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September 2009 – The Director's Desk

Welcome to the (belated) September edition of *The Koru* for 2009. First, apologies for our lateness in posting this edition for you, but with moving offices and losing the internet for a period of time, I'm afraid we were influenced by several uncontrollable factors.

Once again, I'm certain you'll find plenty of interest to both you and your colleagues. This quarter's feature article looks at the importance of leadership presenting itself in a form that breeds confidence, integrity and resilience. Titled, "Become The face of Your Organization" it's an article about recognizing the critical role your presence plays in what (despite some predictions of optimism) continue to be uncertain times.

Most significantly, our Golden Rules of Leadership column extends to fifty-four with the addition of a further three essential Rules. More particularly, our fifty-second rule is a caution against the potential for ego-driven leadership that disengages those on a leader's team, whilst the fifty-third Rule advocates the recruiting of a "balloon popper" to ensure against such an eventuality.

We once again borrow from RadioSport's High Performance Hour archives and go face-to-face with New Zealand Ironman Triathlon champion Cameron Brown as he prepares for the rigours of the 2009 World Championship edition in Konu. Having stood on the podium on four occasions (two second placings and two thirds), 2009 looms as a further opportunity to stand afoot the dias as Cameron has done on no fewer than 8 occasions in our own domestic event. Conducted by RadioSport commentator and close friend to Cameron, this interview is a wonderful account of the trials and tribulations associated as Mark walks Cameron through the longest day on the triathlon calendar.

As is always our principal endeavour, the September edition of *The Koru* endeavours to track-down what's cutting edge in the lives of New Zealanders, and on this occasion the topic for investigation in The Doctor's Room is that of zinc deficiency as a global concern. "Eat Yourself Holistic" sets about providing some simple food suggestions to help you resolve the quandary over what to put on your toast in the morning, whilst our "Fit For Life" column discusses the critical role of strength training in a well-balanced and appropriate fitness regime.

The "Practical Exercise" segment of *The Koru* introduces the "Leadership Report Card", a simple reflective exercise designed to engender a self-appraisal of your leadership performance.

Finally, and once again in light of the need to stay cutting-edge, we propose to take you surfing on a website that'll to keep you up to the play with current trends in business research. Bettermanagement.com is an invaluable resource that contains an exceptional amount of cutting-edge articles and reviews for business professionals. With an easy referenced link to well-researched articles and opinions, www.bettermanagement.com is an essential visit for all those interested and committed to remaining current in the performance of their leadership responsibilities.

So join with us as we take you on our quarterly journey to the attainment of your better self, and take an injection of inspiration as we seek to confront the challenge of the times. In addition, keep up-to-date with everything that's new by logging onto www.leadtosucceed.co.nz, and always remember to e-mail me on craig@leadtosucceed.co.nz to discuss any of your conference or leadership coaching needs as we continue to consolidate our considerable standing in both markets.

September 2009 - Feature Article:
Become The Face of Your Organization



By Craig Lewis

People need strong leadership! They need leadership that confronts the challenges of the day – and confronts those challenges with conviction! With courage! With grace! And they need leadership that confronts those challenges with an air of positivism. Leadership that is hallmarked by uncertainty and self-doubt – leadership that is whimsical – is greeted by uncertainty and self-doubt from the very same workforce it is intended to service. For every action there is an equal and opposite reaction! It's as simple as Isaac Newton's third law. And it's as true for business leadership as ever it was meant to be for physics.

Nelson Mandela is unquestionably the most influential leader of our time. No head of state or political leader has ever made the impact of Nelson Mandela. No leader of modern-times has changed the world in which we live quite like Mandela. Mandela was a freedom fighter, and in his quest for freedom he changed forever the landscape that we live in. Mandela never once wavered in his believe or commitment to right the wrongs of mankind. Fear – there had to be fear! The man who had been the victim of apartheid confronted the very belief system that had been so cruel to him – that had victimised him. There had to be fear! But Mandela knew he could never show it. He triumphed over his fear by realizing that as a leader he had to demonstrate an unrelenting courage

– and that is arguably the greatest lesson Mandela has for all of leadership (both political and business) to follow.

A leader must always show the face their team needs to see. They must walk and carry themselves with an aura that invites others to follow. Show your team that you're worthy to lead them. Stay stoic. The persona you display must represent strength and assurance regardless of circumstance. Great leaders become symbols for the determination required in overcoming adversity – and everything about their demeanour must indicate this determination. Before a leader even utters a single word, people will see their eyes and their face – and in their eyes and face they must fully interpret strength of character that encourages follow ship. In difficult times it may appear to most people that there is only hardship and turmoil, but a leader's objective is to find and show opportunity. A leader has to find a way to win – and *believe* they can win. And that can't be accomplished unless you have the courage to stand in front of your team with a discernible resilience as your ally.

It is a fact that of all the characteristics and qualities required of leaders and leadership, none rewards quite like resilience. Setbacks are an unfortunate, inevitable and unavoidable part of business, but the way one reacts to such setbacks is the hallmark of greatness – or otherwise! Whilst a portion of setbacks can be directly attributed to human error and miscalculation, a significant amount of impediment is more correctly aligned to areas outside one's immediate control. Where some might respond with despair and dejection ("It's not fair, why does this have to happen to me!"), the great leader sees only challenge and opportunity.

And mental toughness is the foundation from which such resilience is born – from experience, it is the *X factor* in both sport and business. It is

mental toughness that most accounts for all the significant achievements of mankind – the kind of toughness that culminates in an appreciation of process when the odds are stacked against you. The kind of toughness that sees an unwavering commitment to the plan when others are seeking a more immediate and instantaneous gratification! Miracles very rarely win *big games* in both sport and business, but an enduring spirit almost always conquers in the longer term.

Of course, mental toughness is a term randomly referred to in all pursuits of human endeavour. But what is it by definition? Primarily, mental toughness is the ability to control thoughts and retain an emotional balance. Providing yourself with an array of helpful thoughts and constructive objectives enables you to create a platform from which to launch an appropriate strategy that can be admired and regarded by all in your team. No day is more important to a leader than today, because it defines what is likely to happen tomorrow. Setting up your own immediate standards of performance and behaviour sends out an enduring message, and ensures everyone in the organization fully appreciates expectation. Success is always a matter of preparing to win, and astute leaders ensure the preparation they complete is of such a standard that team members will notice and are impressed by it.

Primarily, a leader's journey should commence with the seeking of self-knowledge – the kind of self-knowledge that means consistency and transparency in whatever will evolve. Self-knowledge is important because it enables leaders to define their attitudes, perceptions and beliefs, and is at the cornerstone of a self-improvement ideology that can become an integral part of the group's culture. In truth, all teams tend to express the personality of its leadership. As a leader, you can't build a team or a company that's different from who you are, so

recognizing what are your essential principles and values enables you to set a foundation for the future growth of the team. Approaching an appointment without a perception of what you'd like to convey is a precursor to being dysfunctional, and invariably leaves your team vulnerable in times of crisis. Alternatively, if your team is able to fully appreciate what constitutes important values within their culture they are likely to respond with an inner strength that means the resilience you're striving for.

As a group of minor league coaches, the 2005 Kiwis' campaign was always likely to walk a precarious line. Without pre-established reputations from which to hang our philosophies, gaining the respect and trust of the players was always likely to be hard earned. And without the respect and trust of the players there could be no victory! By first defining the common threads of what would become our cultural ideology, Brian McClennan, Graeme Norton and myself were able to set in motion a belief system that could potentially govern the team's direction – assuming we could garner the reverence that would promote our acceptance within the ranks.

The *Confidential File* that greeted the players was both an exercise in diligence and a perfect tool through which to launch a process. Within both the 2005 and 2006 campaigns we were able to wrap the full-colour pages of the document (including a vast array of playing images) inside leather bound covers. So well presented was the *Confidential File* that various members of the Kiwis immediately referred to it as “the best thing I've ever got from rugby league” – a fair accolade coming from professional players earning significant sums of money. As bland as the content contained within the *Confidential File* may appear to be, the *File* enabled us to both gain respect and establish a standard of thoroughness that could hallmark the group.

What a leader does now sets up what a leader (and their team) will do later. Dedicating yourself to the establishment of appropriate values, systems and beliefs in the present culminates in an instinctive culture that represents loyalty and trust in the future. Moreover, as a leader you simply must appreciate an edict that *your name is on everything*. With an edict such as this as your guiding principle, you can't but guarantee everything about the way you function will tie into an absolute commitment to ensure its accuracy. Furthermore, leaders of quality not only decree to ensure their *name is on everything*, they also determine to fulfil all commitments associated with being the face of the organization. Being the face of the organization requires that business leaders make themselves available simply to be "available", and calls into play their ability to prioritise appropriately, manage their time effectively and successfully co-ordinate their ratios of leadership, management and operations.

And being the face of the organization has a significant bearing on how the organization is perceived by the company's staff, the client base and the broader community. Having an external visibility in the local community matters, as it enables a potential audience to develop an affinity to the business – with such an affinity often generating the kind of affiliation that leads to community acceptance and subsequent business opportunities. It has been my experience that many business leaders feel comfortable to sit in their *ivory tower* – this is a shame, because it precludes them from taking advantage of the raft of opportunities that present simply through the establishment of various networks. Being available to attend apparently unrelated activities and events within a company's local community sends out a powerful message that the company respects its community and desires to assimilate into it.

So much of business is about the ties we make and the perception we create. Whilst a diligent and professional management and team will unquestionably drive the kind of business relationships that mean something, there is still additional mileage to be achieved through the group's leader becoming known to clients. People recognize that a company's profile and culture is driven directly from the top, so being able to most accurately interpret this through direct contact with leadership really does matter. That's not to say the company's leader should preside over every ounce of business connection, but simply that they should place themselves in the position to be known and accepted. In essence, their role in the process is more attuned to an affiliation (a meet and greet, if you like), whilst the hardcore business associations are most frequently left to a competent and able staff with a responsibility for specialisation in a given dimension of the business.

Being the face of the business is an important consideration, but should never be construed a dependence whereby team members believe they need a leader's intervention to close a deal – this is a delicate balancing act that needs to be mastered. As the face of the business you are merely that - a face. All business leaders should strive for a business that could do without them - a business where their presence and persona assists potential clients to feel increasingly more at ease and comfortable to trust the expertise of the team member in front of them. Astute business leaders appreciate that everything the company delivers should be a reflection of them – all reports, product lines and communications should possess their indelible stamp – whilst also acknowledging the point of distinction between being known and creating a dependence.

Moreover, removing oneself from the operations of the business and taking the time to actively connect with your staff and realign them to the critical elements of your vision is an essential. Once upon a time, when royals clearly ruled the lands and governed their people, kings would frequently engage in what could best be described as a royal walk around their territory. At least once annually, the king would proceed on his tour of duty around the dimensions of his landscape, reinforcing his vision to the people and striving to connect and affiliate with them. It would be a period of time when the country's leadership would step back from its normal day-to-day function and stride into a completely different realm – a realm of engagement with others in the hope of building further confidence in their leadership. Known as the leader's *ambit*, it was a tradition that has unfortunately been lost by business leaders today who seem less inclined to engage in such practices, unable to identify the immense benefits attained through such an association. Whilst many business leaders might construe such a strategy as poor use of their time, astute business leaders recognize the powerful sense of belonging and ownership derived through such engagement.

Stepping out from the business is an important consideration for all business leaders, who should schedule for such an occurrence at regular intervals. Allow yourself to be fully engaged in the process of your business. Become an expert in your field, and an expert in the issues that confront you! Seek knowledge as a fillip against those circumstances that hinder you! And above all else, always remember you're the face of the organization, and ensure that face is always the face the team needs to see.

September 2009 – The Doctor's Room
Zinc Deficiency Is A Global Concern



By Dr Joseph Mercola

Experts say as many as 2 billion people around the world have diets deficient in zinc, and studies are raising concerns about the health implications this holds for infectious disease, immune function, DNA damage and cancer.

Zinc is essential to protecting against oxidative stress and helping DNA repair. One new study has found DNA damage in humans caused by only minor zinc deficiency.

It's well known that one of the symptoms of zinc deficiency is frequent colds and infections, and this trace mineral became popular a few years back in the form of lozenges to relieve cold symptoms (zinc is directly toxic to cold viruses and stimulates your body to produce antibodies to destroy the virus).

However, zinc is essential for much, much more than just taking away the sniffles. There are more biological roles for zinc than for all other trace elements put together. It plays a crucial role in such things as:

- Cell growth
- Gene transcription (the process that allows your cells to read genetic instructions)
- Keeping your immune system strong

- Stabilizing your metabolic rate
- Balancing your blood sugar
- Maintaining your sense of taste and smell

Adding zinc to the diets of teenagers has even been shown to cause improvements in memory and attention span.

Zinc is also important to protect your body against oxidative stress and DNA repair. While some level of oxidative stress is a normal result of your body processes, many, many factors, from pollution to obesity to mental stress, can cause an excess of free radicals in your body -- and this is associated with oxidative stress and various chronic diseases and aging.

If you are deficient in zinc, however, your body may become less able to repair genetic damage caused by oxidative stress. Having low levels of zinc has even been found to cause strands of DNA to break and studies have linked zinc deficiency to various types of cancer, infection and autoimmune diseases.

A report in the *British Medical Journal* reported that more than 300 catalytically active zinc metalloproteins and more than 2,000 zinc-dependent transcription factors involved in gene expression of various proteins have been recognized.

But despite all the evidence, practically no attention has been given by the world's organizations to the problem of zinc deficiency.

Are You Deficient in Zinc?

Zinc deficiency is common in the developing world, and it's thought that about 12 percent of the U.S. population, and up to 40 percent of the elderly, are also at risk for zinc deficiency. Part of the problem is that many people do not eat enough zinc-rich foods, while the mineral is

also not well absorbed.

Compounding the problem is that most people are not tested for zinc levels, and the available tests are not very accurate anyway.

So perhaps the best way to determine if you may be deficient in this essential mineral is to watch out for these common signs that you may need more zinc:

- Lack of appetite
- Depression
- Impaired sense of taste or smell
- Frequent colds and infections
- Growth failure in children

Autism and Lyme Disease

Dr. Dietrich Klinghardt is one of my primary medical mentors and one of his new passions is treating those with pyroluria or KPU, which results in high levels of pyrroles in the body from defective synthesis of hemoglobin. This results in massive excretion of zinc.

Dr. Klinghardt finds in his experience most with autism or Lyme Disease have this acquired defect and will not improve unless they take massive doses of zinc, somewhere on the order of 200 mg or more a day, which is about ten times the RDA. Unfortunately, this dose causes nausea in many that use it.

Is a Zinc Supplement a Good Option?

Zinc is an essential component of human nutrition and deficiency can result in some devastating symptoms, so should you take a supplement just in case?

Well, the key to supplement use is understanding who needs them and when. This usually involves an individual assessment so that you can be sure YOU are being treated, not just your set of symptoms.

So it is important to avoid the conventional paradigm approach to nutrients -- and that is often targeting a specific nutrient for a specific disease. In reality, nothing is isolated in your body, and taking zinc indiscriminately can be quite problematic.

If one does not suffer with pyroluria zinc supplementation can lead to excess zinc, which may:

- Cause you to become deficient in copper, which may lead to anemia
- Double your risk of prostate cancer (for men)
- Lead to nausea, stomach pain, vomiting, and even diarrhea if you take too much

So about the only time you may want to consider a zinc supplement would be if you come down with a cold, as zinc lozenges (that you suck on, and don't just swallow) may help to relieve your symptoms.

Beyond that, my personal recommendation would be to hold off on the zinc supplements, with the exception being if you are working with a natural health care practitioner who has determined you are deficient and in need of supplementation. This may be of particular importance for pregnant women (adequate zinc is essential for development of the fetus) and vegetarians, as it's thought that zinc from plant sources may not be well absorbed.

But for most people, the best option would be to simply increase zinc in your diet from the foods you eat. Some of the best food sources of zinc are:

- Liver
- Grass-fed beef
- Crimini mushrooms
- Spinach
- Sea vegetables
- Pumpkin seeds
- Green peas

Again, it's thought that zinc is better absorbed from animal sources than plant sources, so if you are serious about increasing your zinc intake you may want to add more organic grass-fed beef or liver to your diet.

For reference, the recommended daily allowance for zinc is eight milligrams a day for women and 11 milligrams for men (anything over 50 milligrams a day may be excessive). Just how many high-zinc foods will you need to eat to get to that amount?

- Four ounces of liver will supply you with 72 percent of the daily recommended value
- Four ounces of beef tenderloin will supply you with 42 percent
- Four ounces of lamb will give you about 31 percent

Five ounces of crimini mushrooms or one cup of spinach will give you around 10 percent

September 2009 – Fit For Life
The Importance of Strength Training

By Alice Burron

Strength training as a form of exercise gets little to no attention compared to cardiovascular training. Most people know that walking or riding their bike is an essential part of maintaining good health; strength training is often acknowledged as a beneficial thing to do for optimal health, but not essential enough to regularly incorporate into their exercise routine.

Strength training, by definition, is a concerted effort to use resistance or weights to work a muscle group. Many people falsely believe that being active, such as standing and moving during a shift at work, or doing house work, is enough effort to keep muscles healthy and strong. Being active is beneficial to the body, but it takes a focused effort to work muscles by either using weights, or your own body weight, to get the benefits of strength training.

The benefits of strength training are much too important to omit when committing to a healthy lifestyle, and many of these benefits cannot be accomplished with cardiovascular training alone. A well-designed strength-training program can provide the following benefits:

Strength training:

- **Increases muscle mass, and muscle burns more calories than fat.** Even at rest, your body will burn more calories if you strength train regularly. As muscle mass increases, metabolism increases, making it easier to maintain a healthy body weight. If

you don't intentionally rebuild muscle through exercise, every ten years you will need to eat 150-450 less calories each day to maintain your current weight.

➤ **Helps to slow down or halt muscle loss that accompanies aging.**

A typical adult loses about one-half pound of muscle per year after the age of 20, which means you feel less energetic and generally weaker.

➤ **Slows bone loss that accompanies aging and increases bone density.**

➤ **Maintains or increases joint flexibility.**

➤ **Helps to manage or reduce pain from ailments such as arthritis and old injuries.**

➤ **Improve fitness variables** such as glucose metabolism, blood pressure, muscle strength endurance, body composition and even insulin sensitivity.

➤ **Improves your mood.**

Research from Harvard University found that strength training is very effective at reducing depression in older adults (Singh, Clements, & Fiatarone, 1997).

➤ **Improves brain function.**

Coordination required to strength train keeps your brain active.

➤ **Enhances appearance.**

- **Improves balance and decreases your risk for injury.**
- **Helps you sleep more soundly.**
- **Allows you to do activities you otherwise could not do.**

When beginning a strength-training program, follow these tips:

- Consult with a certified fitness professional to learn safe technique before beginning a strength-training program.
- Warm up properly. Spend a few minutes before exercising to warm muscles and connective tissues up and reduce risk for injury.
- Perform every exercise at a slow, controlled and consistent rate of speed throughout the movement.
- Engage in a strength training program that is designed to achieve muscle balance. Make sure each muscle has a chance to be worked equally.
- Perform all exercises through a full range of motion.
- Breathe through each exercise. Inadvertently holding your breath while strength training can cause excessive stress to your heart.
- Vary your program. Machines, free weights, pilates and

fitness ball exercises, to name a few, are all effective tools for strength training. Try one or two together to further enhance muscle strength and decrease boredom.

- Exercise each muscle group at least two times per week, with at least two days rest in between workouts.

You don't have to spend three hours a day to see the benefits of strength training. Exercise two to three times a week for thirty minutes a session and you will reap all of the great rewards mentioned above. Strength training is undeniably worth your effort and time.

Article sourced from www.nursetogether.com

September 2009 – Eat Yourself Holistic
Nutrition Information For Common Spreads For Toast

By Gloria Tsang, RD and Christina Newberry

Not many people think of plain toast as a very fulfilling breakfast, so most of us dress up our toast with some kind of spread. Which spread you use - and how much - can have a dramatic impact on how many calories and how much nutrition you get out of your breakfast.

Nutritional Impacts of Common Spreads for Toast

Nutella: Boasting that it contains 50 hazelnuts per jar, Nutella is marketed as a healthy breakfast choice for children. But what the commercials don't tell you is that Nutella has more **sugar** and palm oil than hazelnuts. Indeed, 40% of the calories come from sugar alone. It's okay to enjoy this hazelnut-based chocolate spread once in a while, just don't bank on it as a health food.

In each tablespoon: 100 calories and 5.5 g fat

Margarine: When **margarine** was first introduced to the marketplace, it was loaded with **trans fat**, which increase LDL ("bad" cholesterol) and lower HDL ("good" cholesterol). In recent years, food manufacturers have created non-hydrogenated margarine, which contains no trans fat, and is softer than the first-generation margarine stick. When you shop, look for non-hydrogenated vegetable oil on the ingredient list to make sure you're getting no trans fats. For a better nutritional impact, try a spread (like

Benecol) that contains **plant sterols**, which have been proven to lower cholesterol.

In each tablespoon: (soft tub) 60 calories and 6 g fat

Cream cheese: You may think of cream cheese as a good bagel companion that adds to your daily dairy servings. But did you know that cream cheese actually contains much more **fat** than **calcium**? In fact, cream cheese provides hardly any calcium per serving - most dark green vegetables pack more of a calcium punch than cream cheese. (Although you probably don't want to put them on your toast for breakfast!)

*In each tablespoon: (regular) 50 calories and 5 g fat;
(light) 30 calories and 2.5g fat*

Peanut butter: Not many spreads can boast peanut butter's versatility. It provides a dose of carbohydrates for an energy boost, bundled with the full-feeling provided by **protein** and **monounsaturated fat** - a heart-healthy fat that lowers total cholesterol and LDL ("bad" cholesterol), while boosting HDL ("good" cholesterol). **Peanut butter** also contains Vitamin E, fiber, niacin, phosphorus, and magnesium. When you shop, look for natural peanut butter made without trans-fat laden hydrogenated oil.

In each tablespoon: 95 calories and 8 g fat

Jam: Jam can be a refreshing way to start your morning, but don't fool yourself that you're getting a serving of fruit. Most of the calories in many varieties of jam come from sugar. Even "sugar-free" jams are often sweetened with **artificial sweeteners**. When you shop, look for jam

made with its own natural juice that has no sugar - and
no artificial sweeteners - added.

In each tablespoon: 50 calories and 0 g fat

Article Source: www.healthcastle.com

September 2009 – Golden Rules of Leadership



By Craig Lewis

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. In this edition of *The Koru* we extend our list of rules to fifty-four. So take the opportunity to reflect on the preceding fifty-one 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
41. Even The Right Decision is Wrong if its Made Too Late
42. In a Family You Are Never Alone
43. Promote Your Efficiencies - Leanness In The Operation
44. Show the Face Your Team Needs to See
45. Resilience Rewards: Disappointment Not Disillusionment
46. Company First! If It's Good For the Company, DO IT!
47. Play What's In Front Of You
48. Change What You Can, Accept What You Can't
49. Low Hanging Fruit
50. Thank Your Team For Their Efforts
51. Captain, My Captain

52. People are Like Chimps – The Higher They Climb the More We See Their Ugly Bits

Once upon a time there was a *great man* who came to power amidst talks pf peace and co-operation after decades of unrest. This man immediately set about forming a unified national government by drawing membership from amidst each of his country's major political parties. Coming into prominence on the strength of significant popular support and with an expectation of reconciliation and democracy, he was heralded with esteemed awards including the Jawaharlal Nehru Award

for “outstanding contribution to the promotion of international understanding, goodwill and friendship among peoples of the world”, and the equally as prestigious Africa Prize for Leadership for the sustainable end of hunger. To all intents and purposes, his rise to prominence was surely destined to coincide with an era of unprecedented prosperity and hope for his homeland. And the name of that *great man* – President Robert Gabriel Mugabe of Zimbabwe!

Power Corrupts! Absolute power corrupts absolutely! And it doesn't matter whether you're a Head of State or a Head of Business – the potential still exists! Significantly, leaders are often in a position where they indiscriminately buy into what those around them reflect of them – and these reflections can frequently promote a feeling of greater import than what might actually be the truth. It's often easy for a leader to become wrapped up in their importance. This is frequently a formula for driving away those of talent, who would otherwise have the potential to positively influence the performance of the company. It is a truism that the number one reason people cite for resigning their positions is dissatisfaction with their boss. People value integrity and honesty within their “manager-to-staff relationships” exceedingly highly, which calls into play an even stronger need for leaders to combine their determination with a genuine humility.

Truly great leaders are best known for their anonymity, quietly going about the business of creating an ideal performance state from which their staff can gain confidence and produce outstanding results. These leaders care little for who receives the adulation associated to the team's performance, and are less likely to attract the attention of outsiders than their more ego-driven counterparts. In essence, they are at their most pleased when people barely know they exist – when the applause is saved for members of their team. Their world is not so

much about ego and growth as it is about business strategy and success, and they rarely fall victim to the excessive commendations that lead to pretentiousness and may account for the downfall of others. These leaders are renowned for their unassuming nature.

Great leaders are those who diligently set about achieving silent greatness. Their accomplishments rarely raise a blip on the public radar. Theirs is a quiet wisdom, preferring to help others to be successful in preference to their own self-promotion. They remain insightful about their own behaviour, are emotionally aware and are meticulous in the pursuit of an alignment between their actions and the values of the organization. And above all else, they are constantly alert to the importance of one very simple edict – “No one is more important than you, and you are no more important than anyone else.”

53. The Importance of Balloon Poppers

Few things can undermine the accomplishments of a business like that moment when the organization’s leader becomes a *hero* – particularly when the title is self-imposed. Ego – otherwise known as an over-inflated sense of self-importance - is a major stumbling block to effective leadership. Ego can permeate into different aspects of the organization. It can manifest in situations, including the desire to impose one’s ideas on all others, an inclination to view others as servants, or a perception that others are there simply to execute a prescribed vision for the organization. Many things can conspire to promote an excessive belief in one’s capabilities, and in the process remove us from any potential to truly evaluate what is real and important.

Of course, an under-inflated ego can be almost as damning as an over-inflated one! Effective leadership requires a healthy sense of self-confidence that avails a leader of the conviction to make appropriate decisions. A significant part of leadership is in believing you are competent. Believing you are physically and mentally ready and able to meet all the challenges a competitive situation may present is paramount to your success. And the interesting test is balancing the need to *pump up* your ego, whilst still ensuring you respect a more altruistic appreciation.

Left unattended though, ego can run rampant in leadership. The mere appointment almost always alienates business leaders from the critical feedback so essential in fostering a healthy and balanced self-awareness. Life can be lonely at the top, where insulation becomes a factor and others expect perfection and charisma. Buying into what others anticipate of us is a sure way to nurture an ego, and invariably breeds an over-zealous confidence. With ego as their guide, business leaders can delude themselves into thinking they can master the complexities of a widely diverse workforce, expansive client knowledge and exploding technological changes, and still be home for dinner at six. The egotist has the answers, but never the questions!

But overcoming the tendency to lose control over your ego might be as simple as surrounding yourself with balloon poppers – surrounding yourself with people you trust, who are comfortable enough to pop your balloon when it needs to be popped. Balloon poppers can reintroduce an out of control business leader back to the real world, through their candour and honesty. They can fulfil that vital need to regularly touch the ground and be grounded - releasing us from the artificial world of the sycophant, who would have us revelling in our own godliness and believing we are something we simply are not. And balloon poppers can

masquerade in different forms, ranging from a spouse or partner through to a more formally appointment mentor. In truth, it doesn't matter what their allegiance, providing they are prepared to be honest and open in their estimation of your prevailing worth.

A business leader's ego will often be the catalyst that propels them to leadership. It almost certainly enabled the leader to believe in their capability, and has led them to the kind of accomplishments that get rewarded with appointment. Ego is not (of itself) a dirty word! Egos can vault you into a leadership position - but as a leader you'll need to set it aside. Setting your ego aside may be the domain of the balloon popper – that person in your life who controls your ego and drives you to essential altruism.

54. Great Leaders Remove Obstacles

It is the creation of time - culminating from accurately applied ratios of operator, leader and manager - that avails leaders to most successfully survey the prevailing conditions and landscape of their territory. And it is through such surveying that leaders enable themselves to foresee potential disruption. Of all the commitments a leader must make to their staff, none is as critical for work productivity than a commitment to both identify and remove the obstacles that are most likely to hinder overall work effectiveness. By putting themselves in a position to step back from the business, astute leaders are best able to create an environment most conducive to an efficient workflow.

And potential obstacles can be many and varied, including poorly conceived and inappropriate system through to personal habit that inadvertently restricts the individual staff member's ability to realize their

potential. Obstacles can be in the interactions of teams - some of which are conducive to an enhanced workflow whilst others are dysfunctional and hinder the convivial atmosphere that is a precursor to work effectiveness. And the astute leader ensures they are in a position to most ably acknowledge and rectify whatever the potential distracter may be – regardless of what the specific obstacle may be, a leader’s job is to remove any obstruction that can negatively impact on the performance of others. Of course, being able to spot impending dangers and impediments is not a skill freely given to all, but rather it is a compilation of empathy, immersion in the business and awareness of both the self and the business.

It is to this affect that many potential obstacles can go undetected by the unsuspecting custodian, or more particularly by the custodian too immersed in a *head-down* task that inevitably engages their attention away from a looming catastrophe. Invariably, the kind of dysfunctional habit or process that culminates in significant disturbance to an organization’s otherwise effective performance can commence as a very minor distraction that could easily have been resolved. However, it is through a procession of ignorance that even the most minor of hiccups can blossom into terminal heart disease. It has been my experience that most significant obstacles commenced their lives as blips on the radar, but left either unnoticed or resolved these blips can soon spread, much as a forest fire takes a hold of its prey.

Removing obstacles for people is a fundamental responsibility of leadership, but one that is frequently ignored or undervalued. It should be the aspiration of all leaders to generate the kind of atmosphere and engagement that makes every person’s working life as fulfilling as it can be. Sadly, the frustration associated to obstacles at work is one of the primary determinants of a person’s satisfaction or otherwise – and yet a

simple process of surveying would in most circumstances deflect any such impediments long before they had time to gain traction in a business. It is a fact that disease festers if left unattended – and unattended obstacles are the single greatest disease of any business.

September 2009 – Face to Face With Cameron Brown



In light of the upcoming Ironman Triathlon World Championship in Kona (and in continuation of a theme established last year), this edition of face-to-face consists of a recently aired interview by RadioSport's High Performance Hour with New Zealand's high achieving ironman triathlete, Cameron Brown. Cameron Brown is an eight time winner of New Zealand's domestic ironman triathlon, having stood atop the podium every year since his initial breakthrough in 2001 (with the exception of the 2006 event). In addition, Cameron has twice recorded a second placing at the sports ultimate test, the gruelling Kona Ironman, as well as two third placings at the same event. In this interview conducted by RadioSport's Mark Watson, Cameron talks about the depth of his preparation, the hopes he holds for the 2009 event and shares with us some of the trials and tribulations associated with completing triathlons longest day.

Mark: Cameron Brown, good afternoon. Welcome to RadioSport

Cameron: Thanks very much Mark

Andrew: Firstly, what makes the Hawaii Ironman so difficult?

Cameron: I think it's the conditions. The athletes – it's the best athletes in the world. But it's the conditions they have to face, and when you're racing in up to 40 degrees and howling winds that can blow people off bikes, 100 km winds and riding and running down a lava field – it just makes it brutal. It's just exceptionally hard. And for anyone to go there and try to win it – it's just the hardest race.

Mark: Just going through the distances: 3.8 k ocean swim, 180 k bike ride and a 42 kilometer run – and I guess what makes it so unique Cameron is the fact that it's not just about racing the best athletes in the world. You're actually racing the course – and the course can beat you up a lot earlier than possibly what the athletes can do to you.

Cameron: Yeah, definitely. You know, even the swim – you're swimming in 27-28 degree water temperature, so you get out of the water and you're already dehydrated. It starts with that, and then as soon as you get on the bike. By 7.30 in the morning it's already 30 degrees and when you've got another 8 hours for the professionals and 17 hours for the amateurs that's a very, very long day. If you don't look after yourself out there there will be a lot of hurt and suffering going on.

Mark: Okay, lets break it down. And I want to go through this through your eyes as an elite athlete. How you prepare for it, and what are the critical success factors with each stage.

Let's talk about race morning – how does the day kick off for you?

Cameron: Normally, I try and get up (I've got everything sorted out the night before) at about 5am, and all I have to do is wake up, go cook my eggs on toast – that's how I always start my Ironman – at 5am. Have a couple of poached eggs, get into an electrolyte drink already and stick down a couple of balance gels. Then it's straight down to transition.

Mark: And there's no guess work in any of that. You've been a professional triathlete since the age of 18, so you've got it documented. You know what works for you, nutrition wise on race day.

Cameron: Yep. I've got twenty diaries over the years that I've written, and I put everything down. What happens on race day. I can look back. It's sort of my encyclopaedia really. I look back and see what worked and what didn't work – I've got that recipe down to a "t". The perfect race morning breakfast.

Mark: How hard is it? There must be a reasonable amount of nerves.

Cameron: Oh, there's a huge amount of butterflies. Probably Taupo I'm more nervous, because it's the home town race. But again at Hawaii you're very, very nervous up there – it's the world championships and there's a lot of pressure. But you've just got to overcome that and try to relax as much as you can. Otherwise, it's just wasted energy.

Mark: And there are 2000 people on the start line. 95% of them are age group athletes who are also incredibly big fans of you elite athletes. So I guess on the way down to the swim start. You're a nice guy. You like to always say "hello" to people. But come race day you've got your game face on.

Cameron: You try to stick you ipod on and relax as much as you can. Just walk a straight line to that transition, as quickly as you can. You've got a lot of spectators as well down there. It's quite amazing. The Kona peer is one of those iconic features in the sport, where it's just an amazing landmark with 1000's and 1000's of people down there. At 5.30 in the morning it's completely dark, but it's incredible that the atmosphere's starting that early as well.

Mark: And with the elite athletes, it starts at 6.45am. The age group athletes at 7. So how long before the start do you get in the water? What sort of warm-up do you do? Because you've got a 3.8 k swim, 180 k big ride and a 42 k run. So what do you do – dry land stretching or do you actually go for a reasonably long warm-up?

Cameron: Yeah, I do a little bit of a stretch on the dry land, but try to hop in that water. I'm sort of a person that needs a good warm-up, so I'm probably in the water 15 minutes beforehand and trying to do a few surges. A little bit of sprints – just to warm-up. That's one thing that's taken away from the sport now. The professionals start differently to the amateurs. For the past 20 years we had a start with both professionals and amateurs – and that was the great

thing about the sport. There's not many sports where you can play with the All Blacks, or play with some great teams and that. But triathlon had that. We've taken it away from that now and we start separately – it's a bit of a shame but it's still a great spectacle for the spectators out there.

Mark: So you get yourself into the water 15 minutes before the event. I guess that relaxes you a little bit. Then it's about getting alongside swimmers that you know you can swim next to and that you can exit the water with. You've got to come out with certain athletes if you are to win this event.

Cameron: Yeah, you do. You surround yourself with the favourites, but not the guy that can't swim. There's guys like Norman Stadler who's won it twice before and a host of other guys that aren't good swimmers – so you want to stay away from them and get with the guys that you know are good swimmers and take a straight line. Get a good start from them and get on their feet – and get hopefully towed around the course for as long as possible.

Mark: 3.8 k swim – I'd imagine a lot of that you're relatively aerobic when you do settle down, but take us through the start of the swim from an intensity point of view and just how rough it is. Hamish Carter described to me the start of the swim is a game of rugby underwater.

Cameron: Yeah, the first 200 meters are just like a sprint distance triathlon. You're absolutely at the limits – you're just trying to go as hard as you can to get clear water and get on good feet.

Mark: What do you mean by “good feet”?

Cameron: A person who's a better swimmer than you. So you're going to draft off them so they've got to be better. And you want to make sure it's someone that's going to take the right course. Kona's very unique where you swim 1800 metres straight out in a line, 50 meters across and then 1800 metres back. So it's one of those courses where you can go off line very easily.

Mark: I always remember a story Rick Wells in his day – one of the sport's pioneers and one of the best short course and middle distance athletes we've ever seen – and Brett Marshall – another well known New Zealand triathlete. And they used to have a tactic where Rick would take the swim out very quickly, Brett Marshall would swim on his feet. Everybody would get on Brett Marshall's feet and then Marshall would just let Wellsy go. And Wellsy would have a considerable lead coming out of the swim. And I guess that there's a message in that – you do have to make sure you get on the right feet, because you don't have the ability when you're lying face down to be looking up and seeing where the gaps are all the time.

Cameron: Yeah, definitely. And it's very hard to come around someone once the gap has opened, and try to peg back 30 meters. You're already at a high aerobic pace, and to try to maintain it and then go faster. You don't want to have to do that early in the race, and then suffer the consequences later on.

Mark: Just talk about the actual water itself. I understand it's very clear. It's actually like swimming in an aquarium. But it's also very bouyant.

Cameron; It's fantastic. Turtles, dolphins, fish all around you – it's an amazing swim. Coral reef that you're swimming under. Nowadays we're even more bouyant because we have the swim suits like you've seen – the controversy at the swimming world championships. We're allowed to swim in those. I think they'll be banned next year like swimming has. But we've got one more year with these suits. I'd rather see them go, because it helps the weaker swimmers a lot more. But you've got these full length suits that keep you a bit more bouyant.

Mark: The Olympic distance have a rule on that – you have to be able to bike and run in it if you're going to swim in it.

Cameron: And a lot of these suits you just cook yourself in. They've got bouyancy aids in them, and you just heat up too much . It's going to be a good thing when they ban them.

Mark: How much open water do you do and how much pool swimming? And what sort of specific stuff do you need to do to try to mirror the race conditions you're going to get in Kona?

Cameron: Most of your swimming is in a pool – 3 to 4 sessions in the pool, because swimming is such a technique sport that in the pool you can do certain sessions in the pool every

single day. When you get in the open water, you haven't got your coach on the side saying when to stop, when to start. But we do an open water session once a week when we're over in Noosa, Australia, For this build-up we were doing one session a week and they're crucial because they help you for sighting and for swimming a straight line in the open water. And just doing some real strong swimming straight from the gun. There's not many times in a swimming pool where you'll swim 3 or 4 kms straight off – normally it's just broken sets. So it's very crucial in the build-up .

Mark: We see a lot of the Olympic distance racers – the likes of Hamish Carter, Bevan Docherty, Samantha Warriner, Debbie Tanner – and how very good they are going from swim to bike in terms of the transition. How important is the transition in terms of the Ironman at the elite level.

Cameron: Over the last few years it's been very important to get out of that water and to get through a fast transition as quickly as possible. You can sort of lose now 20 seconds, and the guys up the road can just go. The first 40 kilometers in Kona is a pretty amazing pace . I've looked at my computer a number of times and we've gone through that first 40 k in 57 minutes – so you're well over 41-42 kilometers an hour. It's just essential to get in a good group – there's no drafting - but that's where the front players play it out and they organize who's going to be there and there's no waiting around.

- Mark: In the Ironman it's very individual, and you've got to be 7 meters behind.
- Cameron: Yeah. 10 meters from the front wheel to the front wheel of the person behind, so pretty much 7 meters in between. The marshals are very strict on it and you've got to be watching all the time and concentrating.
- Mark: There is still a little bit of a loose draft in that if you've got 30 or 40 riders spread out like that, so it is very important in that first 30 or 40 k out of that swim. You just have to put your head down. I remember Chris McCormack, the 2007 world champion missing the swim one year and saying, "Look, I was riding at 50k an hour to try to get on and I couldn't." And I think that day they went through 40 kilometers in 53 minutes, which is quite remarkable.
- Cameron: Especially if you're not a super biker like the Germans. Norman Stadler who's won it on the bike twice before and a lot of the Europeans – that's where they try and win the races, on the bike. It's alright if you're one of those guys, but if biking isn't your strength....my strength is my running so I've got to be up there in the swim. Otherwise, if you lose that front group the race can be over that quickly.
- Mark: So you've got to do a lot of high intensity work on the bike to be able to manage that – so it's not a big shock to the system on the day.
- Cameron: Brendon Cameron my coach has put me through a lot of hard sessions. There's a lot of 180-200 k rides and it's not

just dawdling out there – it's going through at 280-300 watts. I have a wattage computer on my bike.

Mark: That measures power output?

Cameron: Yep, power output and heart rate, speed. So I look at that, and you take all that in. It's incredible how fast you have to go for that first 50 k.

Mark: I remember having a conversation with you after the German Ironman a couple of years ago, and while you might want to train at 6 beats below your anaerobic threshold, come race day you might have to be forced to ride at 6 beats above what Chris McCormack's anaerobic threshold is. How do you get a feel for that?

Cameron: You've got to look at who the competition is and what their strengths are. You try to stay on a guy like Norman Stadler for as long as you can, but his philosophy is just to hammer the bike – that's his strength – so he's got to work with it. He's not a great runner – he's sort of a 3 hour type marathon runner. I try to stay within those limits as well as I can, but sometimes you've just got to go to those limitations and go with that guy, and see how you feel later on. It's very hard – you've just got to work it out sometimes out there on the race course, and if it happens it happens. If you blow up, then that's it. But you don't really let that happen – you know what you're capable of and everyone's in the same boat. There's certain guys that will just go for it.

Mark: The 180 k bike ride, Describe the course to me. Describe what makes it so difficult geographically and from a weather point of view.

Cameron: Straight out of the swim you've got quite a few hills. The heartrate's been pumping through that swim, and then you're into the transition, You've got a quick transition – probably a minute – and then you're straight on that bike and up these hills. You've got to be on your game right there, then you hit the Queen k which goes the length of the island really. And that just undulates the whole way. There's no real flat stages in the entire course. If you put it in terms of New Zealand it's not hard at all, but when you've got 40 degree temperatures out there, howling winds. You can be going 50 kms an hour at some points and then a headwind will hit you, and you're just going 20 kilometers an hour. When these winds start pumping – we haven't seen them for the last few years – but when the trade winds do come through they can just absolutely put the pressure on all the athletes. I've been in some cases where I've nearly be blown off my bike. That's why they don't allow disc wheels up there because it's just so windy and dangerous. You're just allowed normal spoked wheels, or tri spoked so the bikes just don't get blown around.

Mark: A very, very hot place to race which comes from black lava which tends to draw in the heat. And very exposed with the cross winds, as you have mentioned. You get out of the swim at around about 7.30 / 7.40 and get onto the bike. You're not returning back to Kona until just after midday. So how important is hydration, and how hot does it get?

Cameron: You've got aid stations every 10 miles on the bike. If you miss one of those it can be pretty dangerous for you later on. You've got special needs, which is your own drinks that you can have at the half way put on top of the mountain, and that's a real significant part of the course. You climb up for 5 kilometers to this point, and that's where the winds really blow. You'll be going 15-20 kilometers up to this point, and then coming down that point you're just spinning out at 80 kilometers an hour. You're trying to grab drink bottles throughout that stage. The volunteers are trying to run with you, but it's quite amazing. You miss a few. I've had that happen to me in previous years – missed a bottle – and you don't get one for 30 kilometers, and that's it!

Mark: They do allow you a special needs bag which you can hand in prior to the race which you pick up just prior to the turnaround and you're allowed to put in there anything that you want (as long as it's legal). Anything that you do want to carry in terms of looking after yourself, nutrition.

Cameron: Yep. I have my own balance nutrition, so I'll have another couple of bottles that I'll pick up. Maybe a couple of more gels just in case something's happened out on the course where you've dropped something. They've got another aid station there as well. But it is important. I sort of have my own food – I train on it the whole year – and anything different can upset the stomach very easily.

Mark: It's 180 kilometers along. I guess you can bluff your way through to 130, and then that exponential curve of fatigue

kicks in. How do you deal with it? What's going through your head when you're going through those low patches out on the bike because every athlete does go through them?

Cameron; It's not just physically you're getting tired, it's mentally as well. You're just trying to grab the odd drink of coke or have some caffeine just to spark – just to get you up again. Those last 50 ks are probably the most crucial because you can lose a huge amount of time because the Kona winds start up again just when you're heading back into Kona as well. It's a slight uphill undulation and you're just getting a little bit tired and a little bit on edge, so it's very important to stay positive and be very careful that you're taking on nutrition every 10 minutes and that.

Mark: A little bit like the Tour de France, you know who the riders and the genuine players are – who the good runners are. And so the favourites generally allow one or two guys to get off the front and maybe put 5 or 6 minutes into them, but if Chris McCormack or Craig Alexander decide to go up the road you can't afford to let them go can you?

Cameron: No, definitely not. They've got some of the best running legs in the field as well, so wherever they go I have to go as well. No matter how bad you're feeling you've just got to push through those moments and stay close to them and get on their wheel. Otherwise, the race will be over if you let them have some sort of lead.

Mark: Okay, so you're coming toward the end of the 180 kilometer bike ride, the crowds are out there, the excitement builds –

at what point are you starting to think about the run, and do you visualise the whole bike to run transition?

Cameron; Yeah, you've got to have that going through your mind the whole time. Just concentrating. What are you going to do as soon as you get off that bike? Grab your bag. Through transition as quickly as possible. Try and change – put your running socks on, your nike shoes, grab your fuel belt and you're out the door within 20 seconds. That's how fast the transitions are. Again, losing 10 to 15 seconds to a better runner can take you 10 to 15 kilometers to catch them again. Very important to have a quick transition.

Mark: You've got 42 kilometers. It's 12 o'clock in the afternoon. Mercury is still rising. You're starting to hit 30 odd degrees. Almost 90% humidity. How do you handle that – “Oh no, I've got to run a marathon.”

Cameron: You've just got to break it down. If every athlete got off the bike and thought I've got to run a marathon psychologically it would beat them up. So I try and break it down – the first 15 kilometers is an out and back section. Incredibly humid. It's right next to the coast, and at that time of the day I think the mountains are drawing in the clouds alot more and it is a lot more humid in that area. So you've got to be very careful in that part not to push it too hard, but you've also got to be with the players and make sure you're going to be with them when you come back to town and head up Pilane Hill, which in terms of hills in New Zealand is nothing. A 300 meter hill, but man it just feels like a mountain on race day.

Mark: It comes at 17 kilometers into the run. Now you've had two Australians the last two world champions in Chris McCormack and last year in Craig Alexander. These guys have demonstrated – they've run quicker than you up there, around that 2: 43 mark. What are your tactics if you find yourself off the bike with these two?

Cameron: Just to be on their shoulder as long as I can. It's like a bungee chord – as soon as that chord breaks the separations grows very quickly. It's verty important to – you see track runners on the track – you've got to be right with someone. You get a boost when you're running with someone, because you forget about your own form and how much your hurting. You sort of concentrate a bit – you go into no man's land. It's quite a good thing just to get towed along by someone. The same sort of philosophy as being on the bike and getting a draft, you can get a bit of a draft on the run.

Mark: You've got to stay in touch with the likes of a Chris McCormack, a Craig Alexander - these athletes that are starting to emerge. But histories also shown that athletes can be leading the race at 30 ks and siting in the gutter at 34, so it's never over until you get across that finish line, is it.

Cameron: No, not at all. You've just got to keep pushing and keep pushing, because when the extremes are that hot, people can just cramp so easily. I was in fantastic shape heading into the race last year, but then pulled my achilles four days before the race, got a flat tyre on the bike which really

hampered my race. I got up to third with 10 ks to go, but just riding on a flat tyre (a slow leak for 40 ks) came back and haunted me and I lost six minutes. It was my chance to be on the podium again, but everything has got to go perfectly and any mishap can cost you.

Mark: The first part of the run you're close to the coast with hotels and a nice little sea breeze and large crowds, but then you do start to edge your way back onto the Queen K at about the 18 k mark. It's been an incredibly long and lonely stretch of road. The heat – you can't even describe the heat. How do you deal with it mentally? How do you maintain that concentration through there? What is your thought process?

Cameron: I think the aid stations help alot – you just survive until the next aid station. You know that you're going to get some ice and cold water, and nutrition at every aid station. When you're feeling good you just forget about it, but when you're feeling bad and when you're starting to suffer – it really starts to knock you around. Sometimes when you're in the lead of a race, you just forget about everything and just get on a huge adrenaline rush and high and just keep going. Nothing really hurts you at all – and if you can get to that lead and feel good, sometimes you can be unstoppable. I've never had that feeling up there. I need to have a great run. This years Taupo run I ran a 2:43 marathon and just felt fantastic, and the training's been simulated in this build up to Kona and I'm confident that I can have a run like that.

Mark: You're 37 years of age. What drives and motivates you at 37 years? You've done okay in the sport financially. Got a wife. Got two great kids.

Cameron: Just a drive to try to win Hawaii Ironman. If I didn't think I could win it I wouldn't be going, because the training is just too hard. It's 35-40 hours a week of intense training. But it's the love of the sport. I couldn't go out there for six hours if I didn't love it. Have some great times out there – 6 and 7 hour bike rides and you really do enjoy it. But there are some times when it's pissing down with rain and it's 10 degrees and you think "what the hell are you doing out there". Those are the things that make you tough. You push through them. And then there are the days when it's fantastic weather out there, 25 degrees – you know, Kiwis summer and you just can't wait to get out the door.

Mark: I think you once said to me, "If I want to stay number one I have to train like I'm number two."

Cameron: It was a dream when I was 15 at school, to follow in the footsteps of the great Rick Wells. I had that guy around when I was a junior and it was a huge benefit. To have someone like that winning world championships – and he was my hero. I look back at it now, man we had a fantastic era then. If you don't have people in your sport doing well, then the sport doesn't develop. We've had a great 20 years of fantastic champions, the likes of Bevan Docherty and Hamish Carter winning gold at Athens. And you've got all these young guys coming through now. The sport is

developing . it's just growing and growing. It's great for the sport. And it's been a pleasure to be a part of it.

Mark: For me personally, I've known you for a long time Cameron. I always wanted to commentate at an Olympic Games and I achieved that last year, but what I really want to do is commentate you winning the biggest race in the sport of triathlon. All the very best for the race.

Cameron: Yeah, thanks very much.

September 2009 – Let's Go Surfing

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Bettermanagement.com is an invaluable resource that contains an exceptional amount of cutting-edge articles and reviews for business professionals. Categorized to encompass categories such as: Business Intelligence; Customer Management; Financial Management; Leadership and Management, and various other pertinent topics, bettermanagement.com is definitely worth an occasional visit to glean what might be essential reading for anyone.

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September 2009 – Practical Exercise

Leadership Report Card

The Leadership Report Card is a simple vehicle through which business leaders can get an immediate self-appraisal of how they believe they're fulfilling their leadership requirement. Consisting of twenty commonly agreed and desired behaviours for leadership effectiveness, the Leadership Report Card is something I'd advocate all business leaders repeating on a frequent (every 4-6 weeks) basis so as to reassure themselves.

Like Golden Rule # 36 (the Leadership Framework) that featured in the March 2008 edition of *The Koru*, the Leadership Report Card is an exercise in self-awareness. Of course, the Report Card probably lacks the rigour advocated for the creation of the Leadership Framework, but as a simple measure of current-day performance it certainly has a valuable role to play for those seeking consistency and honesty in their performance.

So literally take only a few minutes to complete your Report Card. You might just be surprised by what it reveals and the insight it provides.

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

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