coloured headband that was Richard Simmons. It was the early 1980's, and Simmons was prancing round our television screens encouraging all and sundry to exercise along with him and a worldwide viewing audience. It was group exercise in its purest form, and led to the surge of like programs that have since defined the exercise training habits of millions. Working off the premise of endearing leadership and encouragement, Richard Simmons' brand of aerobic exercise would soon become the foundation for an upsurge in many and varied forms of group exercise.

Whilst Simmons is seen by most as the pioneer of the group exercise revolution, the facts of the matter are that the push for exercising with others was probably born more of the jogging craze that captured the world a decade earlier. It was the ground-breaking efforts of Kenneth Cooper M.D. - an exercise physiologist with the United States Air Force and avid fitness enthusiast - that was the real precursor to what we now accept as normal practice for the attainment of personal fitness. Through the publication of his 1969 book titled *Aerobics*, Cooper became the first person to apply scientific data to create baselines for almost all modern aerobics programs. By including scientific exercise programs involving running, walking, swimming and cycling, Cooper's book became a best seller and was heavily attributed to establishing a response to a perceived need for increased exercise. Nowadays, the trend has been expanded to encompass group formats incorporating dance movements, cycling repetitions, weight training, the martial arts and tai chi. But the affect remains the same!

And why group exercise? Quite simply, exercising in groups means sharing struggles, goals and talk, and has thus become a significant ingredient in the formula to keep people exercising. It is a fact that dropout rates from formal exercise programs have been known to

exceed 50%, despite the extremely well documented and accepted benefits of fitness. This is a disturbing statistic, and undoubtedly accounts for the alarming rates of obesity and inactivity that govern modern-day society. Group fitness is motivating. The social environment, high energy music and instructor leadership encourage participants to stay motivated and keep exercising. Whilst many people find it difficult to find motivation in their weight room solitude, the advent of the various forms of group exercise programs mean everybody can achieve their fitness objectives without the feeling of isolation. It is a fact that group exercising leads to better adherence than exercising alone. They offer enjoyment, social support, an increased sense of personal commitment to continue, and an opportunity to compare progress and fitness levels with others. Moreover, there tends to be a greater commitment to exercise when others are counting on you!

There are many and varied excuses for not exercising, with the most frequently proffered being a lack of time (although many would argue it is merely a lack of prioritising rather than time). Nevertheless, by educating group exercise leaders in tools to make programs enjoyable, satisfying, meaningful and convenient, many of the previously time-deprived are finding engagement a relatively simple task. Furthermore, in recognition of the pace of life and the business of our days, group fitness experts have steered toward shorter time-framed classes meaning busy people can maximise their gym time. Similarly, by offering more classes (both in variation and repetition) gyms are making accessibility a reality by ensuring training times are convenient with all schedules. In addition, the evolution of group fitness has culminated in the advent of anything from a quick 20-minute workout through to the more commonly accepted and standard one-hour class.

Similarly, the trend toward group fitness has overcome concerns of eager participants who feel they lack knowledge in the implementation of a fitness training program. Properly monitored and formalised group exercise sessions have effectively taken the guess-work out of exercising, by enabling the knowledge and expertise of the one (group exercise leader) to be dispersed amongst the larger group. By turning up at a designated time and venue, queries over how much to exercise, types of exercise and intensity of exercise can all be made concerns of the past. Through the efforts of leading fitness professionals (such as Les Mills International) *would-be* exercises can be guided into any number of group exercise environments, each designed to meet an independent need. With seven independent yet inter-related exercise options - and each designed with a view to promoting exercise fun - Les Mills International and other like-minded providers can effectively dispel participant concerns over lack of knowledge by marrying off the training objective of the participant with the training objective of the program.



Because music tempo and choreography determine intensity in gym-based group exercise programs, participants require greater variation to ensure their current fitness levels and skills are catered for. Properly designed and implemented group exercise sessions appreciate this fact and carry an objective to accommodate as many participants as possible by ensuring participants control their intensity by how much weight they lift and the speed of equipment they use. In addition, by focusing on basic skills such as walking, running, stair climbing and cycling participants in group exercise programs can safely and comfortably complete all requirements.

Moreover, not all group exercise requires the use of technological equipment. You don't need a big weight room, fancy exercise bikes, treadmills, swimming pools and other similar amenities to complete a satisfying and beneficial group exercise session. In essence, a properly trained and empathetic instructor can compensate by making people feel competent and comfortable during any exercise session. Whilst the advent of music and exercise equipment are all appealing, the goal to strengthen and tone muscles while improving balance, coordination, core strength and body awareness can similarly be achieved by a well-structured program encompassing no more than the participant's own body weight and an ability to walk.

Maintaining an emphasis on group involvement, consider this fundamental walking workout as a means for achieving the components of the above goal:

1. Introduce proper walking posture and embark on walking at a comfortable pace that allows postural skills to be learned
2. Increase the walking pace and intensity through arm swing and foot roll.
3. Mix the walking experience up by introducing a variety of the following:
  - a. Walking on outside and bush trails
  - b. Vary the terrain of the walk, from rolling hills through to moderate mountains
  - c. Consider including running, jumping, hopping or sprinting to increase intensity (dependent on the skill, age and fitness of the group)
  - d. Introduce hip roll and quick steps (as in race walking) for a more high intensity workout

- e. Split the group and provide maps with different paths that ultimately bring the group back together (a fun way to get a walk in!)
  - f. Use curbs, park benches, stadium steps, street signs, etc, to ensure greater leg and upper body conditioning
  - g. Mix strength tasks and agility work with the walking
  - h. Use walking variations such as walking backwards and throwing a ball, etc
  - i. Finally, choreograph a walk to music so as to incorporate a specific pattern or challenges.

It is a well-documented and researched fact that exercising with others enhances adherence to exercise. We have come along way from the Richard Simmons' days of tight clothing and even tighter headbands, with fitness industry experts constantly devising newer and more innovative group exercising options. By emphasising the opportunity for group exercising, workplaces are not only increasing the overall health and wellbeing of their employees, but are also experiencing the added benefit of an enhanced sense of community and excitement.

**March 2006 – Eat Yourself Holistic**  
**Top Nutrition Actions You Need To Know and Do!**



**By Jeni Pearce**

More and more New Zealanders are interested in the role of nutrition in health and well being, to reduce the effects of aging and in lowering the risk of diseases such as heart disease, high blood pressure, diabetes and cancers. Many are also interested in reducing the risk of becoming overweight and obese and are requesting information on how to prevent and cope with the problem. Information on how to eat well to prevent weight gain and lifestyle diseases as well as help with busy lives and exercise is regularly sought. Below are some guidelines to help. The desire for information about new nutrition and health research findings is seen in the increase in nutrition related programmes and magazines. Almost half the population in the USA report getting their nutrition information from the television and magazines.

**1. Get rough with your diet**

Getting rough with your diet by eating more dietary fibre ? New Zealanders only eat an average of 20g per day of fibre while the nutrition guidelines recommended 25-30g daily. The two types of fibre needed for good health have slightly different actions in the body. Soluble fibre (pectin, gums, oats, legumes and fruit) lower blood cholesterol levels assisting with reducing the risk for heart disease and slows digestion helping control diabetes while insoluble (lignin, bran, whole grains) swells in the gut and bulks up mass, speeds up the passage, reduces the strain of having a bowel motion and reduces the risk of developing diverticulosis. Fibre makes foods more filling therefore you eat less and this assists weight control (studies showed diners ate less at lunch if they had oat fibre for breakfast), relieves constipation (enhances the flow of waste), reduces intestinal risk of disease (cancer) as less time in the gut for undesirable forms to have contact with the lining of GI tract.

**2. Choose the right carbs**

Choose the right carbohydrates for activity ? carbohydrates (bread, rice, fruit, jam, honey and sugars) are the preferred fuel (as glucose) for the active muscle. Eating low GI (low glycaemic index or slow carbs) foods (such as pasta, rice, wholegrain breads, cold baked potatoes, low fat muesli and oats) prior to activity and endurance exercise help to maintain blood glucose for a longer or sustained period of time. During exercise moderate to high GI foods are encouraged (white bread, white flour, cereals, some forms of rice and glucose) to maintain blood glucose levels. Insulin is not a factor during activity as the working muscle uses glucose lowering blood glucose levels. Low GI foods appear to assist weight control as this stabilises blood glucose and suppresses hunger. In addition lower GI foods are more bulky and take longer to eat. The use of predominately high GI foods (fast carbs or the more rapidly absorbed carbohydrate foods) is linked to a higher BMI (body mass index). Higher BMI scores are related to increased overweight and obesity. GI is one of the tools thought to assist people to control body weight and blood glucose levels.

### **3. Eat more live cultures**

Eat more live cultures ? yoghurt, yoghurt drinks, foods with added desirable cultures - that assist and protect the intestinal microflora. This can influence the digestive function, immune health, cholesterol levels and cancer risk by providing the desirable balance of microflora in the gut. Travel, stress, alcohol and some medications can all undesirably influence the bacterial health of the digestive system. Yoghurt also provides additional nutrients such as vitamins (vitamin B2-riboflavin), protein and calcium. Also available in low energy varieties, yoghurt is low in total and saturated fat as well as providing microbes to assist immunity and bowel health. Consuming dairy products may lower the risk for diabetes and assist in achieving a suitable body weight. Use yoghurt in dips, sauces, soups and mashed potato, on fruit for desserts and in smoothies. Frozen yoghurt does not contain the live cultures.

### **4. Aim for a larger rainbow of fruit and vegetables**

We need to eat more fruit and vegetables to help lower the risk for several forms of cancer, coronary heart disease, Diabetes, bowel diseases and possibly Alzheimer's. Plant sterols (found in vegetables) lower the LDL-cholesterol (more harmful form) and intake are much higher in vegetarians. Red vegetables, especially tomatoes are high in lycopene, an antioxidant linked with reducing the risk for developing prostate and possibly breast cancer. The darker the green colour in vegetables the better as this indicates the vegetables contain more antioxidants (especially carotene ?the orange colour - that is hidden by the green chlorophyll). Green and coloured vegetables fight LDL-cholesterol oxidation (undesirable), protect the eye from age related

degeneration and provides folate (a vitamin that protects against neural tube defects and reduces homocystine levels lowering the risk for heart disease). Although the recommendation is for 5 or more fruit and vegetables a day 7 to 11 may be more suitable for controlling body weight and reducing the risk for developing lifestyle diseases.

## **5. Eat more fat**

Eat more fat - the healthier omega 3 fats found in oily fish (sardine, tuna, salmon), lean lamb, oils (fish oil, flaxseed, evening primrose) and some nuts such as walnuts. Omega 3 reduces the risk of heart disease by lowering triglycerides, total and LDL-cholesterol has a beneficial effect on platelet aggregation (these are like rubber neckers at an accident that hang around) making them less sticky. Whole flaxseed are not effective as the enzymes of the human digestive tract is unable to breakdown the outer hull and these pass directly out of the body often having a laxative effect. Use walnut oils, flaxseed oils and those with omega 3 as salad dressing or add onto cooked foods as these are not suitable for cooking and are not tolerance to heat. Omega 6 fats (found in whole grains, seeds and seed oils such as sunflower, safflower, sesame and margarines) also assist in lowering cholesterol and our diets to not generally contain sufficient amounts. Both omega 3 and omega 6 are polyunsaturated fats that have beneficial effect on heart health and provide the essential fatty acids.

## **6. Iodise your diet**

Eat seafood (mussels, oysters, flesh fish) and use Iodised salt. One of the more unusual nutritional concerns for New Zealand, particularly on a worldwide scale, is the low level of iodine in our soil and the reliance on food for this important mineral. Unfortunately the crops grown in this soil are also low in the mineral. As a result iodine was added to a food stuff that was common the diet and used regularly - salt. However with the identification of high intakes of sodium from various sources, links of sodium with hypertension in susceptible people and recent nutritional recommendations encouraging the use of less salt and salty foods levels of both sodium and salt in the diet have decreased. Combined with the increasing use of un iodised gourmet salts and changes in manufacturing methods the result has been a drop in the iodine levels in the diet. Seafood is a good source of iodine but many New Zealanders fail to eat the recommended intake of at least two servings a day. Seafood such as mussels, oysters are good sources but are not eaten regularly to be considered a good source. Other foods, such as bread, cereals and milks may have to be fortified with this important mineral to provide adequate intakes for all New Zealanders and especially children. Children in homes where salt is limited or restricted maybe at special risk.

## **7. Best time to eat fast carbs (high GI)**

The best time to eat fast carbohydrates is after workouts. Also, by including a little protein (ratio of 4g CHO:1g protein) you may help promote greater and more efficient refuelling of muscle energy stores. Fast carbs are high GI foods and include glucose, malt, sweet drinks, some cereal (rice bubbles, cornflakes) and mashed potato. High GI carbohydrates are rapidly absorbed assisting with glycogen replacement from strenuous and exhaustive exercise. For an active person, high GI carbs are suitable during and after strenuous events and training to help replace the fuel burned in the muscle during activity, especially if a high carbohydrate meal will not be eaten for some time after the activity has ceased. An example for using the ratio for recovery would include 40-80g of carbohydrate with 10-20g of protein to replace muscle glycogen and begin the repair of muscle tissue (protein) and damage. There should only be a little fat (rather than a no fat diet) as this helps absorb the fat soluble vitamins and the healthier omega 3 fats. Protein can be easily provided via one pottle of yoghurt, hummus or lower fat cheese on crackers, a boiled or poached egg with a slice of bread, glasses of flavoured milk, glass of soy milk or a small scoops (around 15g) of protein powders added to fruit smoothies if desired. Large serving of high GI carbohydrate foods are not promoted or encouraged prior to exercise. Short term activity and light training do not generally deplete muscle glycogen stores to low levels that require the need for substantial amount of carbohydrate for replacement.

## **8. Supplements that may help**

Supplements could include multivitamin/mineral and calcium (possibly iron). Always look to food first as it is an unsafe assumption to think we know everything we need to know about food and nutrition at this time (antioxidants are a classic example for compounds we need to maintain a healthy body that were identified as recently as 10-15 years ago). Many of the antioxidants and phytochemicals we now know are needed for good health and to protect the immune system are not found in supplements. Are the forms found in supplements as bioactive as those present in food? Further who needs 100% of the recommended intakes at the start of the day when food will be eaten during the remainder of the day which contains these nutrients as well? Remember the RDI is not a minimum but was designed to cover 97% of the healthy adult population. Also, with the increasing level of fortification of the food supply (juices, milks, breakfast cereal and bread) a general multivitamin and mineral supplement may no longer be necessary.

Some supplements maybe high in selected nutrients (calcium, iron and vitamin C) while only containing trace amounts of others (selenium and iodine). Generally we consume most of our calcium at breakfast. Miss

breakfast and we tend to miss out on these nutrients for the rest of the day. The need for iron for women is significantly reduced after the menopause while calcium increases. High intakes of iron interfere with calcium, zinc, copper and magnesium absorption by the body. Excess iron, in susceptible people (that is, in those people that carry the genetic profile), can lead to iron overload (called hemochromatosis) which damages the liver, pancreas and heart tissue and is more common in males. This is a disorder where iron is over efficiently absorbed and blood and storage levels become very high. This leads to fatigue and other symptoms that mimic low iron (often supplements are taken in the belief that iron is low due to the feeling of fatigue!).

## **9. Keep hydration simple**

All fluids count (tea, coffee, juice, hot chocolate, milk, water, flavoured waters and sports drinks). There is one exception: Alcohol does NOT count! Remember the food you eat also provides fluid (around 20-25% of the daily intake). Some foods have a very high water content (especially fruit and vegetables). The simplest way to monitor whether sufficient fluid is being consumed is to check the colour of the urine. A pale to clear urine is a good guide for fluid balance, especially towards the end of the day, while a yellow to orange urine colour (similar to the colour of apple juice or weak tea) indicates a greater level of dehydration. In terms of energy balance water may be the more appropriate choice for achieving everyday fluid balance. As fruit juices and fizzy drinks contain kilojoules their intake needs to be kept in perspective. These drinks provide energy and fluid and intake may need to be more closely monitored where body weight reduction is a key issue.

What about the dehydrating effects of caffeine? If you are a regular user of caffeine (consume tea and coffee on a regular and frequent basis) researchers indicate the caffeine does not cause dehydration and has a much less potent diuretic effect. A diuretic stimulates the action of the kidney to produce a greater urine output which aggravates hydration status making the body more dehydrated. Alcohol is the exception in terms of diuretic action as it always has a diuretic action even at moderate levels and there is no real tolerance level. People who rarely or infrequently consume caffeine contain drinks are more likely to experience a diuretic action.

Can you become over hydrated? Yes! This is called water intoxication and can occur in slower runners in endurance events who are also lighter sweaters. This occurs where more plain fluid is taken on board than is lost in sweat. Another example is individuals who perform little or no exercise and drink more than 3 litres of water a day. This can be seen in young females with eating disorders (especially anorexia

nervosa) who attempt to drink 4 or more litres of water a day (16 glasses). Many people still believe the myth that water washes away fat cells!

## **10. Balance the bank**

Balance the bank - the energy bank. Stabilising weight by stopping the gaining of undesirable body weight is the first step. Energy density of food is important and balance intake with output is difficult for many people as they often mistakenly believe they can easily burn off all they eat, especially treats and alcohol. Serving size is a critical issue as there are no standard serving sizes. Reading the WHOLE nutrition label is important with a focus on the amount of total energy, total fat content and level of sugar provided. Snacks which contain 420-500kJ (100-120kcal) are suitable. Keep treat foods (lollies, sweets, biscuits, sweet muesli bars, ice cream, chips, high fat takeaways and beverages high in sugar) as treat, not as everyday foods. As body weight will vary by at least one kilogram each daily weight should not be measured more than once a week. Body weight will also be greater in the evening due to the intake of food and fluids during the day. After exercise weight lost is the result of sweat losses not a reduction in body fat. Beware of exercise programmes that promise large losses of energy (1000 kcals) for one hour sessions as these are unrealistic. Reducing body weight and body fat is hard work and takes time. A safe and realistic weight loss is 1 kg per month or 10% of body weight in a year.



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



In our first three publications of *The Koru* we unearthed nine 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

In this addition of Golden Rule(s) for Leadership, we proudly present our next three fundamentals, bringing our number to a critical and compelling dozen rules that we're certain will assist you in the attainment of your role as leader.

### **10. Lead By Example**

Without a doubt, the most basic fundamental of any leadership guideline must be the importance of leading by example. Vince Lombardi's proclamation that "my name is on this ball club" still holds true as the most uncomplicated yet compelling message for any leader to appreciate. It has been my pleasure to work with some of this country's most respected sports coaches - including those who have

been coveted, such as Ruth Aitken, Tab Baldwin through to Brian McClennan. Each has their own unique strengths, and all understood that you can't build a team that's different from yourself.

Tab Balswin is a man of very high principles who values common courtesy as highly as any man I know - his Auckland basketball teams of the late 1990's built a dynasty on it. Brian McLennan's thoughts have been shaped by the cancerous brain tumour his wife suffered in 2004. He is one of life's true gentlemen - a man who has an abundance of compassion for his team and who genuinely understands that "it's so important to grab every chance you can." He is a passionate man with rugby league in his blood, who draws people together round the passion he has for the game and the dream of what can be achieved. They see him as having a powerful vision - and they follow! He cares for rugby league. And he cares for rugby league people. I suspect that accounts for a degree of his success.

Ruth was the first coach I worked for upon arriving in New Zealand in 1990. She was the then coach of the North Shore netball team competing in the NPC of that year. Ironically, like the Kiwis, she also had a team of underrated and understated players (not one player in her squad represented the Silver Ferns). And yet, they too were a team who defied the pundits and very nearly claimed the biggest netball crown in the land from the then unassailable Auckland team. My recollection (vague as it may be!) is that the team led going into the last quarter of their NPC final, only to be overrun in the final few moments - and still only one player was considered worthy of selection into the broader Silver Ferns squad. As a team they went so close to redefining the limits of the possible, although nowadays her current Silver Ferns squad have picked up that mantle and forged their way into netball folklore. Ruth has no doubt developed her coaching style and philosophy since those days, but I guess there's still a little bit of that North Shore team in her somewhere.

As for Tab and Brian, both men use their authority to build the team's trust in them. Both men are honest with themselves and with their team, and take pride in the fact that their players are "good people". Both are extreme analysts who recognise the importance of hard work, thorough preparation and the value of ensuring all in their environment fully appreciate their role. Both men work diligently to understand their players - to appreciate their capabilities and how their individual talents can be blended into a common cause. Both men build their success on open and honest communication. Both men understand how to win and set about ensuring all in their team understand the same. Ultimately and indisputably, both men have managed to achieve great things with modest ingredients.

## 11. Understand The Importance of Emotion

Understanding emotion is the ability to sense what a person is feeling more than it is an ability to hear what they are saying. It is being alerted to the tone of a person's voice, their facial expression and other nonverbal cues as a means to determining what they are really feeling and thinking. It is the instinct to put aside our own feelings so that we may clearly receive another person's signals. The key to the Kiwis 2005 Tri-Series success probably lay in an ability to show a genuine personal interest in the players, empathy for them and an understanding of them - and it was a characteristic common amongst both the coaches, Brian McClennan and Graeme Norton. Theirs was an organisation that valued respect, trust and empathy above all else.

Similarly, the successful conveyance of a message depends entirely on the emotion of the deliverer. And the ability to convey emotion convincingly requires, above-all-else, a true conviction - we genuinely believed we could beat Australia and win the Tri-Series, even if those outside the inner sanctum of the Kiwis smirked at the mention. By believing in the message we were selling to the players, every time we spoke we were able to recruit facial expression, voice inflection and gesture that moved, inspired and captivated the audience. In essence, we were able to recruit emotion.

Clinton Toopi is an outstanding rugby league talent - one of the best, as proven by his five magnificent tries in his first two games of the 2005 Tri-Series. If the Kiwis were to be successful, Clinton would have to be at his mercurial best. Clinton and I sat alongside each other on the flight from Auckland to Sydney - it was an extremely fortuitous opportunity to build a solid rapport. Conversations that extend through areas of commonality between two people are an essential first step to building a rapport - and ultimately to having an influence. Clinton is married with one child - so too am I. He is a deeply religious man who possesses very sound values. He is also an extremely emotional person, which can make him more vulnerable to any negativity expressed at a personal level than others in a team. Clinton and I watched the Russell Crow movie, *Cinderella Man* on the flight to Sydney - a fantastic movie that we both enjoyed immensely (another commonality established!). And when it came to the business of creating the peak performance culture required for us to win in Sydney, we were operating with an emotional understanding moreso than a strict business one.

Persuasion and influence are founded on an emotional tie and a bond of commonality.

## 12. Smile and Laugh

I'm convinced that upon hearing laughter or viewing a smile we automatically smile and laugh too - and I'm not certain you can be racked with anxiety with such an emotion guiding you. Frank Pritchard is a wonderfully talented young rugby league footballer making his way in the Kiwis and a quality young man, who has a tendency to clap his hands and smile when he's talking. Kiwi coach Brian McClennan picked up on it and used it as a cue for the players leading into our first encounter with Great Britain in the 2005 Gillette Tri-Series of rugby league. He reminded the players of the children's song, "If you're happy and you know it clap your hands", and instructed them to clap their hands and smile whenever they felt things were getting too tense in the match. If you know the match, you'll know the Kiwis jumped out to what appeared to be an unassailable lead, only to be reeled in by a scrappy but determined Great Britain. As the game gets tighter - Great Britain at one stage got to within four points - you can noticeably see the players clapping their hands (and smiling if you get that close). It's almost a nonsensical tactic to adopt, but it does have the backing of various scientists who speculate that smiles and laughter evolved as a non-verbal way to signify an individual is relaxed and friendly, rather than guarded or hostile.

Being at an NRL club is incredibly intense - in so many ways it has to be. The stakes are so high. I don't believe exactly the same can be said of the Kiwis - I mean, the stakes are high, but maybe the intensity isn't quite so great. The players certainly enjoy each other's company immensely, and therefore enjoy the environment. Assistant coach Graeme Norton and Brian McClennan are the ideal partnership to capitalise on this. Their positive and happy demeanour means they constantly exude an upbeat persona, and it is this persona that translates into the players wanting to play for them - a suggestion Brian takes umbrage at, but I am genuinely of the belief that players play for coaches and employees work for leaders.

It is fact that people follow leaders. People watch leaders to see their response to the various situations that arise, and perpetually model their own response on it - if the leader is cheerful and smiling, those in his care are most likely to emulate. In a discussion - be it formal or informal - what the leader says is listened to more carefully. More often than not, all subsequent discussion centres round what the leader has said. The leader's role in setting the mood for the team cannot be understated, and that's why it helps to have a leader renowned for their sense of humour. That's not to say the leader

needs to be an out-and-out comedian, but they do need to possess a good sense of humour. Leaders with high self-awareness not only know their limitations and strengths, but also tend to be able to laugh at themselves.

In addition, all teams invariably have at least one person who is out-and-out funny. People who have this skill are priceless to an organisation - but only if the environment they find themselves in enables them to express themselves and their humour freely and openly.

## March 2006 – Let's Go Surfing

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

The Kiwis endeavours to source the inspiration and motivation that will drive us to an Anzac rugby league victory over Australia in the upcoming May test match has had me searching the globe for whatever WOW factor it will take - and I found it! The Kiwis possess a sense of family and brotherhood that links them intimately to their roots - they are proud to represent New Zealand and even prouder of everything that is New Zealand. With that in mind, we're looking to highlight the feats of great New Zealanders (believe me, they are many and various!). To this effect, I came across a website I had previously visited but never really with any strong intent - unlike on this occasion when my motives were driven by the need to generate an emotional attachment that will propel others to their superior performance. And if you want to propel to an ultimate performance, there can be no better way (in sport or business) than to **benchmark** of the accomplishments of high achieving, significant others.

The New Zealand Edge is integrally linked to the passions of Saatchi and Saatchi Chief Executive Officer and proud New Zealander Keith Roberts and Brian Sweeney, and is dedicated to unearthing a new way for Kiwis to think about their identity, people, stories, achievements and place in the world. The site offers a "a radically optimistic journey" and delivers on all fronts, with the exploits of great New Zealanders ranging from Peter Snell and Jack Lovelock through John Britten to Ernest Rutherford and DNA enabler Maurice Wilkins (and everybody in between - each of whom have made a contribution to our proud tradition through their exploits in sport, science, music, fashion, entertainment and war, etc). It's an uplifting experience that proves once and for all that Kiwis can and do regularly fly.

The New Zealand Edge aims to:

- Introduce metaphors and contemporary frameworks for New Zealanders to articulate who we are (positively hammer some boundary poles of the self into the whenua)
- Articulate and leverage our difference (landscape, location, attitude, history, Maori, Pacific, character, fringe innovation)
- Increase the prosperity of the country, in spirit and in pocket, by spreading the edge DNA thickly over the culture

- Build an emotional connection with the global community of New Zealanders
- Build the de-facto brand for New Zealand by re-figuring a New Zealand identity based on high achievement in a diversity of disciplines - creative, technological, social and spiritual
- Create the country outside the country through connecting the Network of Overseas New Zealanders (NEONZ: the estimated one million Kiwis living outside New Zealand - a virtual community whose size would make it New Zealand's second largest city).
- Join the dots between the points of presence in the Kiwi diaspora
- Internationalise New Zealander's views of themselves, and
- Develop an export culture among school children upwards by encouraging the *Tall Punga Syndrome*. Local heart - global soul.

We believe [www.nzedge.com](http://www.nzedge.com) can inspire the Kiwis to an outstanding performance in the Anzac test, and potentially holds the key to us achieving sustainable success emanating from the triumphs of 2005. So if you too want to experience the uplifting commodities [www.nzedge.com](http://www.nzedge.com) has to offer I'd suggest you log on immediately and commence your own "radically optimistic journey".

## March 2006 – Stress Management Questionnaire

In recognition of this quarter's Feature Article, and in view of the busy and hectic lifestyles lead by today's corporate, we invite you to take the Stress Management Questionnaire. Moreover, we encourage you to take up the challenge at the conclusion of this questionnaire and commit to an action plan for each of the issues identified within the questionnaire that require further attention. Remember, by making an immediately start on eradicating or easing a perceived stressor in your life you're most likely to live the joyous and fulfilling life you desire.

	Rarely or never stressed			A great deal of stress		
1. Trouble with staff/clients/customers	0	1	2	3	4	5
2. Having to work late	0	1	2	3	4	5
3. Constant people interruptions	0	1	2	3	4	5
4. Superior not taking views into account	0	1	2	3	4	5
5. Deadlines and time pressures	0	1	2	3	4	5
6. Dealing with workplace bureaucracy	0	1	2	3	4	5
7. Systems (work flow) breakdowns	0	1	2	3	4	5
8. Conflict with work colleagues	0	1	2	3	4	5
9. Too many work tasks at once	0	1	2	3	4	5
10. Telephone interruptions	0	1	2	3	4	5
11. Travel to and from work	0	1	2	3	4	5
12. Travel associated with work	0	1	2	3	4	5
13. Work which you are untrained to complete	0	1	2	3	4	5
14. Work interferes with home/family life	0	1	2	3	4	5
15. Work piling up	0	1	2	3	4	5



16. Unable to say "no" to new projects	0	1	2	3	4	5
17. Not stimulated enough at work	0	1	2	3	4	5
18. Too many meetings	0	1	2	3	4	5
19. Having to tell colleagues unpleasant things	0	1	2	3	4	5
20. Co-ordinating activities with work team	0	1	2	3	4	5
21. Lack of opportunity to use knowledge/skills	0	1	2	3	4	5
22. Lack of appreciation for the work you do	0	1	2	3	4	5
23. Unable to see real meaning in the work you do	0	1	2	3	4	5
24. Lack of appreciation from your family	0	1	2	3	4	5
25. Lack of satisfaction with your present work	0	1	2	3	4	5

Scoring:

- 100 - 125: Severe
- 60 - 99: Moderate
- 25 - 59: Mild
- 0 - 24: Insignificant

Consider all items scoring 4 - 5. Identify a strategy/plan/action you will put in place within the next 3 days to either eradicate or ease the stress associated with this issue

Issue	Action Plan