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September 2008 – The Director’s Desk

Welcome to the third edition of *The Koru* for 2008. We trust that you are managing to endure what is unquestionably a difficult time for New Zealand business, and apparently more so for a broader global world. The e-mail newsletter of Lead to Succeed, *The Koru* is dedicated to the nurturing and monitoring of your "new beginnings". Titled to most appropriately depict its stated intention, *The Koru* is designed to provide new insights into the better management of day-to-day business, with a view to promoting renewed and new hope for the attainment of future success.

And so to this edition of *The Koru*! This quarter’s “Feature Article” encourages all leaders to take up the challenge and become “students of leadership”, knowing full well the importance of all business leaders maximising the work outputs of their employ. More particularly, “Dogs Like to Chase Cars, but If They Caught One Would They Know How To Drive” challenges all business leaders to demonstrate the kind of courage, perfection and self-discipline so much a part of the resilience required in trying times.

RadioSport’s High Performance Hour has established a proud tradition of bringing many of the world’s highest achievers to the New Zealand airwaves, having built up a loyal and appreciative supporter base along the way. Having toiled over five years to bring an accurate account of what constitutes high performance in sport, adventure and business, the program has reached a point where it is now ready to consider a natural growth path to New Zealand’s leading radio broadcaster, Newstalk ZB. Having previously been a guest on the show, it was with much delight that I received an invitation by the show’s founding members, Andrew Dewhurst and Jon Ackland, to join them as hosts on the expanded initiative. With the rejigged format proposed for a commencement in 2009, it seems only fitting that *The Koru* dedicate its Face-to-Face column to the High Performance Hours recently conducted interview with dual Olympic medallist, Hayden Roulston.

“The Doctor’s Room” offers important advice for New Zealand men. Titled “Men’s Health: Good Advice For Kiwi Blokes”, this column discussed some of the pertinent health issues confront Kiwi blokes, including afflictions such as beer belly, prostate disease and the general daily grind of a busy professional life. “Fit for Life” encourages all our readers to consider the importance of regular and frequent vacations. “How Vacations Reduce Stress” is compulsive reading for anyone who falls victim to the treadmill of a busy corporate life. In reference to our growing dependence on caffeine to get many of us

through the day, our “Eat Yourself Holistic” column asks the question, “Is Caffeine Really Unhealthy?”

“The Golden Rules of Leadership” continues its growth up to a staggering forty-two golden tips, focusing this edition of *The Koru* on three guiding principles worthy of every leader’s consideration. “Creating Time: The Importance of Systems”, “Even The Right Decision is Wrong If It’s Made Too Late” and “In a Family You are Never Alone” offer practical suggestions to assist all aspiring leaders in the attainment of their ultimate leadership performance.

Our “Practical Exercise” segment reveals the Leadership Style Scale independently devised to provide a quick and easy reflective awareness exercise for all those entrusted with the responsibility of leadership.

Finally, in this edition of *The Koru* we go surfing and highlight the EvanCarmichael.com website, a site dedicated to providing cutting-edge information for small business motivation and strategy. With Lead to Succeed having recently been recruited to provide column for this website, we’re confident it can become a site that increases in familiarity to our reading audience.

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

September 2008 - Feature Article:

Dogs Like To Chase Cars,

But If They Caught One Would They Know How To Drive?



By Craig Lewis

You possibly know the drill! Your child's keen to play a particular sport. You go along to register them as a player. But in the process of registering you soon learn the lady completing all the registration details is more interested in you than the child. "Would you like to coach?" "Would you be available to help out with sausage sizzles, running the car park, managing the team, etc, etc, etc?" Before you know it, your coaching career has commenced, and you didn't even know you were a candidate! It's a scene repeated every registration day in clubs all round the country. And every registration day there are reluctant heroes just like you who take the lure, without even appreciating the fantastic opportunity that's just been bestowed upon them. And in some obscure sort of one, I am often reminded of the unavoidable parallel existing between the enthusiastic parent who coaches sport and the highly effective business technician whose ultimate reward is appointment to a position of management and leadership.

Coaching your child's sport team is one of the most rewarding and exhilarating things you're ever likely to do. And this column is dedicated to all those hapless volunteers fortunate enough to have assumed the title. It is dedicated to sharing my experiences (which range from coaching at very junior levels right through to elite international sport engagements), in the hope that somewhere within this brief article you'll find the prelude to a formula that will make your experience of coaching as joyous as it possibly can be. Inadvertently, this column is also dedicated to the first time business leader astute enough to recognise the unique opportunity, and enthusiastic enough to back it with the drive to up-skill.

This is a column dedicated to putting you on a pathway to discovering a leadership gem amidst a sea of rubble (remember, one man's trash is another man's treasure) – a pathway consumed by a desire to unearth the gem that makes all the searching worthwhile. It is a column

dedicated to an ever-expanding client base striving to find a sequence of elusive insights that will better position them for leadership effectiveness, written for those who value the opportunity to make the lives of their charges better, and who therefore welcome the accountability that comes with the title *manager* or *leader*.

But before we get too immersed in the content of the column, here's a simple activity to get you started. Put this column down and take yourself back to any recollection of junior sport involvement you may have – for most (if not all!) of us, that will probably equate to the first time we truly experienced genuine leadership that wasn't masked as teaching. Try to recall the stimulus that attracted you to participate (or maybe the influence that terminated a potentially promising career, as the case may be!). Those very same attractions you saw all those years ago in a sporting context are almost certainly as pertinent today in a business-sense for those with whom you have been entrusted the responsibility to lead. How good it felt to be part of the group, and to share in the excitement of participation! The fun you experienced. The friendships you made. The sense of accomplishment you realised. The challenges you confronted and ultimately mastered. And I guess the objective for you is to ensure you capture those motives within the leadership program you offer.

Now, consider your benchmark junior sport coach. That person who made the game and your role in it everything you wanted it to be! What are the characteristics that made that coach so significant to you? As a parent looking back some 30-40 years later, I know above all else those special coaches were decent people – the sort of people who exuded an admirable moral quality. The kind of moral examples I want my child to spend time with. And I suspect the same will apply for you! But to me as a child they represented even more. They were the sort of people who made me feel special by the way they interacted and the pleasure they brought to the environment. Theirs was not a preoccupation with a win-loss ratio. I was the most important thing in their world for that one moment in time. They knew it! I knew it! And together we forged a pathway of realising everything the sport could be.

To me, sport and business is one and the same. After all, they're both dedicated to creating that ideal performance state that enables people touched by them to grow in their insight and belief. And they are both set up along the exact same lines – with a collection of willing and (hopefully, still) eager participants, and one dominant figure entrusted the responsibility to mould their independent talents into a collective that far exceeds them.

Of all the judgements we pass in life, none is as important as the judgements we pass on ourself! Like all forms of human endeavour, there is no simple formula for determining the fundamental characteristics of a leader. No matter how intensely we look for that ultimate and clear delineation of leadership qualities, the fact remains that no book, article or column will ever be written that captures the essence of leadership in such a simplistic format. There is the strategist and the communicator, the planner and the motivator! And then there's the combination of all four (with an additional hundred qualities thrown in!). The point is this, the best leader any one person can be is the one who greets them in the mirror of a morning – leaders cannot be someone who they aren't! But there are clearly some qualities for leaders to aspire to – the sort of qualities those in your care are going to value most highly – and then there are those who transition the spectrum.

Nevertheless, as presumptuous (and maybe even simplistic!) as it may seem, the first and most insightful definition to give to the role of leader stems from what you see as being the purpose of the job. If your sole intention is to work alongside your staff so that they may improve both their individual and team performances, then I guess the question becomes, "What key characteristics will enable this to occur?" If that's your premise, then I suspect the qualities you're seeking become somewhat self-determining. For mine, if you're aspiring to improve the individual performance outputs of your chargers, you can't go past knowledge of the industry, knowledge of the person, diligence in analysis, motivation, ability to teach (and/or communicate, which is clearly a component of teaching) and honesty. Of course, there are many by-products of those six qualities, but paying due diligence to the acquisition of the six will probably permeate into all those unique by-products. And leaders who start with such a basic objective are in essence defining the sort of leader they want to be!

In addition to the core characteristics (whatever they may be!), somewhere within the essential criteria for quality leadership exists an ability to care for your people and to listen empathetically. It is a requirement that goes beyond both the *ability to teach* and the *honesty* cited above. Becoming a more empathetic person is paramount to any leadership and sport coaching profile. Former Kiwis coach, Brian McLennan is arguably the most empathetic person I know– a man who has an abundance of compassion for his team and who is genuinely concerned about their holistic well-being and development. He uses his authority to build the team's trust in him. He is honest with himself and with his team, and takes pride in the fact that his players are "good people". He recognises the importance of hard work, thorough preparation and the value of ensuring all in his environment fully

appreciate their role. He works diligently to provide every opportunity for his younger players to develop and up-skill, taking the time to privately mentor and supervise the development of young players in need of further input. He works conscientiously to understand his players – to appreciate their capabilities and how their individual talents can be blended into a common cause. He has built his success on open and honest communication. He understands how to win and sets about ensuring all in his team understand the same. And above all else, he cares!

Leaders at all levels need to consider the leader they want to be in the hard times, and should recognise the potential for variance in the persona they present during buoyant times and more difficult times. There is a fine line between “heart on the sleeve” leadership and a complete lack of emotional regulation that borders on lunacy. Having shared the sidelines with various and many sport coaches, I have become increasingly more alerted to the dysfunctional operations that permeate the minds of otherwise rational people once inflicted by the pressures of match-day. Coaches who retain an ability to control the emotion of the day and bring reason to their thinking are invaluable to a team (although it should be stated that properly expressed emotion and intensity do drive the achievements of the day!) – as are business leaders who are able to retain the same sensibility amidst difficult and challenging environments. Leaders who invest in an awareness of the self, who develop an ability to regulate their emotions and who are able to detach from the intensity of a particular circumstance give themselves every opportunity to impact positively on the performance of their team.

Leadership is a combination of inspiration, aspiration and perspiration, but its true driver will always come from the inspiration component. It simply has to inspire you – and I don’t believe it can do that unless it is in some way representative of your “magnificent obsession”. It has to have the capacity to lift your spirits (or at least that has to be a fair chunk of the aspiration component). It has to be something for which you have a genuine passion.

Passion and purpose are critical to the attainment of all human accomplishment – you have to have a passion to play, and you have to have a passion to lead. As a “magnificent obsession”, leadership can be many things. It can be a desire to spend value time with your staff and by so doing create opportunities for them to excel, the love of industry, the desire to acquire new knowledge, the desire to take on and overcome challenge. The list is as endless as it is personal. I can’t ever begin to tell you what should constitute the components of your leadership as it relates to your “magnificent obsession”. But I can tell

you one thing - without some part of your leadership fulfilling your “magnificent obsession” you’re not going to travel too far. And more to the point, you’re not going to do anybody any favours. Not You! Not the people you’re entrusted with the role of leading! NOT ANYBODY!

Some time ago, I attended a Dr Rich Allen *Impact Learning* workshop. Rich Allen has earned a doctorate in educational psychology, in which the focus of his research was on how the brain receives, processes, stores and recalls information. To say the workshop was insightful would be to completely downplay the abundance of exceptional learning I was able to take from it. The workshop was a compilation of teaching skills, all integrated through the masterful use of innovative strategies, exercises and stories. There is little doubt that my attendance on that day has significantly influenced the manner in which I go about my message delivery. But of all the wonderful ideas and initiatives I encountered, nothing quite resonated with me quite like Rich’s gem story.

At the risk of doing a disservice to Rich Allen’s vibrant teaching style (and in the hope of conveying a simple but highly thought-provoking message), the gem story can be sourced through Dr Rich Allen’s Education Illustrated website (try logging onto www.educationillustrated.com) and goes like this.....

A traveler was on a long journey. Each morning he got up and traveled along his path. One morning he woke up and set out again on his journey. However, he soon noticed that on this particular morning the path appeared to be getting more and more narrow. He began to grow concerned that he had taken a wrong turn, and decided that he would ask the next person he saw that morning if he was indeed on the correct path. But no one else was on the path that morning.

He walked and walked. It was almost noon when he entered a clearing in the woods, and there at the far side of the clearing sat a very old man. This old man had long, flowing white hair, and a white beard, and had his eyes closed.

The traveler was quite excited to see the old man. He hurried up to him and asked: “Excuse me, but I was traveling along the path this morning and it began to get very narrow, and I started to wonder if I was on the right path. Can you tell me? Am I going the right way?”

The old man just sat there in silence, his eyes still closed. The traveler tried again, but could get no response. Finally, in frustration, he started to leave. He was at the far side of the clearing when he heard a sound and he turned around. The old man had opened his eyes, and was

staring straight out in front of him. And when he spoke he said, very softly: "You're on the right path. Keep going."

But the traveler was at the far side of the clearing and wasn't sure if he had heard correctly, so he asked the old man to repeat himself. The old man did say something, but this time it was something quite different. This time he said: "Gather what you find before you cross the river." And then he closed his eyes once again.

Now, the traveler had heard this last part quite clearly, but he was confused - what did it mean? But he could get nothing more from the old man, and finally the traveler did leave, continuing on the path as before.

It was hot on the path that day, and the traveler grew sweaty, tired, and thirsty.

And the path, while growing ever more narrow, was still visible enough to follow. Finally, late in the afternoon, the traveler turned a corner and found in front of himself a river. He was so excited! He ran down to the river, drank some of the water, and used more water to wash himself. When he was fully refreshed he started to wade to the other side, but as he took his first step the words of the old man came back to him, and he paused.

"What did he say?" the traveler asked himself.

And then he remembered the words: "Gather what you find before you cross the river."

"Did he mean this river?" wondered the traveler. "Ah, he was crazy!" and he began to move again. But the words of the old man were echoing so strongly in his mind that he found himself backing up to the bank of the river. He looked around.

"If I was going to gather something" he asked himself, "what would I take here?" He looked around and saw trees, shrubs, and pebbles by the river's edge – but nothing of any value. But the words of the old man were so strong in his mind that he said: "This may be the strangest thing I have ever done, but..." and he bent down and picked up some of the pebbles and put them in his pocket. Then he waded across the river and continued traveling.

However, at the far side of the river he soon lost his way and traveled aimlessly until he found another path to follow several hours later. He knew he could now never retrace his steps back the way he had come.

Late that night the traveler slept by the side of the road. He woke up in the middle of the night, but did not know what had awakened him. Then he realized that he had rolled over on the pebbles in his pocket, and he shook his head.

“That old man was crazy,” he said aloud. “I don’t know why I picked these up!”

He reached into his pocket and took out the pebbles. He was in the act of throwing them away when suddenly the moonlight shone down on what he held in his hand, and he paused.

“No,” he said. “It can’t be!”

Because what he was holding in his hand were no longer mere pebbles. Now they were diamonds, rubies, sapphires and emeralds - precious gems of all kinds. And he realized what had happened - they had been precious gems all along, but when he had first picked them up they had been covered in dirt, and in his pocket they had rubbed against each other so that the dirt had come off and he could see them for what they were.

And then the traveler said the most important thing of all. He said: “Oh . Oh! I wish I had gathered more pebbles before I crossed that river!”

And the moral of the story?

Astute leaders and all those invested in their own personal and professional development are commitment to the pursuit of self-knowledge. They are inherently open to the suggestions of others. Of course, that’s not to say one should accept such advice indiscriminately, but opening yourself up to learning will invariably enhance you exponentially. Leaders who have established a reputation for their deeds are viable sources of knowledge and inspiration – to reject their inputting would be sheer naivety.

Collect as many gems as you can. And know that through the process of collection a more elaborate and conducive leadership style will evolve.

The 2006 Anzac test of rugby league was always going to unearth some previously unrealised issues for the Kiwis, and more particularly for their coaches. Not only were we having to contend with a very minimal preparation time in build up to the game (players assemble as late as Monday for a Friday evening game), we also had an abundance

of players who had played very little rugby league in the weeks leading into the game. But of all the issues confronting us, none seemed nearly as daunting as the fact that for the first time in the lives of all players we would be dealing with the complications of sustaining success. Victory in the 2005 tri-series of rugby league had surprised even the most ardent follower of the game, and now we were facing the predicament of having to prove our validity by backing. With a vision to sustain success on the international stage as our Southern Cross, we would need incremental improvements were we to ultimately achieve victory in the 2008 World Cup (an aspiration tragedy taken from our clutches by an inflexible stipulation and a governing body devoted to change).

“Climbing Everest” was an analogy for a future as well as for a game. It was recognition that we were on a journey – a journey of promise, but not of completion. Climbing Everest commenced with a foundation of conscientiousness and planning. It had taken us to glory in the 2005 tri-series, and now we needed to consolidate in our appreciation of it. We had guidelines and principles in place. We had a belief in what was possible and positive. We had a foundation from which we could build our success. It was the very same foundation that all teams must establish as a match commences – a foundation that sets the level of intensity to follow. And it was a foundation akin to an aspiring young leader, who must create substantial habit around what will become “me the leader”.

Test match rugby league in 2006 was an opportunity to leverage from the sanctity of our base to a less congruent second stage. It would require further consolidation of our process and protocol, and the acquisition of addition strategy such as the *ki taurangi* that would guide us. It was taking our vision of rugby league to a broader world, so that the players we inducted could feel a sense of belonging. 2006 was an opportunity for progression – an opportunity to measure our evolving capabilities. It would doubtless throw up challenges to test us, all of which would require a resilience to counter. From the perspective of a match, it was that period before half-time, where tiredness appears and the excitement of commencement dissipates. It was that period in the game when a truly great team can progress its intensity, all in the hope that the weak and fallible may fall. In the evolution of a leadership career, it was that point in time when things begin to make sense. That point in time when philosophies are proven and the potential for success appears founded.

2007 was a time to reinforce what matters. It was a time for reflection. It was a time to develop and improve our foundation. It was kaizen time - a time to dedicate toward the continuous improvement of the

program. It was players getting better and a culture getting stronger. It was ascertaining once and for all that the path we were on was truly the better way. The 2007 Anzac test (our last in the frame, as history will record) was all about *te whanau tuatahi*. It was about “the family first”. It was about bringing in young players and indoctrinating them into a system – indoctrinating them into a system that was proving to be successful. It was about reinforcement and reaffirmation of that which had proven triumphant. It was about building the strength that allows the mountaineer to launch for a final assault. It was about the recognition that structures are foolproof and able to resist the tortures of a relentless climate. From a match perspective, it was about assessing your fortunes in preparation for the final gruelling half. It was about identifying that which was working and that which needs modifying. It was about attacking new challenges with a revitalised appreciation of all that was required. And in your career as a leader, it’s about acknowledging what works and developing what doesn’t. It’s about reflection, it’s about consolidating your ideas, and it’s about ensuring your progression.

2008 was to be a time to celebrate – to bring it all home. It was to be a championship time, with a World Cup to win - a time when the conscientiousness and adaptations of the past culminated in a powerful present. It was to be a time to commemorate the relentlessness derived from a commitment to kaizen. It was the time in a match where fatigue is prevalent - the time in a match where intuition takes over. It is that time in a match when players are guided by the depth of their development and the consistency of their structures. It’s a time in a match when the great players can simply trust their instincts to play – when playing seems natural and victory pre-ordained. It is the *Hilary Step* of sport, where desperation sets in and you face the unknown – when the winds are riotous, the end is near and every step is precarious. From the perspective of the leader, it’s that time in a career when everything makes sense - that time in your career when your education is complete. You were meant to be here – it was your destiny from the outset!

Climb your own Everest. Forge your own path. Demand courage, perfection and discipline of yourself. With an attitude for excellence and reflection as your ally, you can truly become the leader you always wanted to be. Dogs **do** like to chase cars, but it’s the ones who know how to drive that most enjoy the benefits of the chase. This column is about enhancing your commitment to learn how to drive, so that you may better experience the pleasures of leadership. Take you time through the ensuing years that compliment your career, ruminate where appropriate, and ultimately unearth the gems that mean most to you.

September 2008 – The Doctor’s Room
Men’s Health: Good Advice For Kiwi Blokes

US baseball star Mickey Mantle once said, "If I had known I was going to live this long, I would've taken better care of myself." Good advice for the typical kiwi bloke whose reluctance to seek help for medical problems is a source of frustration for spouses and medical professionals alike.

Eight out of 10 men admit to waiting too long before going to their doctor. No matter how smart a man is or what professional status he's achieved, he can still ignore health symptoms and pay the consequences.

Ministry of Health figures (*Our Health, Our Future*, 1999) reveal that New Zealand men not only have a greater incidence of ischaemic heart disease, stroke, and cancer than women, they also die from these conditions at a greater rate.

Taking The Pulse (New Zealand Health Survey 1996/97) indicated that overall, more men smoke than women. Smoking doubles the risk of heart disease. Also, more men than women have a potentially hazardous alcohol-drinking pattern.

"Many health conditions are preventable with early detection," says GP and public health medicine registrar Dr Tom Robinson. "It's best for men to turn the tables on the 'social construction of masculinity', 'be a man' and take charge of their own health."

So what are some of the health hazards men should be facing up to?

Beer bellies

Men are prone to collecting fat around the abdomen, often resulting in a "beer belly".

Visceral fat, a deep inner layer wrapped around the abdominal organs, increases the risk of high blood pressure, stroke, heart failure and sleep apnoea, a serious condition marked by a cessation of breathing for short periods during sleep.

Fortunately, because upper body fat is easier to shift than lower body fat (where women tend to store it) it's not hard to lose that "pot". So why are so many men obese?

It's an ancestral kickback. Our hunter forefathers needed fat as a quick energy source to run after prey or away from predators, and today's less-active blokes are still following those gut instincts.

"At least half an hour a day of moderate exercise is recommended. And look for opportunities to exercise in your everyday life — gardening, walk to the shops, walk up the stairs, or get off the bus a few stops early."

"They should speak to their GPs on how often they should be tested for blood pressure, cholesterol, and glucose, and seek advice on diet, exercise and alcohol consumption," says Tom

Best-selling author and one of New Zealand's leading nutritionists, Jeni Pearce says men tend to think they are invincible and then take an all or nothing approach to their eating (very good or terrible). Their diet must include lean meats, whole grains, fruit and vegetables and less higher-fat foods and snacks.

Prostate disease

Tauranga urologist and Southern Cross Affiliated Provider, Peter Gilling says the most common men's condition is prostate disease: "Prostatitis, or infection of the prostate, can affect men of all ages (20-60 years); benign prostate enlargement (BPH) affects older men generally (50 onwards) as does prostatic cancer.

Unfortunately there's nothing specific men can do to prevent getting prostate disease, but it would certainly help if they stay vigilant about the symptoms, particularly if they have it in the family. If picked up early, prostate cancer is likely to be curable."

Peter explains that an enlarged prostate causes lower urinary tract symptoms: "They include passing urine frequently; having to go in a hurry; a slow stream (rather than a flow) and the feeling that the bladder hasn't completely emptied. Prostatic cancer has no symptoms in the early stages. Often these two conditions are found together. The youngest we would recommend to have a PSA test (prostate specific

antigen) is 50 and how often after that depends on what you find at the first check.”

The other common condition is testicular cancer which mainly afflicts men in their 20-30s. Again, when detected early, the survival rate is high. Peter advises all men in their 20s to do regular self-examination, although he says that often it's the partner who notices something's amiss.

The daily grind

Regular assessment of work conditions might help too. ACC data indicates a greater incidence of injury in men than women. This is probably because, traditionally, men's occupations take them to higher-risk environments such as garages, warehouses, and factories with dangerous machinery. Lifting weights also seems to be a man's prerogative.

Tom cautions, “Think carefully whether you can lift it safely. Don't get pressed into something that may be beyond your doing safely. Lift only what you can't pull (and pull only what you can't push). Always face what you're lifting, try not to twist at the waist. Try to keep the weight close to you, bend your knees and try to keep your back straight.”

So where does this leave our modern-day gladiator?

The Complete Book of Men's Health (Mitchell Beazley) urges a change of mind-set: “Think of your doctor as a coach taking you through the game of life,” advising you on techniques and strategies to keep you on top form. When it comes to this particular game, winning is everything.

Post script: The advice given in **Jump!** is necessarily generalised, and people should seek specific medical advice on treatment appropriate to them.

Source: www.southerncross.co.nz

September 2008 - Fit For Life: How Vacations Reduce Stress

By Roger Munns

Job issues, career paths, mortgages, debt and gas prices are some of the leading causes of stress effecting people around the world today. Vacations are very important to our physical and mental wellbeing.

Whether the vacation is a weekend getaway or a full two-week vacation from everything stressful, make the most of it by doing nothing. Pay your bills before leaving home so you don't have to worry about calling or going online to pay them while trying to relax. That's the purpose of a vacation - to get away from it all. On the beach or an amusement park ride is not a good place for a cell phone or blackberry, leave those at home.

Sunshine

Sunshine can improve one's mood, ward off depression, aid in sleep and even improve your sex life. Not only does the sun provide the skin with a healthy glow, it provides nutrients that essentially have a positive effect on many areas of life. Moderate sun exposure can raise vitamin D levels, reduces stress and helps our bodies recover from jet lag more quickly.

Fresh Air

Many people spend far more time indoors than outdoors. Sometimes this is not by choice. Demanding work or class schedules are leading reasons people spend most of their time indoors. Fresh air helps cleans our lungs better than any air purifier system available on the market today. Having the ability to breathe more easily increases the amount of oxygen provided to our cells. Increased oxygen means increased energy to do the things we need or want to do.

Play Time

Most adults do not take the time to play and enjoy themselves. Vacations provide a great opportunity to just let go and enjoy your time, whether on the beach or a theme park tour. Adults often ask how children have so much energy. Often the answer is simple, they take the time to play and enjoy life unlike their adult counterparts. The next time you take time for a vacation, make time to play and enjoy it.

Creativity

Don't stick to a normal schedule when you're on vacation! It is your vacation, your time off. Go to bed late and sleep late, enjoy breakfast in the afternoon or dinner at midnight. Be creative when planning one day

to the next. Plan activities you enjoy. Don't be worried about what others may think of your creative efforts, just enjoy your vacation.

Freedom

Vacations provide many forms of freedom; freedom from the 9 to 5, the commute, the office and best of all perhaps freedom from your alarm clock. Vacation time means no stressful schedule to maintain. Plan your vacation but do not make daily plans that take you out of your realm of relaxation. Vacation plans should include things you enjoy doing, not things you feel you need to do.

Relaxation

Brooks Gump, Ph.D., assistant professor of psychology at Oswego said, 'We concluded that skipping vacations could actually be dangerous to your health. Vacations have a protective effect because they help you reduce your load of stress, or at least allow you to take a break from the everyday stressors of the workplace.'

Researchers and doctors have assessed stress-related illnesses for years and the majority of them have come to the same conclusions; vacations are an essential part of maintaining good mental health as well as good physical health.

Vacation Locations Around the World

The British enjoy spending their vacation time in various locations in Spain and Europe. The Balearic Islands, Canary Islands, Spain, Hungary and Italy are some of the more popular vacation destinations, and for winter time ski holidays too in France and Andorra. Low-cost airlines throughout Europe allow the opportunity for Europeans to plan shorter, more frequent vacations and weekend getaways.

Florida, the Caribbean and other coastal areas are some of North America's most popular vacation destinations. Theme parks around the United States are great destinations for overnight or weekend getaways. Many adventurous vacations are also available throughout the United States.

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

Is Caffeine Really Unhealthy?

MOLECULAR MEDICINE SPECIALIST

Caffeine has been shown to improve focus and memory. It can even help with athletic performance and with overcoming fatigue from exercise. However, people's reaction to it varies. Some people are supersensitive and feel edgy after just a few sips of coffee, while other people may feel no reaction. People can also build up a tolerance and become increasingly dependent on caffeine. You really have to listen to your body to know what is a safe amount for you. Rapid heart rate, palpitations, and feeling edgy, tense, or dizzy are typical signs you've had too much. Most people can safely drink a couple of cups of coffee a day.

If you need caffeine to stay alert and to function, then there's an underlying biochemical reason. Are you getting enough sleep? Are you exercising? How's your diet? If symptoms persist after you've made an honest effort to change, then it's time to see your doctor.

Cut back on caffeine slowly to avoid withdrawal symptoms, including the "rebound headache." Try drinking some noncaffeinated herbal tea with honey. It is not always obvious that a food or beverage product contains caffeine, so read food labels carefully. Synephrine (*Citrus aurantium*) and guarana are other ingredients, found in energy drinks and weight-loss and fat-burning supplements, that can produce similar effects to caffeine.

– **Dale Guyer, MD, The Guyer Institute of Molecular Medicine, Indianapolis, Indiana; co-author of *Getting Well* (Author House, 2004)**

DETOXIFICATION SPECIALIST

Caffeine isn't necessarily harmful if you have a healthy relationship with it. In other words, you should be able to easily take a break from daily use and be fine. If you're consuming more than 500 mg of caffeine a day, then a break could be a good idea. Drinking caffeine may energize you, but it may be just a Band-Aid for an underlying ailment. For instance, caffeine helps some people stay regular. But a good diet, water, and fiber from fruits, vegetables, and whole grains carry the same benefit and make for a healthier lifestyle.

Caffeine is an addictive drug, so cutting back gradually will make withdrawal symptoms much easier to handle. Because caffeine is acidic, a more alkaline diet can help minimize withdrawal. That means eating more fruits and vegetables, and less bread, cheese, and meat. Extra vitamin C (500-1,000 mg two or three times a day) and vitamin B complex (25-50 mg per day) may help. If you feel tense, a calcium-magnesium combination (300-500 mg each before bed) can help you relax. Magnesium is a mild laxative, which will help with constipation — a side effect of cutting back on caffeine for some people.

Also, look at what you're eating and drinking. Caffeine may be found in many products — especially foods that are coffee or chocolate flavored, such as yogurt, ice cream, energy bars, and cookies. Even some over-the-counter medicines like Excedrin, Midol, and Dristan can contain caffeine.

– **Elson M. Haas, MD, Preventive Medical Center of Marin, San Rafael, California**

NUTRITIONIST

Coffee may not be as bad as we once thought, possibly because it contains more antioxidants, such as quinides, than other beverages. Quinides are produced during the roasting process and may partly offset caffeine's potentially negative effects, such as jitteriness and anxiety.

Coffee, both caffeinated and decaffeinated, has been found to lower the risk of liver cancer and type 2 diabetes. And caffeinated coffee might give men and women some protection from gallstones. There is *some* evidence that coffee also lowers the risk of Parkinson's disease, but researchers don't know yet whether that's due to caffeine or to other compounds.

Tolerance to caffeine is very individualized, but most people don't need to worry about those one or two cups of coffee a day. Even if you're an espresso fan, you can relax. Although espresso packs about four times more caffeine per ounce than regular coffee, the typical serving size is just 1 ounce. So even three espressos can have less caffeine than a typical 12-ounce cup of coffee.

However, if you're working to control your cholesterol, you may want to avoid espresso because it does contain small amounts of cafestol, which is known to raise blood cholesterol. Pregnant women should also limit their caffeine because some studies indicate that high caffeine intake during pregnancy may lower birth weight.

– **Rob M. van Dam, PhD, assistant professor of nutrition,
Harvard School of Public Health, Boston**

Caffeine levels in common beverages

Drinks (12oz)	Caffeine (mg)
Drip coffee	240-300
Black tea	100-120
Espresso (1oz)	75
Green tea	60
Mountain Dew	50
Cola	30-65
Chocolate milk	20-30
Decaf coffee	6-20

Source: *Staying Healthy with Nutrition* (Celestial Arts, 2006)
by Elson M. Haas, MD.

Source: www.deliciouslivingmag.com

September 2008 – Golden Rules of Leadership



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

1. Show Respect For Everyone
2. The Power of Love
3. Recruit People Who Can Work in a Team Environment
4. The Power of WOW
5. When the Right People Become the Wrong People
6. Recognise Your Key Stakeholders
7. Define Your Values and Constantly Reinforce Them
8. Benchmark Off #1
9. Regularly Look to Develop Your Sense of Self-Awareness
10. Lead By Example
11. Understand the Importance of Emotion
12. Smile and Laugh
13. Think Big
14. Become a Process Oriented Thinker
15. Convey Positivism
16. Become a Refined Listener
17. Working With Quality Feedback
18. Provide Constructive Criticism
19. Take Control of Your Emotions
20. Alert Yourself to the Emotions of Others
21. Become Adaptable
22. Know The Leader You Want To Be
23. The Barbecue Theory
24. The Leader As Salesman
25. Blame The Action, Not The Person
26. Expertise Means Persuasion
27. Talk Business Through Rapports
28. Reflection Matters

29. Creating Peak Performance in the Workplace
30. Tell Me And I Forget, Show Me And I Remember, Involve Me And I Understand
31. What's Your Point of Difference?
32. "Captain. My Captain!"
33. Laughter is the Best Medicine
34. The Law of Attraction: We Get What We Expect
35. The Sixth Sense
36. The Leadership Framework
37. Conscientiousness Pays
38. Embrace Your Passion
39. Operator V's Manager V's Leader

40. Creating Time: The Importance of Systems

Of every objective a leader may have in rolling out their position, none is as critical as the need to create time. It is time that enables us to most effectively overview the smooth running of our organization, and it is time that enables us to ensure we provide greatest value to the organization. And it is the implementation of inefficient and poorly conceived system that is the greatest usurper of time, with its potential for unproductive duplication as its principal cause. Creating an environment for a smooth and uncluttered flow of work throughout the organization is paramount to the creation of time, and is absolutely crucial to a well-functioning and productive organization.

In the first instance, leaders dedicated to the creation of time must consider the exact skill requirements and performance objectives outlined in each person's position descriptor. It is a consideration dedicated to ensuring all operational task in the organization is fully accounted for, whilst also ensuring only the most appropriate person in the organization carries a responsibility to such task. By ensuring people within the business are clearly directed toward the attainment of important priority, leaders of quality can not only nurture the creation of a peak performing culture but also characterise this culture with greater efficiencies.

Assuming the leader remains alerted to the operator, manager, leader ratios that they must balance out, the creation of time through appropriate management and leadership then enables an engagement in operational task as the need arises. Simply put, leaders who appreciate the importance of time, give themselves an

opportunity to scan their landscape with a view to best determining how their efforts can be put to greatest use – coaching of the staff, engagement with the client base, pre-positioning for future and anticipated requirements, building the team dynamic, immersion in essential operational task that ensures greatest leveraging for the project, etc. All brought about by the creation of time, and the reflection opportunities it provides.

And creating time is never as difficult as one would have you believe – at least, not difficult for the highly organized and appropriately prioritised. It is only once one realises the immense benefits to be obtained through pro-activity (in preference to reactivity) that one becomes committed to the creation of time through the system they implement and the process they advocate.

Of course, awareness to the importance of creating time may be one thing, but that alone does not assure success in the attainment of the objective. It is my experience that those leaders who consistently demonstrate an ability to create time in their workplace (not just for themselves, but also for others) are all characterised by one highly essential and critical trend – an inclination to recognize that which will provide greatest value, and a commitment to focus on that one thing that promises the greatest immediate outcome. Leaders who learn to master the importance of time creation as a prevailing thought through quality system and prioritisation report “feeling great”, whilst for the remainder there is an endemic panic that governs their leadership existence.

41. Even The Right Decision is Wrong if its Made Too Late

One of the hallmarks of truly great and inspiring leadership rests in the ability to accurately make high-level and significant decisions – and to make them in a timely manner. That is to say, even the most appropriate of decisions can somehow become inappropriate, if it is made too late. Of all the challenges confronting the inexperienced leader, none seem quite so pertinent as the necessity to trust their instincts in decision-making.

Of course, that is not to condone reckless and ill-conceived decisions, but rather to emphasis the importance of timeliness in the decisions we take. All leaders must recognise that they have

sufficient time to carefully substantiate the decisions they make, with the determining “push” in decision-making arriving at the point when a non-decision has the potential to negatively impact on the work performance of both themselves and others. I have frequently witnessed occasions when leaders have been paralysed by the desperate-need to accumulate all associated data and knowledge prior to embarking on a decision, with the consequence that critical decisions have not been forth coming in a manner conducive to peak performance. Nothing resonates with a team, or builds confidence within a team, quite like a well-constructed and assertive decision that brings clarity and direction – these are the *holy-grail* moments that differentiate between hesitant and uncertain allegiance and a readiness to unequivocally trust in the competence of a leader.

If a golden rule would exist in a leader’s decision making, it would exist around a determination to assess the point in time when sufficient information has been gleaned to confidently project an approach. Whilst we would all enjoy the sanctity of decisions based on 100% of the pertinent knowledge, the fact remains that very few engaged in the process of leadership can afford the time this frequently takes in accumulation. It has been my experience that most quality decisions can be readily made based upon the receipt of 75-80% of essential information, with a never-ending pursuit for the “total picture” rarely producing any inputs that significantly sway the prevailing direction. Whilst many well-intentioned decision-makers will prolong their decisions until such a point that total accuracy can be assured, it is more often the case that the procrastination associated with these processes invariably culminates in despair for others.

Leaders seeking an enhanced ability to trust their instincts in decision-making must first and foremost enable themselves the luxury and freedom to occasionally make mistakes – after all, it has been said and documented that even a less than accurate direction is better than no direction at all. Decision-makers must become students of the decision-making requirements and timeline an appropriate period in which to draw conclusions, a component of which includes the setting of an appropriate deadline in which to conclude the information gathering process. Through reflection on all previous and similar decisions, decision-makers can often identify commonalities and trends to guide them in the decision. Conscientious decision-makers must identify the pros and cons regarding the decisions they are due to make, and assess the

consequences of non-action. It is through the creation of timeframes around the decisions a leader needs to make that one can promote a pathway to decision-making – a pathway based on the successful completion of various intermediate achievement goals consisting of manageable and sequenced decision components. Finally, all leaders previously inflicted by the tentativeness of indecision should formally acknowledge and (perhaps privately) celebrate the sense of satisfaction acquired through coming upon a decision.

42. In a Family You Are Never Alone

Astute leaders recognize a connectedness that matters – particularly in difficult and more pressured times – and work diligent to generate the unity that breeds it. Whilst others might assume it, a leader of quality constantly reinforces the need for sustained loyalty and collective responsibility in the everyday operations of their business, knowing these are the traits that culminate in highest performance when the odds are stacked against them. People work hard for those they know, trust and like, so attaining an environment earmarked by a sense of affiliation is a paramount consideration in preparation for the trying times.

Because a person's family inherently makes a human being stronger and better, it only seems natural to run the teams within your business like you would a family. There are a lot of commonsense advantages to running a team like a family – honesty, empathy, etc – but the most poignant of all is a realization that in a family you are never alone. Families make individuals part of something more powerful, so transforming your staff from “members of a workforce” to “members of a work family” makes unequivocal sense. Nowhere else do people know and understand each other better than in a family, and it is this intricate knowledge of each other that brings families so closely together when they are most confronted by adversity. Leaders of quality recognize this very point, and are committed to a culture based on the values of family – a culture of trust, respect, pride in performance and collective responsibility.

Of course, understanding the importance of such unifying values is one thing, but generating an environment that breeds them is another altogether. It is through the recognition of team achievements and effort that most leaders can capture the essence of team they aspire to. By placing themselves in a position to

regularly scan the landscape, leaders of quality are able to readily identify exhibits of behaviour that culminate in the pride and collective responsibility hallmarking family. That is to say, removing oneself from the boundaries of the business operation enables alert leaders to both identify and acknowledge the traits they see pivotal to longer-term success. It is the appropriate reinforcement of such observations that ultimately culminates in a leveraging of the regard members of their teams have for the importance of loyalty, trust and empathy for others.

There have been an abundance of unsuccessful sport teams consisting of highly competent players with exceptional skills, just as there are businesses that follow the exact same trend. People must care for one another and come to realize an importance in the attainment of the same. It has been my experience that the difference between mediocre performance and greatness is no more than the feelings people have for one another. When people on a team are imbued with this special feeling you know you've got yourself a winning team – a team that can confront the difficult times and rise above them. And I can't think of a better analogy to base the pursuit of such a feeling on than that of the family – in a family you are never alone!

June 2008 – Face to Face With Hayden Roulston



RadioSport's High Performance Hour has established a proud tradition of bringing many of the world's highest achievers to the New Zealand airwaves, having built up a loyal and appreciative supporter base along the way. Having toiled over five years to bring an accurate account of what constitutes high performance in sport, adventure and business, the program has reached a point where it is now ready to consider a natural growth path to New Zealand's leading radio broadcaster, Newstalk ZB. Having previously been a guest on the show, it was with much delight that I received an invitation by the show's founding members, Andrew Dewhurst and Jon Ackland, to join them as hosts on the expanded initiative. Hence, having met over several months to both thrash out the concept and then construct an appropriate business strategy and plan, we were in a position to propose our concept to the Radio Network hierarchy early in September. This is an opportunity that will bring me closer to the *holy grail* that drives me and many of my clients – to better understand and appreciate the characteristics that make for ultimate performance.

In recognition of the opportunity that has been bestowed upon me, this quarter's addition of *The Koru* will feature a transcript of a recently aired interview, featuring New Zealand's most recent dual Olympic medalist, Hayden Roulston. As a 27 year old professional racing cyclist, Hayden Roulston has endured some significant setbacks on his journey to claiming a silver medal in the men's 4000 meter individual pursuit and a bronze medal in the men's 4000 meter team pursuit at the Beijing Olympics this year. Having signed for Contentintal Pro team HealthNet in 2006, Hayden began strongly with two top ten stage finishes in the Tour of California before a medical examination revealed irregular heart activity which forced him (on doctor's advice) to stop riding immediately. Returning to New Zealand, he began experimenting with some alternative remedies and was soon back riding – and winning. His is the story of talent backed by resilience, which off itself makes him a worthy candidate for a high performance spotlight as a high performing benchmark. It is his resilience in the face of disappointment that undoubtedly formed the foundation of his outstanding achievements at the 2008 Olympic Games – the same kind of resilience that makes for

greatness in both business and sport alike.

So sit back and enjoy this insightful journey into the mind of one of New Zealand's greatest Olympic achievers, comfortable in the knowledge that there will be more similar interviews to come through Lead to Succeed's affiliation with the High Performance Hour.

Andrew: Our guest, and the focus of the show is how to ride a bike real quick. Our guest is Hayden Roulston, dual medallist from the Beijing Olympic Games – silver and bronze. What a wonderful effort it was from Hayden Roulston at the Beijing Olympic Games. Clearly, he is a cyclist in his prime, and over the next three or four years you would expect to see some great things from Hayden Roulston on the track and maybe on the road. He is our guest on the show. We'll also have a chat with Craig Palmer, who was sport scientist with our Olympic cycling team in Beijing, and who has also done some work directly with Hayden Roulston. It's a busy show in that sense. We are all about cycling. We are all about finding out and understanding how you go fast on a bike. I wish I knew that Jon, because for me that tends to mean a big downhill. That's how I go quick, but Hayden Roulston has got it going on, hasn't he?

Jon: I think the big thing is that cycling is an enormous sport in Europe, so to do what he's done in terms of the medals at the Olympics is a significant feat. It's not some tiny, little sport. It is huge in Europe.

Andrew: And we keep hearing that Hayden tested second only to Lance Armstrong at Team Discovery. And people keep on asking, "Well, what does that mean?" And we're going to find that out with Craig – as to the numbers around Hayden Roulston and try to relate it back to the average person in the street, or the person who peddles their mountain bike to work because he does post some great numbers in testing. Craig Palmer joins us now. Craig is a sport scientist to the track cycling program, as well as working as a cycling coach and performance coach. But his role in Beijing was as sport scientist with the track cycling team. Craig, good afternoon. Welcome in.

Craig: Good afternoon.

Jon: So Craig, I guess the first question is, obviously if you're going to go to the Olympics you've got to have some talent. Have you ever had an opportunity to test Hayden's potential for the

sport.

Craig: Not in the lab unfortunately, but as you mentioned before Hayden was tested with the Discovery Channel a number of years ago and was second only to Lance Armstrong. So it's pretty well known what Hayden is potentially capable of, which has been confirmed with some of the monitoring we've been doing on the track. Some of the power outputs he was generating definitely showed he was going to be capable of a very classy individual pursuit, not to mention the team pursuit. Yeah, unfortunately I haven't had him in the lab yet, but one day maybe.

Jon: Do you know what the Discovery team's testing numbers were?

Craig: No, I don't. I can probably assume he was doing some sort of flat-tack threshold as an assessment, and possibly VO2 max as well. With that they probably would have looked at two components. They would've looked at the performance and the power output he would've achieved and the VO2 max that he would've achieved physiologically. By the sounds of it it seems that they got pretty excited about that.

Andrew: So in terms of the testing you've done with Hayden on the track and in training, what are some of the numbers and measurements. For the lay-person out there, what exactly are you measuring?

Craig: The sport of cycling lends itself to a lot of detailed monitoring because of a device called the SRM , which means we can accurately measure power coming off the bike during training. Through a lot of work we've done previously with pursuiteres, we can estimate what the power requirement would be to ride a 4:15 or a 4:20. Fortunately we had SRM cranks on at the World Champs this year, and in order to get into the medal rounds of the Olympic Games in the individual pursuit these guys were going to have to be pushing well over 530 watts, and in Hayden's case above 550 watts. So a lot of the training data, and definitely the World Championship data, suggested that he was on target to be holding those sorts of numbers. I think he would've been holding more power than Bradley Wiggins (Olympic gold medallist, Individual pursuit) it was just that Hayden is a little bit bigger. It was easy to get excited watching some of those numbers come through in training, that's for sure.

Andrew: So in terms of those numbers, what sort of power (what sort of wattage) would your average Joe cycling on a mountain bike to work be putting out? Can you relate that to something that people do every day?

Craig: Even your local club type of recreational cyclist would be quite happy sitting on 150 to 200 watts when they're out riding, and their maximal power level at close to their VO2 max or if they were to do a pursuit might be in the 300's, about the 330 range for a reasonably good athlete. That would definitely be a national level female athlete, around the 300 to 350 watt range. Hayden's not far off doubling that in the high 500's. To put that in perspective, if a national level female athlete can hold 350 watts, and a guy riding to work might be holding 180 to 200, well Hayden can generate about 340 watts on one leg for two minutes – so that puts it into perspective. He's pretty much twice as good as the rest of us really.

Jon: So from a wattage perspective, he's five times better than the average person. So my next question is in terms of his starts, I assume he's putting out even more watts to get the bike rolling. If it is higher, what number does he peak out at?

Craig: Between 1100 and 1200 watts for an individual pursuit start. He'll get the bike up probably to that peak power coming out of the first bend and into that first straight, and then he sits down and the goal is to settle into that race power as quickly as possible. The thing with the velodrome is that because the bends are straight you can get quite a fluctuation with the power outputs, so while his average is in the high 500's he might be as low as 500 at one point but as high as 650 or 700 depending on the track in the individual pursuit.

Jon: So what you're saying is that he's at twelve times what the average person can put out at the start. He's five times during it. And that's fluctuating all the way through. Is that correct?

Craig: Exactly, and he's holding that for over four minutes.

Andrew: Great stuff! And in terms of his potential to go even quicker Craig, are you confident that he can still develop in terms of his potential?

Craig: Yeah, definitely. Hayden mentioned to me back in February that he wants to ride the individual pursuit and now we're in September, the Olympics have been and gone and the results

speaking for themselves. Someone like Bradley Wiggins has been focussing on this for a number of years. You don't just jump on a track and ride an individual pursuit. Hayden put a lot of power down and he definitely did a fantastic job, but I think with time we can make some significant gains and challenge that 4:15. Who knows, on a good track the world title is well within his grasp, for sure.

Jon: Do you guys have a fairly good idea of what the wattage required to win the gold medal next time would be?

Craig: It does fluctuate a little depending on the track, and to be honest the Beijing track wasn't the quickest track around compared to the Manchester World Champs. Hayden pretty much rode a similar time to what he rode at world champs back in March, but he did it three times and on a slightly slower track, so in real terms that definitely means it was a personal best in Beijing. It depends on the track – it just fluctuates depending on those conditions, but I think if Hayden can add on another 30 watts to what he's currently doing the world title should be his, and quite easily I should think.

Andrew: Good stuff Craig. We appreciate your time. Craig Palmer with us. The sport scientist with the New Zealand track cycling team, and working with Hayden Roulston before and during the Beijing Olympic Games. Up next, the man himself, Hayden Roulston joins us on the show. We've heard from Craig Palmer about Hayden Roulston's numbers – the wattage. To put it mildly he's right up there with the very best in the world, and we saw that clearly in evidence at the Beijing Olympic Games with a silver in the individual pursuit and a bronze in that memorable ride in the team pursuit. Hayden Roulston joins us now on the show. G'day Hayden, how are you?

Hayden: Good thanks. Pretty well, actually.

Andrew: Great memories obviously, and we're going to talk to Hayden Roulston about how to ride a bike fast over the next 20 minutes or so. But your thoughts looking back on Beijing. You seemed very calm. You seemed very driven. You knew exactly what it was you wanted to achieve. Did you go and achieve that at Beijing?

Hayden: Yes and no. Obviously, I went there to do the best job I could've done on that given day. I went there to win the gold. I

didn't win the gold, but I did do the best I could do on that given day. Had it been the day earlier or the day after it might have been a different result, but looking back I've definitely got no regrets. It was an amazing achievement.

Andrew: Well, we're going to cover off on how to ride a bicycle real fast, and we found seven headings that we want to cover off. A number of them are fairly technical, but a number of them relate fairly typically to you. The first is mechanical – obviously you've got to have a quick machine. How do you go about that as the athlete? Do you have an involvement in terms of what you're riding?

Hayden: Yeah, prior to the World Championships we actually had a couple of different bikes down at the training camp in Invercargill. A few of the other members also tried the bikes, but because I was riding an individual pursuit I had the beauty of choosing which bike I wanted to ride and actually going through with it. Coming away from that bike I realized that the Zen bike that Milton Bloomfield had put together was stiffer and a pretty fast bike. It's hugely important.

Andrew: So in terms of aerodynamics as well, obviously the bike is one thing but you've got to fit with it.

Hayden: Yeah, that's true. There's only a certain position I can ride as well. I can't get the flat back they all talk about in pursuing. You can bend me as much as you like but I'm not going to ride in that position, I just can't do it. It's not comfortable. I feel like I can't breathe. So we basically got a position that was powerful and also aerodynamic enough for me to go fast. Yeah, we just worked with it.

Jon: Hi Hayden, it's Jon Ackland here. Next question is, how do you work out so that you are cutting through the air as well as possible, because obviously drag is a big thing in cycling.

Hatdent: Yeah, we actually did some wind-tunnel testing prior to me going away with the track team to the build up. That was done in Christchurch at Canterbury University. That showed a few things to us about little improvements that could be made just with basically changing the helmet, running straight bars (as in aero bars) as opposed to rolling the hands slightly inwards as a lot of riders do. Little drops in the stem, the seat forward – little, minute changes, and you go back to test again to see how the wind cuts. Then you do it again. It's quite a frustrating

process but you come away with a lot of things you can tweak, and in track cycling every point of a second counts. So you've got to look at everything.

Jon: So obviously they stick you in front of a big fan and measure all the little changes to make sure you're going as fast as possible. What about the bike. In terms of cost, you've got these disc wheels and bearings – what makes the mechanics of the bike go faster?

Hayden: It's a number of things How light the bike is for one, that's pretty important. The stiffness of it. How it's been built. The aerodynamics of it. I actually don't have enough information on that. Milton Bloomfield is absolutely brilliant on what he does. He proved with Sarah (Ulmer's) bike. He was the guy right behind her bike when she won gold. He can produce bikes which are very fast. He did something with the tubes to form them into a shape that the air cuts – so the bike cuts through the air faster, with less drag. Basically, it's a drag game and that's what it comes down to. It's how much wind can pass over your body without being caught on a helmet strap or where the skin suit ends or nuts and bolts. It's all drag, and that's why you see a lot of bikes taped up – all the nuts and bolts taped up – just to create that flow across the frame.

Andrew: So Hayden, if you could summarize and put a dollar figure on it. We've covered off the aerodynamics and the mechanic side of you getting to the Beijing Olympics, if we had to throw a dollar figure at you now (aside from the training figure of it) how much has it cost?

Hayden: For the bike, the aerodynamics, the testing – the whole lot – you're probably looking at 60 or 70 thousand straight up. Actually, perhaps more. I'm not 100% aware of the costing of the bike. Thank God I didn't have to pay for that myself – but it's getting right up there. Pretty close to 6 figures I'm guessing.

Jon: So what about the bike itself. What does that cost?

Hayden: I think the bike alone with the Maddic wheels or the Zen wheels (whichever one you choose to use) is probably getting up to around 30 thousand dollars. Between 20 and 30 would buy you one of those bikes.

Andrew: We've heard already from Craig Palmer with regards to some of the testing and the results for Hayden Roulston both pre and during the Beijing Olympic Games, but let's ask the man himself. Hayden, in terms of your physical potential a lot of people do reference those tests that you took with Discover – when you were with the Discovery team. What sort of numbers did you clock up with those guys?

Hayden: I'm not sure of the exact numbers. It was a slightly different test, but it was right up there with the likes of George Hankathy and it was just behind Lance Armstrong. So there were only two others ahead of me really. What that says is that the engines there, but there's more to a cyclist than just the engine.

Jon: So exactly what was the test, if you don't mind me asking?

Hayden: It was a ramp test done on a bike, all hooked up to a machine measuring your heart and all that type of thing. It's just a test they do on each rider. They do it a couple of times each year and it just indicates where you are form wise, your capacity as an athlete and even how far you can actually go.

Andrew: So you do know what your VO2 max is?

Hayden: My VO2's not very good at all. My VO2's only about 76. They talk about 80's, mid 80's and high 80's as the number you've got to hit if you want to be a good athlete. But that's one part of 12 that you've got to have if you want to be a good athlete. What I maybe lack in the VO2 side of things I have double the amount in something else. That's just the way it is. I know other athletes who've got high VO2's (in the high 80's) but they don't come near me on a bike. It's a tricky one, the old VO2.

Jon: So what about the anaerobic threshold or the functional threshold. There's been stories that Armstrong's is around 500 watts, which is 5 times better than the average persons. Do you know what your's might be?

Hayden: Do you know what. I'm so bad when it comes to numbers and all this testing and that sort of thing. I just basically get on my bike and ride. I'm not even that familiar with anaerobic threshold and the other threshold. I'm sort of more of the old school way of thinking. I do a lot of it on feel. If I feel good I'll go hard. If I don't, I don't I don't see the point of complicating

what I do. It's complicated enough trying to win, let alone worrying about all these different levels and that. That's where I've got Craig Palmer, who loves all that stuff. I think he wishes he was like more athletes and have more numbers thrown at him, because he just loves dissecting numbers and rides. For me it's more simple. I don't try to complicate it too much.

Andrew: Well it's a nice way to segway into the next heading we've come up with in terms of how to ride a bike fast. And that is drive, or motivation, and you certainly do not lack for that. In Beijing you appeared to be an athlete who knew exactly what you were after and why you were after it. Can you put that into words for us?

Hayden: It's pretty simple really. Basically I sat down and I realized I could possibly go to Beijing and do well, but I realized that I needed to sit down and think about what were my biggest chances. Where did they lie. And it was in the events I rode, and that's why we put everything into those events. I think having goals, regardless of what level you are, what sport you are, or what you're doing in life. Even life goals. I think it's so important, and I don't think people do enough of it. But once you get the clear goal in mind you can start creating a pathway toward that goal. I mean motivation. You've only got to tell yourself that for every minute you delay training someone's out there doing it – your greatest competition is out there doing it! There's always days that it's going to be hard, and some days are harder than others. I'll be first to admit that if I don't feel like training I won't train. Craig Palmer will back that up too. But I'm human and everybody goes through that in every aspect of life. I think motivation and drive all comes from within, and I believe if you want something badly enough and you work toward that goal anything is possible.

Jon: So once you've got your goals, I guess the next thing is that you've got to get out there and do the work. Is there anyway that you can explain the level of commitment and discipline that's required to win a silver and a bronze?

Hayden: It does require a lot. A lot of hard work. A lot of sacrifices. Thank God I'm over that side of my life as well. I mean, I don't need to go out to all hours of the night and party. I can't do it now. It's crazy to think that once I used to do that and still ride. Now, I just don't do it. That's one big sacrifice, but I don't

need to do it and I don't want to do it either. I think you have to come to a stage in your life when you make that decision. I always say to people, "If you do want to do that just put it on hold, because you can always come back to it when you're 35 if you really want to." I think that's pretty important when you're talking about athletes.

Andrew: So in terms of the number of hours, in the lead up to Beijing – perhaps when you were in your heaviest phase – what were the number of hours a week you would've spent not just on the bike, but in the gym, or the pool recovering, whatever. How many hours a week were you training toward Beijing.

Hayden: Leading into Beijing. Because my events were slightly shorter – four kilometers and I rode 50 kilometers in the Madison but the Madison wasn't a targeted event. What happened was that in the build-up and leading into the last phase the training gets less and less in terms of volume, but the intensity increases. For example, two weeks leading into the Games there wasn't any longer efforts or long endurance rides on the road. It was more shorter and intense. More recovery so you really hit that peak. But three months out I was doing 4 to 5 hour rides on the road with whatever is involved in that training. But that's just what happens. If you ride the track you sort of reduce the hours and increase the intensity, and then you hit your peak. That's how it works for me, and that's what I go best on.

Andrew: You are still relatively new to track cycling, so how much did you know in regard to your preparation. How much was a bit of a shot in the dark in terms of what was going to work best for you?

Hayden: In terms of individual pursuit I'm a big-time novice. I mean I've ridden it all my life, but not specialised in it. I definitely wouldn't have thought I'd pick up a silver medal, let alone a top five three years ago in the individual pursuit. In terms of that I am very new, but I've been around the track for a long time and I know what my capabilities are. But still, it's the Olympic Games. It's such a huge event. You've really got to believe in what you're doing, otherwise if you just say you're going to do this or that and you don't really believe it, it's not going to happen. It's great to know that I came away with a silver and a bronze medal, and think that I've only really started pursuing at that high level about March this year.

Jon: Just one last question on the training. Did you have any specific king-hit workouts that you'd do and you felt really made a difference?

Hayden: Yeah, I think the tempo work actually. You go out for a 4 hour ride and you ride whatever it is (30 minutes to 45 minutes) at a higher tempo, then you back it off and then you hit it again later. It sort of breaks the ride up and a couple of different intensities there. It's a great endurance ride, and I really felt like it definitely worked for me.

Andrew: So the training we've covered. The potential we've talked about. The drive and the motivation. We've talked about the bike and the aerodynamics. But now it's about a plan, and it's about executing that plan. First, how did you come up with the plan? How did you plan to ride the pursuit in Beijing?

Hayden: Craig Palmer, Tim Cardswell and myself all sat down and we devised a plan that we thought would work. It did work – it definitely worked. We got exactly where we wanted to be. Everything sort of fell into place. I wasn't sick or anything, which plays a very big part in professional sport. Your health is pretty much number one priority. It was basically sitting down between the three of us. Tim Cardswell being the head track coach. Craig Palmer being my personal coach, but also the head sport scientist with the New Zealand track team. So it was just us sitting down together and creating that plan, and it all just happened. It was like clockwork really.

Jon: So I guess the next thing with regard to that Hayden must be that your plan must have been pretty close to the edge of what was possible, so how do you remain confident as you're going through that second thousand and into that 3rd or 4th thousand. How do you hold it all together?

Hayden: It's very hard. It's harder than it looks. It's just that you do so many repetitions on the bike in training. You do a whole heap of work and it just comes down to the day. I still believe that at that level, once all the training has been done, it's 90% mind games and 10% physical. The mind plays the biggest part – a way bigger part than people give it credit for. If your mind isn't strong enough to uphold all the training, all the preparation, the nutrition aspect, the whole lot. If it's not strong enough to uphold all of that then you're going to come tumbling down. And that quite often happens. It's such a stressful time. The Olympic Games has been the dream of every athlete, so it's

so hard. The mind definitely plays a massive, massive part.

Jon: We interviewed Graeme Obery, who was the world pursuit champion at one stage, and he said that between about 2,500 and 3,500 meters when you starting to get tunnel vision because of the lack of oxygen, he said he'd use life-saving energy. The energy he'd use if he was lying on a table fighting for his life. Which all sounds very dramatic. Are you at a level where you are absolutely red line?

Hayden: I say, no. He's a little bit different to me. He's got the old "crazy" beside his name I think, and a lot of people would agree with me there. But hey, it worked for him. If that's what works for him then that's fantastic. For me, I sort of talk to myself throughout the ride. It's quite weird. I'm at such a level where I can't go any faster, but I still talk to myself. I don't know how to explain it really. I think everyone pursuits at a different level. What works for one, doesn't work for the other, and that's the whole thing about competing at that sort of level. You've got to find what works for you. You can't create a training program that's going to work for five people. You've got to sit down and work out a plan tailor made for yourself and just have full confidence that you're going to pull it off.

Andrew: Hayden, bike manufacturers when they're designing a bike will break it in the process of that design. What's the point of designing something new if you don't know the breaking point. So for you, do you take yourself to breaking point in training so you know where to just step back from?

Hayden: A couple of times, not on the track so much but on the ergometer. There's a couple of times I had to do a few efforts and they basically broke me. We had a bit of a laugh together and we crossed those off. Found the level. But I'm an athlete – especially when it comes to track cycling – where I need to feel like I'm in control of it. I need to make sure that every training session is a key session, and that regardless of how I'm going I come away thinking that I'm flying. I think that's another thing that works for me. Some people need to be broken every single day in training, but that's definitely not me. One session maybe, but that's it. I need to be on top of my game the whole way through, and in this build-up I definitely was.

Jon: There's quite a lot of athletes who end up at the Olympics who, on the day, feel like they're a possum in headlights.

They are almost stunned by the hype and the whole immensity of it. You know, you looked really calm on the track, so were you calm and what were you saying to yourself and what were you doing to control the hype?

Hayden: I was calm actually. I was calm right through out. The second ride I didn't place any importance on it. I knew I was going to beat the guy, and I knew because I was riding second to last I just had to go a sub-20 to make the final. So I actually really didn't think too much about the second ride. I just let it happen, hoping that I'd be a little bit fresher for the final. And then what happened in the final was that I rode 13 brilliant laps out of 16, and Bradley Wiggins rode 15 ½ brilliant laps out of 16. That was the difference. To be perfectly honest, I don't think it was physical. I think it was mental. It was my first time at that level. He's been at that level 10 + times. I think that played a very big role, and that's just the way it was.

Andrew: Hayden, fascinating talking with you. We could talk for another hour but we've run out of time. Congratulations on some marvellous memories that you've provided not only for yourself and family, but for all of New Zealand watching. We wish you well for all of your cycling endeavors over the next few years. Roll on London.

Hayden: Great. Thanks very much.

September 2008 – Let's Go Surfing

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September 2008 – Practical Exercise
Leadership Style Scale

Become more aware of the leadership characteristics you portray that enable effective leaders to assess situations, adapt their approach where necessary and continue to inspire others toward the attainment of team and individual goals. The following 12 statements relate to images of leadership. Carefully read each of the statements and circle the response that best represents your thoughts on leadership, and then prioritise the importance of each of the 12 items from 1-12.

		Strongly Agree 1	Agree 2	Uncertain 3	Disagree 4	Strongly Disagree 5	P 1-12
1.	A principal requirement of leadership is to move people toward a shared goal	1	2	3	4	5	
2.	Great leaders value highly the inputs of those around them	1	2	3	4	5	
3.	Effective leaders are particularly effective at giving clear and concise directions that are easily understood by all, especially in trying times	1	2	3	4	5	
4.	People respond to leaders who expect excellence and exemplify it in everything they do	1	2	3	4	5	
5.	Leaders who take an interest in their workers and build solid rapports are rewarded by increased effort	1	2	3	4	5	
6.	Effective leaders are able to unit people with the goals of the organization	1	2	3	4	5	
7.	Articulating the direction for the group and then trusting people to fulfil their individual requirements is a hallmark of great leadership	1	2	3	4	5	
8.	Helping people identify their strengths and aligning strengths to career goals demonstrates effective leadership	1	2	3	4	5	
9.	Promoting harmony and fostering friendships enables leaders to build powerful bonds which tell when the workplace is in a pressure period	1	2	3	4	5	
10.	Great leaders truly want to hear the thoughts of their employees	1	2	3	4	5	
11.	Leaders should prioritise the learning of new approaches that will enhance their personal performance	1	2	3	4	5	
12.	It is right for a leader to expect their employees to do what they are requested to do	1	2	3	4	5	