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March 2007 – The Director’s Desk

Welcome to the first edition of *The Koru* for 2007. 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 2007 are beginning to be realised. 2007 promises to be an exciting year for all at Sport Life New Zealand, with the publication of my inaugural book *Lead to Succeed: What It Takes To Be The Best* set for release by Harper Collins Publishers in June. The book is the culmination of nearly two decades working to inspire ordinary New Zealanders to extraordinary heights, and we’re confident that its appeal will be broad reaching. The other truly significant development for our small company lies in the opportunities recently presented to us to expand into Australia, where we’ll be bringing our own unique brand of corporate training and education to Australian markets.

And so to this edition of *The Koru*. I’m certain you’ll once again find plenty of interest to both you and your colleagues as you gear up to embark on the challenges of the year (it’s frightening how the holiday period and any Christmas break seems such a distant memory now).

In light of the continuing evolution of my school sport programme and the opportunities it appears to be opening up for former participants of sport who are now respected as students of the same sport, we’ve dedicated our feature article to the realisation that people who know why things happen surpass those who simply know how they happen. It is an article for and about leaders who appreciate the powerful unity of knowledge and reflection, and who are fully cognizant of the fact that what we are today comes from our thoughts of yesterday.

We go face-to-face with Mark Sutherland, managing director to E3 Leadership Coaching Services and kayaking coach to world champion Ben Fouhy. We reveal Mark’s insights into the establishment of peak performance states, and reflect on world and Olympic championship winning engagements with Ian Ferguson and Paul McDonald. We also investigate Mark’s philosophies on effective leadership and unearth the premise of his *straight-shooting, no nonsense* approach to coaching.

The Doctor’s Room investigates recent revelations pertaining to the link between desk-bound office workers and deep vein thrombosis. Fit for Life delves deeper into the value of a walking based exercise regime, and considers modifications to the walking action for the purpose of maximised fitness and effectiveness. In Eat Yourself Holistic, England-based dietician Jeni Pearce explains coeliac disease and the implications of this disease for those whose digestive systems react to gluten based products. Jeni offers essential advice on how to remove

gluten from the diet for all those suffering from coeliac disease, or those simply wishing to minimise their intake of this plant protein.

The Golden Rules of Leadership continues its growth up to twenty-four golden tips, focusing this edition of *The Koru* on attaining greater leadership awareness and confidence. Our Practical Exercise segment reveals the Goal Flow exercise, and aims to develop a greater depth of understanding as to why things happen whilst also providing the mechanisms for ensuring greater goal attainment. Finally, in this edition of *The Koru* we deviate slightly from tradition and introduce you to a recently launched blog that will be updated weekly, Mark Sutherland's <http://olympicgold2008.blogspot.com> blog is designed to enable you to follow the progress of one of New Zealand's strongest Olympic hopefuls as he completes an eighteen month preparation for the Beijing Games.

So join with us as we take you on our quarterly journey to the attainment of your better self, and have a fantastic 2007 in the process. In addition, keep up-to-date with everything that's new by logging onto www.leadtosucceed.co.nz, or www.sportlife.co.nz. There's bound to be something there for everyone.

March 2007 - Feature Article:
Knowing Why Beats Knowing How



By Craig Lewis

On November 26 2005 the Kiwis achieved the unachievable in the final of the Gillette Tri-Series of rugby league. For the first time since 1953 they claimed a series victory over the Australians. It wasn't so much the victory that was spectacular, but rather the manner in which the victory was achieved. The scoreboard hinted at a story – a 24 to nil whitewash – but the real story lay in the supreme confidence that both preceded and explained the occurrence. This was an exhilarating time for all who participated in it. But strangely, the key to the exhilaration wasn't in the football itself, but rather it was in the state of mind we had managed to create as the players went about the business of executing a game plan. In sporting parlance, this state of mind is called “flow”, but flow states are no more real to the professional rugby league player on a football field in England as they are to any one of us who is moved to do their best, no matter what work they do.

I have been fortunate enough to share the limelight with several teams and individual athletes during their finest moment. The 1993 New Zealand speed skating team won a world championship in a world record time – and as the longest of long shots ever to claim such a title. So inconceivable was it that they could achieve success that their own Federation contemplated withdrawing them from the Championship prior to departure. After all, the odds had been gradually stacking against them all through their campaign. A bitter walkout by a previous coach, undersized training venues and the collapse of the only training venue in Christchurch were all factors indicating success could surely not be ours. But somehow and on the foreign ice of Beijing, the team soared to magnificent heights in a time never before recorded in this Olympic sport.

Like the Kiwis some twelve years later, the challenge absorbed the skaters so much that they became totally oblivious to every essence of setback – both prior to and during the race – and instead were able to handle everything effortlessly, efficiently adapting to the shifting demands of such a race by being cocooned in a state of absolute

concentration. But to anyone who was there and engaged enough to appreciate what they had just seen, the most endearing moment of that race occurred not during the race, but immediately after it. With victory assured as the final skater crossed the line, the men in black slumped to their knees – exhausted, they had nothing else to give! My recollections of that day are as vivid as if that race occurred yesterday, and so too are the words of Chris Nicholson:

“I didn’t realise how hard I’d worked until the last man crossed the line, and then it hit me. It wasn’t a planned thing. I just didn’t have the energy to stay on my feet.”

Jo Lawn is a unique New Zealand athlete, and one of the greatest ever to represent this country in the sport of Ironman triathlon. But it wasn’t always that way. Jo, like so many people in sport and business, was a unique talent, apparently unable to maximize her exceptional potential. An American collegiate tennis player, Jo turned her efforts to cycling immediately upon concluding her time in the States — a tennis breakthrough was just too hard. As a cyclist she represented New Zealand at the 1998 Commonwealth Games, but again couldn’t see herself climbing the precipice from potential to champion. From there, Jo turned her efforts to Ironman triathlon, where she demonstrated the very same levels of ability and commitment that had earned her a tennis scholarship in the States and selection as a cyclist in the Commonwealth Games, until once again it occurred to her that she could not break through and claim a major title.

But then something happened. Jo learnt to control the things in her life that could be controlled, and as a consequence she climbed her Everest. Winning was easy, and it became a habit! Jo went on to win the New Zealand Ironman in 2003, 2004, 2005, 2006 and 2007, and finished a meritorious fourth in the insanely difficult world championship of Ironman in Hawaii in 2005. And how did she do it? She did it by developing a stronger sense of self-awareness that enabled her to promote a more positive state — a state that saw her able to give reason to outcomes and consequently see challenge in threat.

The one thing I do know categorically from two decades in international sport (and the experiences of the speed skaters, Kiwis and Jo lawn) is how readily hope can turn to despair, often offset by the seemingly most inconsequential turn of events. It is an undeniable truism that self-doubt is the constant companion of all those in performance related fields – be it international sport or business – regardless of their ability to trust. The potential for self-doubt existed as readily in the Kiwi environment as in any other imaginable – after all, we were a team fashioned by two coaches with only *minor league* experience to fall back on, and a large

number of players still making their way in the National Rugby League. Players such as David Faiumu, Jake Webster, Manu Vatuva, Louie Anderson, Motu Tony, Bronson Harrison and Frank Pritchard are all immensely talented, but hardly household names - even to the most ardent of rugby league supporters.

The last thing a team needs is self-doubt. Nobody wants to work alongside someone who is unsure of himself, because it's a waste of everyone's efforts
- Lance Armstrong

For players without a proven record from which to substantiate their belief, retaining a perspective can become a challenge in its own right. And the casualty of self-doubt in a team is unquestionably the team's morale. The team had lost to Great Britain, barely staved off a youthful England Academy team and taken seventy minutes to extinguish the threat of the French – the very same French team the Australians had *towelled up* just a week prior. If ever a team was to enter a final against a world-class outfit with a strong sense of doubt, it should have been the Kiwis. And yet, almost inexplicable, the very opposite appeared to be the case.

The ability to repel self-doubt is critical to success. It is born almost exclusively of self-confidence, which is a direct result of knowing you are physically and mentally capable and fully aware of all the task requirements confronting you. By adopting and living a process of “kaizen”, the Kiwis were apparently able to acquire self-confidence. Within a team, so much of self-confidence can be directly traced to the awareness of its leadership. First, it must appreciate the relative strengths of its individuals. Secondly, it must structure strategy that ensures familiarity and contentment. The Kiwis were an infinitely inexperienced team – balanced out by the immense experience of critical players such as Ruben Wiki, Stacey Jones and Nigel Vagana.

Winning in the Tri-Series final would require a supreme performance, the attainment of which rested entirely on the ability of each and every player to trust both their team-mates and themselves in the competent execution of skills and tactic. Upon reflection, the team had failed to bring the same depth of intensity and purpose to their play in the weeks leading into the final, and the challenge was to ascertain exactly why this might have been.

An important part of “kaizen” is what the Japanese term *nemiwashi*. Translated, *nemiwashi* means “tending to the roots”. *Nemiwashi* relates to Chinese bamboo, and the patience and persistence required in

nurturing it to full strength and height. What happens when you plant Chinese bamboo, water it and fertilise it? For the first year – nothing happens! Still, you keep watering the plant into its second year of life – still nothing happens! So you keep doing it for two more years, but still there is no sign of plant or growth! And then, during the fifth year of loving care and grooming a wonderful metamorphosis occurs. Within six weeks, the bamboo grows to a remarkable height of more than twenty-five metres. The question is – does the bamboo grow twenty-five metres in six weeks or in five years? The answer – in five years of course! By nurturing the plant, tending its roots and building a solid base, bamboo acquires the confidence required to maximise its growth.

Simply put, *nemiwashi* means going back to the basics, getting the fundamentals right and building success strategies from a firm, solid and sound footing. The Kiwis were a team who had achieved success in the formative stages of the series. By demonstrating an ability to gain a physical dominance, they had shocked both their Australian opponents and the pundits alike. Now, if the team were to recapture the form that had catapulted them into contention, they would have to recapture the essence of *nemiwashi*. More particularly, whilst an emphasis on such a foundation would appeal directly to the team's greatest strength - its readiness to work for each other and to trust in each other – it would also culminate in the repelling of self-doubt, to be replaced by the confidence born of familiarity.

And what was the key to the Kiwis' application of *nemiwashi*? By demonstrating adeptness in understanding the abilities of the group, both Brian McClennan and Graeme Norton were able to generate a system of play appealing to the goals and strengths of the team. Through its clear definition of player requirements, and by complimenting these requirements with a pattern of play all could readily understand and fulfil, the Kiwis were able to fanfare the sense of confidence that instinctively leads to trust. By promoting an essence of familiarity based on an awareness of relative strengths and weaknesses, the Kiwis were able to re-ignite their sense of trust in each other all the way to a 24 – 0 whitewash in the Gillette Tri-Series of rugby league final. By questioning everything about our earlier experiences, the Kiwis were able to identify the foundation of their success and ascertain WHY their earlier endeavours had proven successful.

In addition, there is a strange phenomenon attached to the acquisition of trust as a living process. Within both the world championship winning feats of the New Zealand speed skating team and the Kiwis exists an interesting commonality – the realisation that we would achieve success both prior to and during the event. I can vividly recall the world championship winning performance of the speed skaters and how they

lead throughout the race to be passed with a few laps still to race. More particularly, I can recall the strange sensation of knowing we were going to win, even despite the fact that the very opposite appeared more apparent. And it was a feeling shared by the entire team.

Similarly, my first engagement in a Graeme Norton coached team was in the Lion Red Cup of 1995. Having won the inaugural Lion Red Cup in 1994, the North Harbour Sea Eagles commenced the 1995 season with five consecutive loses – due to a number of variable factors, not the least of which was the decimation of the 1994 squad to professional contracts. In any case, the team resolved its early season issues and proceeded on a winning streak that took it all the way to the preliminary final of that year. Trialling by 13 to nil, Graeme leant into me and claimed, “It’s not apparent yet, but we’re going to win!” We were down 13 to nil! It seemed a remarkably brash comment! Eventually, we did win and went on to win the premiership the following week. When I questioned Graeme about the comment, he simply replied, “I just knew we were going to win. Everybody understood what we had to do to win, and everybody was doing what had to be done. A few things had gone against us, but I knew the players were going to keep doing what was required and that eventually things would turn our way.” It just *felt* right, and in acknowledging his feelings Graeme indicated the trust in his intuitive sense that has enabled him to be a highly successful sport coach and businessman.

Star performers possess a highly developed sense of self-awareness, and it is this sense of self-awareness that enables them to extract the decision rules that underlie success – that enables them to trust their instinctive intuition to make the right call. Every day a star performer spends in his career expose him to a number of circumstances, all of which contain a cause-and-effect relationship. It is through a propensity for self-reflection that this cause-and-effect relationship becomes increasingly more apparent. Self-aware people recognise the importance of self-reflection and adopt it as a formal process of operation. It is at the cornerstone of the kind of intuition demonstrated by Graeme in that Lion Red Cup final, and culminates in a reflective wisdom that enables those endowed with this ability to make calculated and accurate decisions, both in business and in sport.

What we are today comes from our thoughts of yesterday.

Louise Crome was a beaten finalist in the 2005 New Zealand national squash championships (losing to world #11, Shelley Kitchen), finished second in the 2004 World Squash Doubles Championships and third in the 2005 World Squash Doubles Championships – and all as a full-time

employee of Air New Zealand. Ranked thirty-five in the world, Louise was most likely the only full-time employee/part-time squash player in the world's top 100 ranked players. Louise regularly *punches above her weight* (don't us Kiwis love that colloquialism!) and beat players ranked well above her in the rankings. Her opportunities to train were limited, and the extent of her immersion in the game was similarly imperfect – most of Louise's days were more about completing business projects and meeting deadlines than outwitting opponents on a squash court. So how do you account for performances beyond realistic expectation?

Louise made use of a daily training diary, in which she constantly reflected on all training performances with a view to creating a greater awareness to her technical and tactical understandings. Hers was a constant endeavour to soak up all the lessons of training as a means for preparation. Working to a twofold framework, Louise sought to find resolution along the lines of, "When I see this I do this" and "When I do this I get this". Hers was the pursuit of priority options on a daily basis, with a view to best preparing for when the same or similar circumstances arise on the court. In essence, everything about Louise Crome's training day was attuned to establishing the *right feel*. She brought a conscious orientation and purpose to her training, so that she may play competitively at an unconscious level. Trusting her instincts to play thought-free!

Similarly, the Kiwis were a team who had to do business differently - a failure to win any of their previous eight matches against either Great Britain or Australia was testament to that. And doing business differently meant developing a deeper understanding of strengths, weaknesses, values and motives – when all is said and done, isn't that the true meaning of "kaizen". In the first instance, the Kiwis were compelled to complete a post-match review form subsequent to every match, in which each individual player would evaluate their performance across four dimensions, namely: technical execution; tactical appreciation; mental application, and; physical conditioning. Designed to be completed subjectively, the form encouraged the self-reflection and thoughtfulness paramount to establishing a higher sense of self-awareness. Players were asked to provide a general comment on their independent performance as well as that of the team, and ultimately established the objectives they intended dedicating their "kaizen time" (time allocated during each training session to the personal development of skill sets) to. Worded to reflect the pursuit of continuous improvement, the players responded to the statement: "In the next match versus, I will achieve the following goals". Goals were then divided into three essential components: "What am I going to achieve", "How am I going to achieve it", and "Why is it important to achieve it?" And the outcome – players whose self-

knowledge was impacted so that they may learn what worked effectively and what didn't.

In addition, the Confidential File developed for the campaign contained a weekly diary format that encouraged the players to set weekly goals and formally assess their daily achievements. And why? For the simple purpose of promoting a reflective process from which we could all grow and develop – because if we were to win the Tri-Series we needed to play great in our first game in Sydney on October 16, and play even better in the final in England on November 26. This we duly did! And to accomplish this it became imperative that players developed their self-belief and confidence to the extent they could willingly trust their instincts to play. By knowing their abilities with an enhanced depth of accuracy, this Kiwi team was able to play to its strengths, whilst also welcoming the challenge of a crucial confrontation with the all-powering Australians. Without doubt, the key was to arrive at match day knowing all the facets of their game were under control. That gave the players a whole sense of confidence in their mastery, and allowed them to play the game thought-free. They could just trust their instincts to play.

Clinton Toopi was a fascinating convert to this new way of looking at rugby league. A player of immense talent, the diary format with each emphasis on mastery struck an immediate chord with the often criticised centre. And the resulting try fest that followed was staggering:

“It was great for me personally. I really got into that approach; it's something I enjoy. I like looking for something of that type. I can make things too complicated for myself at times by thinking about too many things I should be trying to do, but Craig's system kept it a lot simpler and more organised for me.

He gave us a diary which had each day set out with goals you wanted to achieve. He said instead of trying to write down heaps of goals, just put down three main ones. I listed something every day. Maybe it was my one-on-one defence I wanted to improve. I'd write that down, and I also wrote my aim to be positive, keeping my hands up and little things like that. I stayed with the diary the whole way, every day.”

Over the past few years I have successfully implemented a school sport academy program to aspiring young school-age athletes in South Auckland. The program is a twenty-four workshop (mixed with intermittent personal consultations), two-year program designed to establish a foundation of structure, process and systematic thinking amongst senior school athletes. The program aims to transition young sporting talent from very basic trainers through to an understanding of

systematic high-level training – from participants in the sport through to students of the same sport. The program welcomes students with natural talent (inborn physical and mental gifts that provide critical performance advantages at school age levels), and sets about carefully honing those talents with a view to ensuring their potential is reached. It asks of its participants that they take on a responsibility to develop the kind of attributes that will improve both their sport performance and life skills. And Canterbury Crusaders loose forward, Kieran Read was a model participant!

I first came into contact with Kieran Read in 2002. He was tall, rangy and incredibly quiet. He showed little preference for engaging in long-winded conversations (I suspect he still doesn't), but was clearly driven, receptive to learning and ready to conform. He was carving out regular 100's in schoolboy cricket matches. He was running rampant at number 8 throughout the winter months! He'd spent a year on scholarship at a prominent Auckland private school, but found it a lifestyle not conducive to his type. He'd returned to the sanctity of Rosehill College, where he'd fallen under the mentorship of James Fraser – a physical education teacher with a passion for students and a penchant for aiding talent!

James knew his talent! He knew what it could become! But when I spoke to a friend responsible for selecting New Zealand's underage rugby players, he was not quite so lustrous. He told me he knew of Kieran. That he saw him as someone possessing raw talent. The sort of raw talent you see readily displayed in ever schoolboy match wherever the game's played. He did say however, he'd been told Kieran was a tremendous cricket player. "He should stick to cricket!"

It is history now! Kieran was a member of both New Zealand's Under 19 and Under 21 world cup rugby teams. He's forging a reputation and career running in the black and red of Canterbury. He's been predicted to lead our nation's charge in the 2011 rugby world cup to be held in our own backyard. He hasn't quite *made it* yet, but the signs are all positive!

So what became of the quietly spoken all-rounder not given a chance? I suspect a miscalculation on the part of my friend may in some way explain it. But I also know in that two-year period Kieran learnt the "why" of his trade. He learnt to think in systems and to evaluate his performances. He learnt the importance of reflection. He learnt that things happen for a reason – and that as a professional it was his objective to unearth that reason. He learnt that every cause has an effect, and how much control he had over that effect. And as for my school academy program, he learnt that knowledge is omnipotent. That good things come to those prepared to learn and compliant to commitments:

It's an opportunity I'm glad I took and it's an opportunity to grab with both hands. There's a lot of information that you can take on board and it took my performance up that little bit, which I needed to get me to the next level in my sport.

And the learning he experienced wasn't isolated to just Kieran. Ian Doust phoned me after Kieran's first representative event (the 2003 Under 19 World Cup) to further develop our initial conversation about the potentials of Kieran Read. He explained to me that when I had first asked him about Kieran, he had indeed spoken to him. That he'd found Kieran unable to speak the game – unable to speak an understanding of how play evolved! And he told me the coaching staff had gone so far as to recognise Kieran as a benchmark player for all in their group to follow – a player whose structure and process most emulated the operations of a professional. He told me the metamorphosis in Kieran was profound. And I told Ian exactly what I'm now telling you: "People who know "why" always beat people who know "how"!"

By adopting a simple strategy of evaluating and recognizing daily achievements, the New Zealand speed skating team, Jo Lawn and the Kiwis were able to propel themselves to world acclaim. It was through the vehement pursuit of WHY things happen (rather than how they happen) that ultimate glory was achieved. Similarly, business professionals that recognize the need for clear, immediate and continuous feedback breed the sense of well-being that trademarked the exquisite performances of the New Zealand speed skating team, Jo Lawn and the Kiwis. By engaging in a process of goal-setting coupled with continuous feedback, these champions were able to achieve the self-knowledge and self-improvement that enabled them to attain the familiarity and confidence associated with peak performance. The intense motivation born of this familiarity and confidence enabled them to trust their instincts for peak performance.

By adopting a simple strategy of evaluating and recognizing daily achievements, individuals and companies can put themselves on the path to constant improvement. I know this to be true. It is the 'power of reflection' that has enabled me to learn from my past experiences, and to apply well-founded and accurate strategies in the successful attainment of recent goals. Ultimately, it is the 'power of reflection' that has enabled me to refine the approach to creating a positive culture in organizations striving for peak performance.

I have been involved in international sport for almost two decades, and in all that time I have seen the complete gamut of cultures, ranging from those that have been almost solely responsible for outstanding

performance, to those that have been so dysfunctional that they have made failure pretty much inevitable. But it is 'reflection' that has made these diversities apparent, and it is reflection that was so critical in forming the foundation of the Kiwis' Tri-Nations campaign of 2005.

Throughout my sporting career, it has been my great privilege and fortune to work with a number of New Zealand's most revered sports coaches — outstanding people who have been at the helm of several of this country's most recent memorable sporting achievements. And whilst each one of them possesses their own unique arrangement of skills and acquisitions, the greatest commonality shared by most of them lies in their continued motivation to master new challenges. I have worked in conjunction with some very good coaches, and I have also worked with some poor ones. I have experienced success at the highest level — with the Kiwis as well as the New Zealand speed skating team — and played a part in numerous national championship-winning campaigns. I have experienced the highs and lows of international sport, and I have continued to grow as a result. Most significantly, I have learnt the lessons that sport has to offer, and throughout all those experiences one overriding consideration remains: what we are today comes from our thoughts of yesterday.

The New Zealand speed skating team, Jo Lawn and the Kiwis had to learn to do business differently — and this they evidently did!

March 2007 – The Doctor’s Room
Long Hours at Desk Raise DVT Risk: Study

Office workers who don't take frequent breaks are more likely to be at risk for a blood clot than passengers on long-distance flights, study finds.

People who spend long hours at their desks may be at even greater risk for potentially deadly blood clots called deep vein thrombosis (DVT) than passengers on long flights, concludes a study by researchers at the Medical Research Institute in Wellington, New Zealand.

They analyzed the cases of 62 people admitted to hospital for treatment of DVT and found that 34 percent of them were office workers who spent long periods of time seated at their desks. Passengers on long-distance flights accounted for just 21 percent of patients, *Agence France Presse* reported.

Some of the office workers in this study sat at their desks/computers for a total of 14 hours a day and went for stretches of three to four hours without getting up from their chairs.

DVT -- the formation of a blood clot in a deep vein -- most commonly occurs in the legs. The clots can break free and travel through the bloodstream to the lungs, heart or brain and cause breathing problems, chest pain, or even death from a stroke or heart attack.

The study found that DVT was most common among workers in call centers and in the information technology industry, *AFP* reported. The study will be published in the *New Zealand Medical Journal* and will be presented later this month at the annual conference of the Thoracic Society of Australia and New Zealand.

Many factors increase your risk for deep vein thrombosis. Some risk factors do not change, such as genetic blood irregularities, while other risk factors may change according to circumstances, such as pregnancy.

Major risk factors

Major risk factors for deep vein thrombosis include:

- Prolonged bed rest (more than 3 days).
- Abnormal blood clotting (hypercoagulable state), usually a result of inherited genes from one or both parents.
- Major injury.
- Surgery, particularly major hip or knee surgery, neurosurgery, and abdominal or chest surgery associated with cancer.
- Cancer and its treatment.
- Paralysis from a spinal cord injury.
- Having a central venous catheter, used in the hospital.

Minor risk factors

Most of these risk factors are minimal by themselves but may become more significant in combination. Research continues on the importance of these risk factors and how they interrelate.

Your risk for deep vein thrombosis may be increased by:

- Certain health conditions such as varicose veins, heart attack, heart failure, and stroke.
- A long airplane flight or car trip.
- Pregnancy, especially immediately after giving birth or after a cesarean section. Increasing age.
- People older than 40 have a greater risk of developing deep vein thrombosis.
- Being overweight.
- Taking birth control pills or using the birth control patch. Current evidence shows that a woman's risk of developing pulmonary embolism, a complication of deep vein thrombosis, increases while she is taking birth control pills. Past use of birth control pills does not appear to increase this risk.
- Current use of hormone therapy (hormone replacement therapy or estrogen replacement therapy), raloxifene (Evista) for osteoporosis, or the breast cancer treatment tamoxifen (Nolvadex).
- Smoking.

This article is a compilation of articles taken from the www.health.msn.com website, with content derived directly from HealthDay and Healthwise



March 2007 – Fit For Life
The Walking Environment

By: Joann Bally CSCS

Are you wondering where to walk? The most convenient route starts right out your door. It's worth driving or taking a bus to a scenic natural environment if you intend to walk for hours, but not just for a 30-minute tour.

People are more likely to walk for transportation if their destination is within half a mile. For instance, I take 1200 steps walking to the mailbox, and 500 more if I continue on to the market. The time is about the same as driving, if you include taking the car out and finding a parking spot. These short trips are also good for training to walk faster.

Jobs that require a lot of walking can keep you in shape, but they are getting fewer. (A study of London transit workers showed bus drivers had a greater risk of heart attack than the conductors who walked back and forth and climbed the double decker.)

Finding good routes for exercise walking is a subject of much study, as encouraging people to walk more is a public health goal. Safety is important; this includes traffic safety, crime avoidance, and dealing with some environmental hazards. Many people list walking paths as a desirable feature of a neighborhood.

Most cities are not walker friendly. Streets don't connect in a convenient way, short traffic lights and wide streets require even fit walkers to break into a jog to get across before the light changes, and sidewalks put you next to the cars and their exhaust. Rural areas are not that great either, with lack of sidewalks or paths giving the walker a choice between sharing the road with cars and trucks or walking in a ditch.

New planned communities, and those undergoing urban renewal, can deal with these problems. Some options are separate walking paths, trails in parks, overpasses at busy intersections, encouraging businesses to locate in neighborhoods, and keeping most cars out of the city center, which can then have more green space. Some people prefer to walk in their neighborhoods, and they should have sidewalks and good visibility of traffic so they can walk safely and even fast. There are specialists in urban planning and in increasing pedestrian accessibility who know how to make communities walkable.

Tell your local authorities if you want more walking and biking paths. It's not that expensive if you consider the payoff in public health and reduced pollution. Over 40% of the land area in cities is given over to

cars, with roads and parking. That's more than enough. Walkers can take back their share.

Walking For Fitness

Some walking is better than none and more is better than some as far as fitness goes. Moderate walking is a great contributor to health, but for fitness you have to do more. Most people don't have the time to walk long distances, but you can get fit by adding intensity to your walking workout.

One way to do this is to walk up hills, at a pace that will cause you to get a little out of breath. Hiking on uneven or mountainous terrain will get you in shape quickly. If there are no hills where you live, you can add some stair climbing to your workout to build strength, or spend some time on a treadmill set on incline. I'm not in favor of carrying weights while walking. This may burn some extra calories, but can also throw off your natural stride and strain your joints. Better to walk farther, and lift weights to get your upper body stronger. Walking with poles, called Nordic walking, can add intensity and is a good option if that appeals to you. Get some poles that are made for the purpose and learn the technique.

For most of us, the best way to add intensity to a walking workout is to walk faster. There are a variety of techniques roughly classed as "power walking," but racewalking is a specific sport. If you want to compete without the impact of running, racewalking is for you. In fact, you will find that many racewalkers are former runners whose knees don't allow them to run any more. If you want to try racewalking, look for a club in your area that will offer some instruction plus companionship, and competition if you want it.

Even if you don't want to be a racewalker, you can use racewalking techniques to add intensity, interest, and speed to your walking workout. There are two rules for racewalking: (1) one foot must be on the ground at all times, (2) the knee of your forward leg must be straight when your foot hits the ground. As a fitness walker, you don't have to be strict with these rules, but the resulting technique can be helpful.

The Stride. Two things determine how fast you walk: stride length and turnover. There is a practical limit to stride length for each individual, so it's best to concentrate on turnover, i.e., how fast you move your legs. The most common error when people try to walk faster is overstriding. If your foot comes down too far in front, it can set up a braking action as your momentum is checked by your heel hitting the ground ahead. Your foot should come down under or just ahead of your torso. Raise your toes high so you land on your heel, not midfoot, then just roll forward on your foot so you can push off with your toes when your foot is behind

you, as the heel of the opposite foot comes down. Keeping your knee straight when your heel hits the ground will help you do this. This technique is tough to maintain on a steep hill, so if you're not competing as a racewalker, walk the hills briskly but with any comfortable technique.

Arm Swing. You can usually just let your arms swing normally, with only a slight elbow bend, when you walk. If you want to go faster, though, bend your elbows at a 90-degree angle. Shortening the arc of your arm swing in this way lets you swing your arms faster, which in turn drives your legs faster. Hold your hand in a loose fist and bring it forward in front of the middle of your chest and backward to your hip. Right hand goes forward when left leg goes forward. Do not swing your hand over your head or across your body. You are moving forward, and you don't want to waste energy by creating momentum in another direction.

Posture. Walk in an upright posture. Be sure not to lean forward at the waist or to look at your feet. Pretend there is a string attached to the top of your head, pulling you upright. Look a few yards ahead, so you don't trip over anything. Maintain the normal curve in your lower back. Make sure your shoulders are relaxed. Your hips should swivel back and forth, not from side to side. You can practice walking on a straight line, so each foot comes down in front of the other. This will lengthen your stride. You need flexibility in your upper body and hips, so do some stretching after your workout.

Choose any or all of these techniques to incorporate into your workouts. Start with a short workout and work into being able to walk fast for a longer time. You can go a block fast, a block slow, etc. If you're lifting your toe higher on landing, make sure to work into this slowly as it will make your shins sore at first. When you straighten your knee, do not lock it out or hyperextend. If you want to do a long walk at a slower pace and enjoy the scenery or visit with your friends, you will get a lot from that too. Just do some fast walking every week, and practice to increase your speed. In this way, you can improve your cardio fitness by walking.

This article has been sourced directly from www.healthandfitness.com, a website dedicated to providing free health and fitness advice and articles

March 2007 – Eat Yourself Holistic

Living With Coeliac Disease



By Jeni Pearce

Many of my patients know that my Dad has coeliac disease and has learned to work with this condition for many years. The diagnosis was a surprise at first, but it did help explain some of the problems he had experienced with his health (including issues with his iron levels, problems with vitamin B12, stomach distension and fatigue). Today, he feels much better but still needs to be careful when eating out. He frequently travels with my mother around New Zealand in a campervan and they find cooking their own meals less stressful and safer, as eating foods that contain gluten can result in severe pain and discomfort for several days.

To manage coeliac disease it's important to adopt a gluten-free diet for life. In addition to the symptoms associated with eating foods containing gluten, there's also an increased risk for Coeliacs of developing problems such as small intestine cancers (called enteropathy lymphomas) in the long-term.

What is Coeliac disease?

What it is not is a diet that just excludes wheat or bread. Coeliac is from a Greek word meaning "suffering in the bowels" and was first described almost 2000 years ago. It is an adverse reaction by the body's digestive system to gluten, a plant protein that is naturally found in wheat, rye, barley and oats. In people with coeliac disease, consumption of these grains results in damage to the villi (finger-like projections important in the small intestine for digesting and absorbing nutrients) and inflammation of the tissues. The effects of this damage normally occur a few hours after intake of the offending food.

This damage to the villi the appears to affect the absorption of almost all nutrients. How this happens is still unknown but genetics play a key part, along with the immune system. The first and mid- portions of the small intestines are usually affected, although the end or whole of the small intestine can be involved. The villi cells contain many important enzymes needed for the digestion of carbohydrates and proteins as well as nutrient transporters that help move the nutrients from the digested

food into the bloodstream. This means that overall a lower nutrient uptake occurs due to the poor absorption of the inadequately digested food. Although some of the symptoms of malabsorption include changes in bowel motions (pale bulky stools), growth failure (especially in children) and abdominal discomfort, this is not always seen and less specific symptoms are more usual. This makes an accurate diagnosis more difficult and more time consuming.

The symptoms may be more easily identified in infants and children. After eating gluten they become tired and lethargic, with changes in bowel motions. The classical presentation in younger children is weight loss, diarrhoea, abdominal bloating, lethargy and irritability. Older children can have more non-specific symptoms such as abdominal pains or not growing as predicted, and can have various mineral deficiencies (low iron is common) and more frequent, softer bowel motions. For adults the picture is more clouded as diarrhoea, unexplained weight loss, bone pain, bone fracture, mild gastric upsets, abdominal distension, tiredness, irritability and other symptoms that could easily be put down to the stresses and strains of modern life make the identification of coeliac disease more difficult.

In my Dad's case it took a while as fatigue, low iron and abdominal distension were the symptoms. Many patients actually have normal body weights and some may have no symptoms at all. Researchers have suggested that anaemia may be one of the important things to look for in adults, especially in those people with a family history of coeliac disease.

Abnormal responses to gluten may also present as a skin disorder called dermatitis herpetiformis in some people.

Diagnosis

There is a general belief among experts that coeliac disease may be under-diagnosed. Although my Dad was diagnosed later in life, coeliac disease can develop at any age. I have several young children and teenagers as patients, who lead very busy, active, sporty lives. Diagnosis now appears to be more common in, but not limited to, people in adult life. In children it may begin anytime but is uncommon before the first birthday. It appears more prevalent in women than men (a ratio of 3:1 has been reported in some research). It is now commonly diagnosed in Middle Eastern and some African countries and in all European countries.

Coeliac disease can be tricky to diagnose as it is usually not tested until several other possibilities have been eliminated. A biopsy (small pieces of tissue taken from the first part of the small intestine) is routinely

required to confirm the damage to the lining of the small intestine due to coeliac disease and to make the diagnosis. In some people a second biopsy is taken after several months on a gluten-free diet to examine the repair process and improvement in the structure of the lining. Biopsies are performed by a gut specialist, called a gastroenterologist, on referral from a GP.

More recently, blood tests have been developed to measure antibodies. These can be helpful to establish if coeliac disease is likely, before a biopsy is undertaken. They can also be very helpful after diagnosis to monitor the improvements in the bowel. However, these tests can sometimes be unreliable and provide misleading results. It's best to talk this over with your doctor to determine the most appropriate action.

What are the health problems associated with coeliac disease?

The most frequent health problem experienced by people who suffer from coeliac disease is anaemia, owing to poor absorption. There are various types of anaemia due to a deficiency of iron, vitamin B12, folate or vitamin B6 and there may be only minor symptoms in adults. A well-controlled gluten-free diet high in these nutrients, with the use of supplements (if required - see page 43), is recommended, along with blood tests to monitor progress.

But by far the greatest concern for Coeliacs as they age is bone health. Osteomalacia (weakening and softening of bone) results from the impaired absorption of vitamin D, and osteoporosis due to impaired calcium absorption and transportation to the bone. People with osteoporosis appear to be 10 times more likely to have coeliac disease. After commencement of the gluten-free diet and when the bowel function has recovered, bone health should improve in children and adults.

Muscle cramps, due to poor absorption of calcium and magnesium, are also possible.

How to eat if you are a Coeliac

The most important thing for Coeliacs is to remove all gluten from their diet. This involves excluding all sources of wheat, rye, barley and oats (including tabbouleh, couscous and semolina). It's a major undertaking, so if you're newly diagnosed it's essential you visit a dietitian, since many regular food items and processed foods are no longer allowed. Without guidance it can be extremely difficult to get all the nutrients you need while still enjoying an interesting diet.

People with coeliac disease soon learn the food and ingredients that naturally contain gluten (wheat, rye, barley and oats) and those free of

gluten (which includes all fresh fruit and vegetables, eggs, fish, chicken, nuts, legumes, milk and unprocessed meat). Learning to substitute with alternatives is often a huge learning curve. Bread is the one food my Dad misses the most despite the increasing range of gluten-free breads available. Foods that contain no gluten include corn, potato, rice, soy, tapioca and arrowroot.

The biggest difficulty with managing a gluten-free diet relates to processed foods. Many Coeliacs become excellent label readers. The Coeliac Society of Australia produces a comprehensive ingredient list booklet for their members which categorises all food ingredients in Australia according to their gluten status. See www.coeliac.org.au.

Where does gluten hide?

The exclusion of wheat, rye, barley and oats is relatively easy and all gluten-derived ingredients are now declared on food labels. However, gluten can be eaten by mistake (care should be taken when eating out and to ensure food utensils are clean when cooking).

Beer contains gluten (apart from several recently developed gluten-free brands). Gluten-derived ingredients are widely used in processed foods, however as mentioned above, gluten-derived ingredients will always be declared on the packaging.

But remember: Even small amounts of gluten may cause symptoms and can cause damage to the bowel wall.

It can be particularly difficult for children to deal with coeliac disease. While fruits, vegetables, rice and potato become great staple foods, many common “treats” are off limits. Popcorn and plain potato chips are a great standby, as well as home baked foods made from gluten-free baking mixes, or specialised gluten-free foods (biscuits, cakes) which are important to provide variety and additional energy. Eating away from home is perhaps the greatest challenge and the best way to eat safely is being prepared by having food available in the car or at school. Particular problem times are school lunches and birthday parties. For parties, it may be helpful for the child to bring their own food (including their own cake).

Supplements Coeliacs may need

Because of the damage to the small intestine and the reduction in nutrient absorption that occurs in Coeliacs, some vitamin and mineral supplementation may be necessary to correct a deficiency. These are generally only needed until the bowel lining has recovered. After that time the gut should be able to function normally. The most likely nutrients include iron, vitamin D, calcium and vitamin B12. The need for

these should be confirmed with a blood test or bone scan. If gluten is introduced to the diet accidentally and the gut lining is damaged, this may also be a time when additional nutrient support may be necessary. Check that any supplements are also gluten free.

SOME GLUTEN-FREE FOODS:

Always check the ingredient label!

- Plain popcorn, plain salted potato chips, jelly, meringue, lollies and chocolate made with gluten-free ingredients, ice cream made with gluten-free ingredients
- Fresh meat, fish, chicken, pork, eggs, milk, cheese
- Fresh, canned and frozen fruit and vegetables (check labels on canned varieties)
- Potato, rice, corn, buckwheat, soy, polenta, millet, maize cornflour
- Rice cakes, rice crackers, corn thins, rice noodles, rice pasta, corn pasta
- Gluten-free muesli and cereals
- Butter, margarine, oils, salt, peppers, herbs, spices, garlic, nuts, seeds
- Jam, honey, nut butters, glucose, golden syrup
- Tea, coffee, fruit juice, vegetable juice

SOME COMMON FOODS CONTAINING GLUTEN:

- Wheat, rye, barley, oats, spelt, wheatgerm, bran, semolina, couscous, malt, malted barley, durum wheat, some breakfast cereal, breadcrumbs, battered foods, pasta and wheat-based noodles
- Sausages, rissoles, fish cakes, packets sauces, packet gravy, instant meals, soy sauce, stuffing
- Cheese spreads, soy milk, flavoured milk, takeaway French fries (contamination from battered food)
- Trifle, sponge, barley waters and drinks, beer

- Breads and baked products, crackers, pretzels, pizza bases, pastry, croutons, pasta

Note: these lists are not complete and are provided as a guideline only.

Lactose intolerance

Lactose is the carbohydrate found in milk. A temporary inability to absorb lactose can occur in coeliac disease: The enzyme to break down lactose sits at the end of the villi, so when there is damage to the villi the production of this enzyme is inhibited. A lactose-free diet is applied in conjunction with the gluten-free diet, and once healing of the intestinal lining has occurred (due to the removal of gluten from the diet) the lactose intolerance disappears. Lactose intolerance can lead to symptoms of abdominal distension, gas production and changes in bowel function. Foods containing lactose include all milk products, such as ice cream, yoghurt and foods where milk or milk solids are added as an ingredient. Hard cheeses (cheddar) do not contain lactose. Replace the milk in beverages, on breakfast cereal and in cooking with lactose-free milk or gluten-free calcium fortified soy milk.

The confusion over oats: Expert advice to the Coeliac Society of Australia indicates that some Coeliacs react to uncontaminated oats (elevated blood tests, symptoms and/or bowel damage). Also, commercial oats are contaminated with wheat. Accordingly the Coeliac Society of Australia does not recommend the consumption of oats without monitoring the effects by biopsy.

COELIAC DISEASE VS GLUTEN INTOLERANCE – IS THERE A DIFFERENCE?

The Allergy Clinic at Royal Prince Alfred Hospital, Sydney, has defined gluten intolerance as the tendency of some individuals to develop adverse reactions to gluten in the absence of any demonstrable abnormality of the small bowel mucosa. Clinical manifestations of the condition are variable. Common symptoms include mouth ulceration and gastrointestinal disturbances such as nausea, abdominal cramps, flatulence and/or diarrhoea. Management consists of reduction in gluten intake to the level required for symptoms to subside. Reactions are dose-dependent and the degree of sensitivity varies. Most patients can tolerate small amounts of gluten. Remember: Medical advice is necessary to confirm a diagnosis of coeliac disease, dermatitis herpetiformis or non-coeliac gluten intolerance.

A wheat allergy, on the other hand, is a different distinct condition - it is an immune system response to wheat specifically. People with this uncommon allergy only need to avoid wheat, and the good news is that

most children with wheat allergies will outgrow them.

Where to get help:

If you suspect you may have coeliac disease, contact your doctor.

The Coeliac Society of Australia (www.coeliac.org.au) has some excellent resources (recipe books, ingredient list booklet) available. The range of gluten-free foods now available is increasing, with gluten-free foods like bread, pasta, biscuits and cereals commonly found in the health section of supermarkets and health food stores. Living with coeliac disease may require good management but you can still enjoy a nutritious and interesting diet, and live life to the fullest.

March 2007 – Golden Rules of Leadership



In recognition of the continuing emphasis on leadership and the acquisition of leadership skills, we continue our Golden Rules of Leadership by adding a further three fundamental and critical considerations for business leaders. With our list of rules now expanding to twenty-four, we first invite an opportunity to revisit and reflect on the previous twenty-one rules espoused throughout this segment of The Koru:

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

Literature on leadership throughout the ages has been both expansive and – to a degree – contradictory. Researchers have talked about emergent (non-appointed), prescribed (appointed), people-centred (relationship motivated) and task-centred (task motivated) leaders, and theorists have discussed both the negative (selfish ambition and manipulation) and positive (unselfish and honest) sides of power.

Leaders have been autocratic, democratic, delegative, consultative, visionary, affiliative and participative (or a combination of all seven). There have been influence (leader and subordinate having reciprocal influence) and power (influence and power flowing in one direction) systems, and there have even been “organisational figureheads” (enjoying authority but lacking power) and “wire pullers” (influential and powerful, but without official authority). There has been constant conjecture over whether leaders are *born* or *made*, and a current-day trend to talk in terms of an empowerment model of leadership. But through it all, there has been one point of consensus – leadership matters and is a worthwhile academic pursuit.

But to make reason of it all, four styles have prevailed to explain the success of the great leaders. First and foremost, great leaders are visionary – *outside the square* thinkers. They are extreme optimists, whose optimism for what is possible and positive becomes infectious. They know what the big picture looks like, genuinely believe in the big picture, and help others under their reign to comprehend how their work outputs will fit into the possible and positive of the big picture. They are also affiliative. They truly care about those who fall under their tutelage, wearing their *heart on his sleeve* so that both their persona and objectives become totally transparent. And their sense of affiliation is rewarded by a powerful team harmony and a team-wide open communication. They are *democratic* in the way their leadership hierarchy works, and are strong supporters of any strategy that sees prominent team members assigned responsibility for the organisational and operational procedures of the group. They are eager to learn from all in the environment and ready to listen, which is reciprocated through the respect and trust emanating from within their inner sanctum. And above all else, they are people leaders, working diligently to better understand and appreciate their subordinates. They inspire those under their care, constantly communicating a belief in their potential and an expectation of their success. And the culmination of all these qualities! Great leaders are rewarded with inspired efforts and an unwavering commitment.

The success of great leaders is not an anomaly – it is the product of a carefully researched and strategically implemented plan of leadership. It is the culmination of years spent refining an approach and intuiting a style. Great leaders are cognisant of the various styles of leadership, know the sort of leader they want to be and work conscientiously to develop and establish a style of operation that suits their unique personality.

23. The Barbecue Theory

Graeme Norton is a wonderfully talented sport coach, leader of men and a respected ally of mine. My liasing with Graeme began in the mid-1990's. I was an academic delivering Sport Psychology modules to aspiring coaches at Coaching New Zealand courses, whilst Graeme was a fledgling rugby league coach - with a coaching record most coaches would happily retire with. Attending a Coaching New Zealand course Graeme immediately identified a missing link in his coaching armoury. He phoned to identify whether I'd be interested in assisting him with the Sea Eagles, and then he persisted in phoning me until I finally relinquished and agreed to assist him.

Knowing Graeme as I now do, I am able to give greater definition to this persistence. It is a persistence best appreciated through a theory I have since come to know *as the barbecue theory* – a theory symptomatic of Graeme Norton and other great leaders. *The barbecue theory* has evolved from a story once told to me by Graeme himself, in which he recounts his first year coaching with the Northcote Tigers reserve grade team. Always one for recognising the importance of team harmony and dynamic, Graeme's first initiative was to host the potential players for a barbecue at his home. Realising that one of his players was a chef of some considerable training, Graeme decided to utilise the talents of the player in preparing the food for the barbecue. Rather than everybody getting a few sausages in bread (and maybe some sauce if Graeme remembered!), the players were treated to a feast of culinary delights. The barbecue was such a success that the players continued to talk about it all through the season, seeing it as something of a highlight and attributing it in no small way to the camaraderie that accounted for their success. Rather than hosting an everyday kind of event, by delegating responsibilities to one with a superior skill and knowledge, Graeme had managed to create a catalyst for the establishment of a unity that would keep his team tight throughout the season.

Astute leaders are self-aware. They are therefore able to identify strengths in their make-up and engage others to provide the critical ingredients they don't possess so highly. Having the courage to surrender a portion of control should never be seen as a sign of weakness by a leader (although I fear the contrary may often be the reality). Leaders of true presence are able to recognise when the time is right to call on others, are comfortable enough in themselves and their standings to welcome a delegative approach, and strive diligently to create the most impacting environment they possibly can regardless of how immediate their role may be. They are always looking at innovative ways to make the experience for their staff as broad as it possibly can be.

24. The Leader as Salesman

Leaders are in the business of selling. They're selling technical expertise, company visions and strategic business plans. But more than anything else, they're selling excitement. As leader, you're selling a new way of life, and being convincing in the messages you sell will determine your success. It's relationship selling. You're selling yourself, and your staff (and potentially your customers) are reliant on your service and ability to deliver. Know what the client's needs are. Present them with proof you can satisfy those needs. Summarise. Get them to agree with you. Close the sale! And if you can't logically show them what value the sale has for them? You're going to miss the opportunity. They're not going to give you the allegiance you desire. They're not going to buy.

Leadership is about encouraging people to buy from you, more than it's about *telling* them what to buy. It's about encouraging them to discover for themselves the value in what you're saying, and getting them to fully understand the value aspects of what you're selling. Ultimately, it doesn't actually matter what you're selling because the validity of the sale is all about the extent of the buyer's engagement – the extent the buyer is uplifted by the excitement you generate and the opportunity you present. It's about personal engagement in the business so that your staff are wrapped up in your passion – and it's about being engaged in the business all day long and not just for that passing moment when you're addressing your team.

The 2005-2006 tri-series of rugby league campaign embarked upon by the Kiwis was an interesting study in selling. As a coaching staff, we had already come up with a dream and vision long before the team ever assembled. The challenge was to induct every player into the possibilities it presented. Speaking of facts (such as a 46 year drought in Sydney and a failure to win a series against Australia since 1953), we impressed upon the players that it was not a matter of "if" such things would every be rectified, but merely a matter of "when" – would it be 10 years, 2 years or (potentially) 2 months? We proclaimed the wonderful careers of 10-year plus veterans (Ruben Wiki and Stacey Jones) and stated that only victory in Sydney and a series win could ensure them of the immortality they deserved. The seeds were planted. The dream was both sold and bought. Our campaign was launched.

Devising a series of values to coincide with the dream and vision became paramount to the success of the campaign. If the dream and vision were prescribed, the identifying of appropriate values to attain them was very much the domain of the players – it had to be, for those values had to entirely reflect the needs of the players. A mission

(values) statement was created. A values statement that would underpin everything the 2005-2006 Kiwis stood for on their march to tri-series success. These would become values that were *living processes*, constantly referred to, regularly reinforced and frequently evaluated.

Leadership is selling and the customers are your staff, who must be sold on the company - its vision, values and motives. Truly great leaders diligently sell a company strategy (and each individual component of it) as the most important thing in their lives until the deal is clinched and victory is theirs.

March 2007 – Face to Face With Mark Sutherland



Mark Sutherland is one of New Zealand's most revered performance coaches, having transitioned from preparing sporting talent for the challenges of global sport into the coaching of busy corporates looking for their competitive advantage. He is the current kayaking coach to world champion kayaker Ben Fouhy, having previously assisted New Zealand kayaking icons Ian Ferguson and Paul McDonald in the attainment of their sporting goals. Mark has a vast background in sport, having attended both summer and winter Olympic Games, and numerous world championships in a variety of sports. The culmination of these experiences have left Mark with a comprehensive knowledge of performance enhancement principles, making his insights both valuable and essential.

The Koru: Perhaps if we could start with just a brief history of yourself?

Mark: I was a good schoolboy athlete. National champion in the 4 by 100 meter relay and I played in a number of national finals in the first XI soccer team. I played representative soccer from under 11 age grade through to under 21. My last soccer match was a curtain raiser for a New Zealand game when I played for Manuwatu under 21's. After that I played in the southern league to earn a bit of money, which paid my rent of 14 dollars a week when I was at varsity. It paid my food bill – I used to get 5 bucks for playing, 5 bucks for a goal and 5 bucks for winning, so some weeks I was making 15 dollars which covered my rent. That was in about 1980 in southern league soccer.

The biggest thrill I ever got was when Alan Jones said to me that if I wanted to apply myself a little bit more I could play for New Zealand. He said you're not the prettiest player I've ever seen, but you've got...his exact words were, "You can read the game better than most people I've dealt with." So I thought that was pretty cool.

The Koru: If it is true that you can read the game, how valuable has that been for your career in sport?

Mark: At that point I was really more interested in coaching. I was doing a soccer practical for a week with a couple of guys who were playing for New Zealand, and the three of us were one-on-one with Alan Jones. At the same time I was doing that I was coaching the University women's soccer team and we had to play a Dunedin team who had six members of the New Zealand team and we beat them. I watched them a few times, figured them out and set out a few tactics. At the same time I was chatting with Alan and he told me that I had a good reading of the game which boosted my confidence no end. I put the team through some plays and we beat them 3-1 – it was basically half the New Zealand team against a bunch of University students who we put together in a serious University team. That was kind of my first major success in sport as a coach.

The Koru: So when did you finish playing soccer?

Mark: My last year at varsity I got knocked out three times in a row. Once kicked in the head and twice head to head. So I got knocked out, three week stand down, knocked out, three week stand down, knocked out, three week stand down. I thought this is stupid, I'm going to seriously hurt myself here. That was my last year at varsity so I retired after that and just played social soccer.....with (Dr) Simon Mayhew actually.

The Koru: And academically? What's your background academically?

Mark: B minus, C plus student. Went to Phys Ed School after Palmerston North Boys High School. I had to sit University Entrance and got that by 4 marks. My report cards for as long as I can remember said, "If Mark could apply himself as much to his academics as he does to his sport he'd be a professor." So I was an average student. At varsity I was pretty much a B minus, C plus student, but an A plus practically. Then I did two sport based Masters papers at Massey University and got an A plus and a B for that – the B really annoyed me because I thought I knew a lot more about it than the tutor did. So I bailed out of that and thought I don't need a Masters degree. I had Olympic champions and a bunch of other achievements under

my belt, so what do I need this for.

The Koru: And what about the kayaking?

Mark: Kayaking came about because I had a girlfriend at the time who said, "Would you like to meet Paul McDonald?" I was just sports-mad. Every chance I got I was watching national teams train. I was watching All Black coaches and hockey coaches to learn as much as I could about coaching. And Dale said to me, "Would you like to meet Paul McDonald." This was just after the 1984 Olympics. So I went to her house and Macca come around. And Macca and I got chatting. We chatted for about four hours. I told him I was interested in coaching and sport, and that I was very good at just analysing people. He was just asking me about what I do, and I told him my strongest point was probably physiology. And he asked me about kayaking, and I told him that the speed you guys go you need lots and lots of strength in your legs because you can't paddle without that. We just talked about technical things that I saw. And he said, "How do you know all this? Have you been a kayaker?" And I said, "No I haven't. I've only seen you guys on TV." He said, "Well you've got it pretty well down pat. Do you want to come down to the lake and have a look at what we do?" So I spent about point five of a millisecond making the decision that that would be a good idea. I went down to the lake and hung out down there for about three weeks watching Macca, and learnt a bit off him and gave him some of my ideas. Then he introduced me to Ferg, and the rest is history. We spent 8 years together.

I got out and paddled a TK1. It's like the motor racing equivalent of a formula 3 as against a formula 1. So I got out and paddled a TK1 round and round and round, and learnt the technique and the paddle technique. And then I paddled surf skis. I spent hours and hours watching videos and analysing things. After a short while Macca said, "Would you like to be my coach?" He then introduced me to Ferg. And we had a relationship for 8 years. That's it!

The Koru: So your appointment as coach was driven by Paul?

Mark: Driven by Paul. After he introduced me to Ferg (Ferg was pretty blaze) he introduced me to Alan Thompson and Grant Bramwell. They really didn't have anybody on Lake

Pupuke coaching them, so I just sort of grew into the position. I ended up becoming a club coach, and then within a year I was in Korea coaching over there for six weeks. They were paid a lot of money which went to the team to fund the team's trip to Europe, and they covered my expenses. So my first trip I didn't have to actually pay any money. But I did the six weeks in Korea and then went to the world champs in Montreal as assistant coach to Benny Hutchings. Then after that I was off as Head Coach for the rest of the time – I was in the national team up until the end of the '92 Olympics.

The Koru: So in all that time, what's your greatest moment in sport?

Mark: It was pretty exciting in '88, watching those guys win a gold medal in the K2 and knowing that I'd played a part in it. But they were Olympic champions before I came along, which some cynics have reminded me of. But I think the best moment was when I was in my bedroom packing to go home. I got this knock on the door and it was Macca. He walked in, shook my hand and said, "Thanks." That was all he said. Then he took the gold medal from out of his pocket, put it around my neck and walked out the door. So for about an hour and a half I was packing my bag with this Olympic gold medal around me. I figured that was as much acceptance as I needed. At that moment I knew I'd made a reasonable contribution to the programme and to his success. Later on he told that he could've won a gold medal anyway, but the stuff I brought to the table made it a whole lot easier and more pleasurable.

The best sporting moment I've had, or the best success I've had, was (triathlete) Joanna Lawn. From an anorexic and trying to help her through anorexia as an athlete. We won a lot of titles together, and I basically took her from zero to hero.

The Koru: So with the kayaking. You retired in '92 after Barcelona, and then came back into it this year with Ben Fouhy. How did that come about?

Mark: I retired in '92, but I ended up staying in the game. I was coaching a lot of coast-to-coast athletes and coached a couple of marathon kayakers. So I was never really out of it, I was just out of the national and club scene and just working away on my own.

And then just before Christmas 2006, Ben phoned me up. I'd spoken to him a year ago and had a reasonable chat with him down here in Cambridge. And he asked me a bunch of questions about the old days. He was a bit angry actually, because he'd come home from Athens (2004 Olympic Games) with a medal, and things hadn't gone well. I met him in February-March 2005, having been introduced to him by Gordon McCaughley, who I knew from cycling. Ben was wondering what was going on. He didn't have any money. And I just said to him if you want to have a chat at any time, just give me a buzz. I said, "You've actually got the power Ben. You're the one getting the results. You need to get a good team of people around you." I never heard from him again, until Christmas 2006. He phoned me up and asked if I'd be interested in going out on the water to have a look at his technique. So he came down for a week and I cleared my calendar so I could work with him morning and evening. And out of those sessions on the water, about half way through the week he asked if I'd be interested in being his coach. To which I ignored. Then he asked me again a few times as the week progressed. I told him that I'd have to think about it.

I had no real desire to go to the Olympics. No real desire to travel overseas. Don't have to prove anything anymore. And I've worked my arse off to make a really successful business. So, in the end I said I'd look at it, but if I was to do it these are the rules. I'm not compromising my family and I'm not compromising my business, because at the end of the day Ben can go and win a gold medal and make lots of money out of the fact he's won that gold medal. I'd have to come home and start rebuilding my business if I was to compromise it. So I spoke to (wife) Deb. She looked at me and said, "Of course you're going to do it." So we had a long discussion and I said to Ben that I'm happy to look at it. I reinforced those conditions and added a third one. I said that I wouldn't do it unless I got paid, because I can't commit that much time and it may cost me a bit of business so I need to be reimbursed. Which he didn't have any problem with. Then I said that I'd do it, and discussions started between us and SPARC. He moved down to Cambridge. And here we are – we're rocking!

The Koru: If you go back through your history, when did you go from being fully immersed in sport to being more immersed in the corporate world?

Mark: Basically, it came about because I had to find some money because you don't make any money in sport. I had a baby and I had to make some money. The first piece of money we got from sport was when we (Mark and Craig Lewis) were in the ice racing team, and they were paying us that weekly fee. So that was '94. At that time I was doing a lot of personal training, or personal coaching, before personal training was even started in New Zealand. I learnt that I could keep my clients because they liked the fact that I was an Olympic gold medal winning coach. So I'd go overseas and come back and still have work. A couple of years after the kayaking I was a bit annoyed because things weren't happening, and you said to me the reason nothing's happening is because you've set goals around your sport but you haven't set goals around your business. And it sort of made sense, so I went home and set some goals and put some plans in place. And one of those goals was that I had to get some regular income. So I changed my approach. In '95-'96 I got a Massey University student to do some research and find out what corporates want from training and stuff, and figured out that I could teach them a lot of stuff based on my international sport experience. I then spent four years transitioning across to the business world.

I still needed to make money so I took on a 0.5 job at UNITEC. I was able to manage a few business clients at the same time. I got my first break from IMG (which used to be Armstrong Jones). I bullshitted my way into that job. Bluffed a couple of references. They gave me a job but didn't check the references. The job went off really well and they referred me to Deloitte. And that was how it all started. I started to apply all my knowledge from sport, putting it in a sport way and saying how do you get an edge every day. How do you get higher executive performance, and it sort of grew from there. And the best thing about it was that I was getting paid.

The Koru: So what was the greatest thing you took from sport and gave to the corporate world?

Mark: How to win. I always tell corporate people when I'm getting together with them or when I have to pitch, that the biggest difference between sport and corporate business is very little. Except for one thing – in sport we get one shot every four years at Olympic success, but in business you can win every day. So what I took from sport is the planning.

The other thing I took from sport is the ability to switch on. Different guys I've worked with at the top end of sport never spoke about what they didn't want to happen, they always spoke about what they wanted to happen and how they wanted things to work. And it's become clearer to me as I've become older. When I think back, even Ben talks about I want my arms to be in this position and I want my back to be in this position. I want my boat run to be like this. He's not about saying what I don't want. It's more about saying what I want. That's something I've learnt a bit more about - that's actually what I've learnt more than anything else from sport. They were always talking about what they wanted from the sport and how they wanted to achieve it, rather than the negative.

The other thing I took from having worked from Mac and Ferg was that I had enormous credibility, and I was able to package that credibility up. That opened doors. But after that you had to deliver, otherwise you were going to be found out pretty quick.

The Koru: Currently you're doing the e3 leadership programme. How did that all evolve?

Mark: That came about because I was working on my own a lot, doing one-on-one stuff and working with smaller groups. I wanted to get a bigger market, so I just applied a basic marketing strategy and thought I need to align myself with someone who can give me a database. I spoke to a contact at Deloitte, and ended up meeting Brenda Sayers who was the national partner for human capital. I figured they had a good database, and I've got a good programme, maybe we can get together. Brenda liked the idea, so I past on a contact I'd made with Carter Holt Harvey. She went to Carter Holt Harvey and sold them the premise of my programme, and we sold it to them. We decided to call it e3 because my programme was called "Executing Executive Excellence", so we just called it e3. And that's how we

came about e3 leadership, with the three “e’s” being executing executive excellence.

And the cool thing is Brenda went and did the negotiations and came back and said, “There you go!” And I thought, “That’s cool, I get half of that.” And she said, “No, that’s your half.” And at that point it was a lot more money than I’d earned before. I showed Debbie, and that’s how e3 got started. Brenda and I have been working that for nearly four years. It was pretty full on for two years, but it’s been a bit slower in the last two years. We’re only doing sort of one or two big jobs a year. Brenda doesn’t need the full on amount of work like I do. We have our board meetings and our staff meetings in the car going to clients to do work, we have debriefs on the way home and get together once every two months for half a day to talk about the business. So it works out nicely – she does her thing, I do my thing and we do stuff together.

The Koru: So what is the premise of the programme?

Mark: We define excellence as “doing the basics better than before, every day and all day.” And when it comes to leadership, you have to have a handle on the basics of leadership – for example, self-management. People take time-management and self-management for granted, when in actual fact that’s a key part of leadership. When you look at stress management – how do you manage the stress of success, and how do you manage the negative stress as well? If you aren’t able to do it for yourself, how are you going to manage the stress in your environment?

The other things we’re looking at is what makes up a good environment, for teams to perform to a higher level. And not from an academic perspective – as I said before, I’m a B-/C+ student, even though Brenda’s an MBA and a bunch of other things. It was really looking at the market and finding out that what they were missing was high level, practical stuff. I knew I could deliver high level practical coaching in that regard, and Brenda brought into that really well. With her academic background she brought ROI to the game, so return on investment is in her court. She really liked the idea of providing high level, practical coaching for executives, and that’s what the premise of e3 really is – do the basics better than before, every day and in every way. We cover a whole range of different areas,

but we look at it more as a practically based programme rather than a more academic programme.

The Koru: So what about peak performance environments. What's your philosophy on creating peak performance environments? First in sport and then in the corporate world, and how do they mix?

Mark: Peak performance environment in sport. The first thing that applies to both is that you've got to have a performance language. And in the corporate world they usually have a sales language and a technical language, but they don't have a high performance language. In sport it's the same, you've got to have a team that talk the same type of performance language, so they're on the same wavelength. Once they're on the same wavelength, you can actually start to grow the team. In sport, the way I look at it is that you set your benchmark and everything has to be done at the highest standard possible. Those four things of mine – benchmarking, standards, preparation and back yourself.

The best way to talk about it is to talk about the Akorana Golf Academy that I set up. We went in there and Tiger Woods was the benchmark. We had a bunch of kids aged 15 to 19 – good golfers, but none of them had shot under 80. Here we were using Tiger Woods as a benchmark – you've got to look good, you've got to feel good and you've got to act good. And what does good mean? Well, we defined it as excellence in doing the basics better than before, every day and in every way – the same old basic formula - and then sticking to those standards ruthlessly. I think Peter Blake talked about you've got to be ruthless in your ability not to accept the soft option. So young Stephen Wilkinson would show up in dirty shoes, and would have to run three kilometres home, clean his shoes and run three kilometres back. He was letting the team down. And the other guys would realise this was serious. So then he might show up and he hadn't had a shave, so he'd have to run home and have a shave. After the second time he figured it out that the standards have to be maintained all the time.

So these guys would go out on the practice fairway, and they would look like Tiger Woods going out at the Masters. It became very apparent that it was working, because the scores were coming down and we weren't doing any more training – we were doing a lot of mental skills training and a

lot of course management. And every one of those guys shot under 72 off scratch within six months, by maintaining incredibly high standards. And of course alongside the standards goes the language, the preparation and the mental approach to the game. We created a performance language out of that which they used to speak. Out of that, two of those kids ended up on scholarships to the United States.

To me, in sport it's the highest standards possible and don't compromise on it. And in business it's the same. It has to start with creating a performance language. For example, I'm working with Ag Research and you've got 12 people working on 12 completely different areas of science. Now science has its language, marketing has its language, and the commercial aspect of research has its language. But what is the performance language? So I've spent my time introducing them to a performance language, which comes under my 10 laws and a few other things. So when they get together as a group they have a language they can fall back to that's high performance, puts them all with the same cog as opposed to just their vision and mission statement. I think in a corporate world you have to get a high performance language, and then reinforce it all the time. I've been at staff meetings where people go, "Look I haven't had time to prepare it." And they'll just go, "No, law 10 – no excuses!" And they'll accept that. So there are the 10 laws that are used to keep everybody in check, and it tends to drive the performance level up.

I guess the other thing is simplifying everything in the business world, because it's far too complex really. People say that they haven't got enough time, but I say have a look at your processes. And within no time they've found 15 to 20 hours that they didn't have before – they did have them, but they were just trying to make life so sophisticated and complicated. So I think its simplifying and creating a performance language that I think are essential in the corporate world.

No matter how good you are, you can always bring an edge to your game! Everybody has an average, and it's all about how do we get above that average. Even if it's just by 0.01! It doesn't matter how good you are, you've always got something you can work on. I talk a lot about bringing an edge.

The Koru: What about the key characteristics of the great leaders and coaches that you've known?

Mark: The better CEO's and coaches I've met! The one thing I've noticed, particularly in coaches, is calmness. When I've spoken to the really first class coaches its been their calmness that has intrigued me. They're never ruffled. Even under the highest pressure at the Olympics, they always seem to be very calm. And when I was a rookie coach I found that really intriguing. And what I learnt was that the reason they were calm was because their preparation was first class – everything was covered.

I learnt that if I had to do a job I could put preparation time and travel time in my diary. I could just forget about it and not worry about it until I got to that day – I've got to prepare for that particular thing, or I've got travel time for that thing. Really basic like that! But also really doing the homework and understanding the sport. Not so much how things are done, but more importantly as we (Mark and Craig Lewis) were talking about recently, the "why". Why do we do it that way? It kind of relates to law 9 – "The best way overrides your way and my way thinking." And that's probably what I've learnt more than anything from the top coaches I've met. They are always calm, because they know their stuff and they're so well prepared.

March 2007 – Let's Go Surfing
<http://olympicgold2008.blogspot.com>

In a removal from tradition, in this edition of *The Koru* we introduce you to a recently launched blog that sport fans, leaders looking for a competitive advantage and patriotic New Zealanders alike might like to log onto on a weekly basis. In a fascinating initiative, this *quarters Face To Face* subject Mark Sutherland welcomes you to follow the trials and tribulations that are certain to earmark the preparations of one of New Zealand's strongest Olympic hopefuls, Ben Fouhy. Follow the eighteen-month pathway designed to take Ben all the way to the Olympic gold medal he so narrowly missed out on in the Athens Olympic Games of 2004.

In a rare insight into the intricacies of an Olympic Games preparation, Mark vouches to keep us informed with a weekly addition to his blog, <http://olympicgold2008.blogspot.com>. Its bound to be an intriguing journey, and you have every opportunity to be right there in the making of a champion, commencing with Mark's very first entry.

March 2007 – Practical Exercise:

Goal Flow

Goal Flow is a simple but extremely effective goal-setting exercise that has an application for all the dimensions of a person's life. The exercise has the potential to cover a full spectrum of complexity, and can be as detailed or fundamental as the specific participant determines it to be. It has been said that we achieve a staggering 5% to 7% of the goals we set, meaning the ability of people to adhere to set goals must surely be questioned. From my perspective (where I work incessantly in the pursuit of goals for sports-people and business entities alike) I suspect the single greatest cause for this poor return lies somewhere in the uncertainty around where to start.

In the instance provided below, participants are required to consider an appropriate goal, from which they are to determine the importance they attach to attainment of the goal and a proposed date for achievement of the goal. Once completed, the participant must then consider the various processes (or improvements) they will have to follow in order to bring goal attainment to fruition. For the purpose of the exercise within *The Koru*, we've restricted these processes to four (4) key objectives, but in reality participants should feel free to go beyond the scope of the required four (4) to a far more expanded list. With the processes determined, participants should then pause to question whether attainment of the processes to the level required is feasible "given time, talent and energy". Participants are then requested to consider the specific *calls for action* that will detail the steps to be taken for accomplishment, and inevitably create a definite start point for goal attainment. Concluding comments relate to the establishment of a first step (many of our goals remain unfulfilled simply because people do not know where to start) and consideration of any actions that will need to be taken to set the wheels of achievement in motion (e.g. those aspiring to fitness goals may need to consider gymnasium members, etc).

The Goal Flow is a wonderful exercise that should be frequently repeated and prominently displayed. Take time to complete the exercise and respect it for the direction and understanding it is designed to provide.

Goal Flow

1. Write a goal?

2. Rate goal strength (1-10).

3. Date of expected achievement.

4. What processes will have to be followed? (Be specific)

1.
2.
3.
4.

5. Are these processes feasible, given time, talent and energy?

6. How can I work on the areas that need to be followed?

1.	1. 2. 3. 4.
2.	1. 2. 3. 4.
3.	1. 2. 3. 4.
4.	1. 2. 3. 4.

7. What is the first step?

8. What other steps can you take? (Think of sub-goals)