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Newsletter  
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## EDITOR'S NOTE :

-- By Raj Narayan

Being an ardent fan of the track and field sport, I watched the progress of a certain Jamaican who came to the Olympics as underdog in spite of holding top honors in his events. Domsday predictions abounded about his poor form, his cavalier attitude and the strong competition.>

Come race day and Usain Bolt ran like no one else before him to set an Olympic record in the 100 M showcase event. He then set the agenda by suggesting that the world will call him a legend once he repeats his Beijing success in the 200 Meters, an event he described as his favorite.

All this while the man who held this record in the past was casting aspersions on his possible successor. Often sounding like a jealous neighbor, Carl Lewis kept questioning Bolt's ability, his attitude, his longevity and above all his honesty.

True to form, Mom brought up the subject at dinnertime and told my civil servant Dad that the son was keen on a media career. In between mouthfuls, Dad let out a mischievous giggle and said, "So, you've finally come to terms with Jughead Jones, have you? Not, an avid read of comics, my Mother blinked. Dad reminded her of the poster and laughed out loud.

When Bolt came back to run the 200 M, he did an encore quite easily. His words thereafter showed the man's angst at one legend trying to pull down another in the making. He was going to win it anyway but the joy of victory possibly doubled because it also proved his detractors wrong.

The moment he won the event, he declared: "I am now a [living legend](#). I am also the greatest athlete to live. Now, I am going to sit back, relax and think of what's next." His comment suggests that victory alone isn't enough, it has to come with personal satisfaction."

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## MENTOR'S MUSINGS – WINNING REDEFINED

-- By Krishna Kumar, ISEC Founder Director

A student at my tennis academy is reluctant to play tournaments because he feels he isn't good enough to beat others. His little boy logic suggests that one should compete only to win, failing which one should move away in order to avoid the disappointment of losing.

We use the logic of grown-ups to suggest that participation is as crucial as winning, for if everyone used the boy's logic, there wouldn't be winners and no measure for excellence.

Watching the Olympics, I recall this incident as participants come within a whisker of winning before losing it all. Argentinian tennis player Juan Carlos Del Porto's tears after losing to Roger Federer in the semi-finals of the longest ever Olympic tennis match is a good illustration of this heartbreak.

So, does falling short of the champion make these athletes losers? Is winning so important? Consider the winner's limitations... pursuit of a challenging goal is long and arduous while the joy of winning is momentary. We remember the pain of a loss much more than the pleasure of winning. Abhinav Bindra can confirm this in no uncertain terms, having won Gold at China and losing in the heats at London. After both events, the question remained the same: "What Next?"

Lord Buddha says: "Is the definition of success really different from attaining fulfillment in life"? The matter lies in the way we define victory. Often it flatters to deceive – giving us less than we expect. The process begins (like my tennis student) from a young age when a glimmer of talent is pushed hard at the cost of childhood fun. Kids push their bodies and minds till they become champions. As teens, they set targets of entering Ivy League universities, though statistics indicate that alumni of lesser schools end up doing as well in life. Adults measure success from a purely financial perspective without indicating that this metric need not necessarily bring happiness.

So, can victory be refined to include more satisfaction? Is there a better definition that goes beyond leading a single-minded life that focuses on a specific goal? While mulling through this fascinating topic, I came across an article by Tony Schwartz, bestselling author of [Be Excellent at Anything](#). He says:

- Winners are people who consistently invest effort, persevere and keep getting better at whatever they do – regardless of whether they win anything.
- Winners have goals, which provide direction and motivation, but recognize that the ongoing satisfaction comes from the everyday experience of moving towards any given goal.
- Winners are people who aren't afraid to lose — and they learn and grow from it. Michael Jordan says he succeeds because he missed over 9000 shots and because he failed time and again.
- Winners use their skills not just to build their own value, but also to add value in the world — to give back and pay forward. Both Jimmy Connors and Andre Agassi won equal number of Slams. While Connors invested in casinos, Agassi gave money to charity in Las Vegas.
- What winners recognize is that the ultimate goal is never to vanquish an opponent or to prove something to others, but rather to more fully realize their own potential, whatever that may be.

*What are your thoughts on defining victory? Write to us at [kk@intradconsult.com](mailto:kk@intradconsult.com)*

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## **GUEST ARTICLE: HOW OLYMPIAN ARE YOU?**

*-- By Roger James Hamilton*

What does the Olympics have to do with you and your life? Few people relate psychologist Carl Jung with the Olympic symbol, yet he is the original designer - and the five rings symbolise the five strengths to live an Olympian Life.

When the founder of the modern Olympics, Pierre de Coubertin, was looking for a symbol for the games, he turned to his friend Carl Jung. Jung knew the circle was the symbol of potential and life in ancient cultures, and introduced the idea of the five interlocking circles as a reflection of five energies - the same five found in Chinese philosophy (Jung was the first to publish the I Ching in the West, and at the 2008 Beijing Olympics the Chinese returned to the initial concept with their five mascots representing water, wood, fire, earth and metal).

This year the symbol is 100 years old, and in 1912 when Coubertin introduced it he also introduced what he saw as the keystone Olympic event, the Modern Pentathlon. This had five disciplines that to him summed up the five key attributes every 'Olympian' individual should have. How do you square up in these five areas in your life and business?



**1. SWIMMING (Element = Water / Spirit / Blue):** This discipline is about rhythm. Rhythm keeps us breathing, above water, and moving forward at pace. What is the level of rhythm you have set in your life and business, and where is there stress and disharmony where rhythm has been lost and where you're out of synch?

**2. SHOW JUMPING (Element = Wood / Spring / Green):** This discipline is about power. Not the power of the rider, but your ability to harness the power of the horse. How well are you harnessing the power of your business, your market, your industry? A clue: If you're the one doing all the work, you're not the rider. You're the horse.

**3. FENCING (Element = Fire / Summer / Red):** This discipline is about flair. Your success is dependant on having an opponent to spar with and how well you dance with them. Who are you fencing with in a way that you both are upping your game? Who should you be fencing with? And are you doing it with honour?

When the elephant is well fed and watered (content), looked after (acknowledged), cared for (validated), and well-trained (ability for self-regulation and self-soothing) he is happy to oblige the will of his rider's commands (logical reasoning) and go where his rider tells him to go.

**4. CROSS COUNTRY RUN (Element = Earth / Autumn / Yellow):** This discipline is about perseverance. Cross country is about running through the elements and adjusting with the terrain, slowing when you need to and speeding up where you can. Where should you be slowing down and speeding up to win your race?

**5. SHOOTING (Element = Metal / Winter / Black):** This discipline is about precision. As distinctly different to the other four as they are to each other, this is not about physical exertion, but the ability to quiet the mind, let the body disappear, and hit the target. How well are you hitting your targets by doing the opposite of working hard?

Today, winning an Olympic medal isn't on many people's to-do list. Mainly because - without the right skills and sacrifice an Olympic medal is simply out of reach. De Coubertin's vision was not this. It was to make sport accessible to everyone, and to use the Olympics as a way to demonstrate how sport can highlight the skillsets we need to excel at an 'Olympian' level in life.

So to make the most of this year's Olympics - Be inspired by the athletes competing in the London Olympics, but also bring these five disciplines into your own performance in life, and claim your own gold.

Keep Making Magic.

Roger Hamilton is the founder of Wealth Dynamics ([www.rogerjameshamilton.com](http://www.rogerjameshamilton.com)).

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## COACHING NOTES: SERVANT LEADERSHIP - HELPING PEOPLE COME ALIVE

--by *Viral Mehta*,

*In the ancient words of Lao Tzu, "The Sage is self-effacing and scanty of words. When his task is accomplished and things have been completed, all the people say, 'We ourselves have achieved it!'"*

In an ancient parable, three masons are sitting in a row, all chipping away at large blocks of stone. A woman observing them is curious about what they're up to. She asks the first man what he's doing, to which he responds, "I'm chipping away at this block of stone." Indeed, she thinks. She questions the second man similarly, who says, "I'm working to feed my family." Also true, reflects the woman. Finally, she questions the third mason, who responds, "I'm helping to build a beautiful cathedral."



It's a powerful perspective -- holding within it a value for collaboration, agency, creativity, and meaning. What if we all could see our work in that way? What if our organizations supported us in holding that perspective, and to go one step further, how can we create institutions that release these core values? In his seminal 1970 essay "The Servant as Leader," Robert Greenleaf coined the term "servant leader" to describe someone who has that interest. For such a person, "It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead."

A servant leader -- one who wants to serve first and lead second -- strives to create a work environment in which people can truly express these deepest of inner drives. Servant leadership entails a deep belief that people are the greatest asset any organization has, and to nurture their individual growth becomes the basis for all organizational development. That growth goes far beyond the limited dimension of financial benefit -- it dives into our core motivations as people.

In his book *Drive*, best-selling author Dan Pink talks about the evolution in our understanding of what really motivates people, especially in our professional lives. According to Pink, the latest behavioral science research points to three key drivers: autonomy, mastery and purpose. Another way to frame this is empowerment, perfectibility, and purpose, and servant leaders endeavor to create a culture that fosters each of these three intrinsic motivations:

#### Empowerment:

People want to be engaged and also have some level of control over their environment. A servant leader recognizes that the people doing the work generally have the best ideas about how to improve the processes they participate in. Through tools like rapid improvement events and PDCA (Plan Do Check Act) suggestion systems, servant leaders practice participatory decision-making, empowering employees to be innovators and co-creators in positive change. Such leaders are also enablers; they spend a significant amount of time at the workplace, making direct observations, and then striving to create systemic improvements that add value to the work of their employees.

For a concrete example of this kind of engagement, in "Improving Healthcare Using Toyota Lean Production Methods," Robert Chalice reports that Toyota Corporation employees globally generate 2 million ideas a year. And they come from all over -- more than 95% of the workforce contributes these suggestions, with each person submitting over 30 ideas each. Even more importantly, over 90% of these ideas are implemented. Leaders who understand how to unleash this kind of creativity build

systems that support idea generation. But this kind of empowerment is also grounded. Servant leaders promote learning by doing and testing iteratively in a scientific way, and they demonstrate accountability. It's a great example of assuming value in all people, which soon translates into a scientific, transparent system for everyday improvement, which in turn fosters a culture of continuous perfection.

### **Perfectibility:**

Perfect is a verb -- and every person can tap into an intrinsic drive toward perfection. A carpenter can strive to be a perfect craftsman, a nurse looks to provide perfect care at the bedside, and Michael Jordan was known to inexorably seek the perfect shot. The role of servant leadership is to create a culture and context in which that inherent drive toward improvement is channeled in a way that benefits the whole. If people are engaged in perfection as a journey and not a destination, then they are constantly looking for ways to innovate.

This brand of innovation follows a very conscious design philosophy -- one that is inherently collaborative. All of us are smarter than any of us, as the adage goes. Far from being a cold, individual, strictly rational process, servant leaders design highly collaborative systems that balance the scientific method with in-depth engagement of people from all levels. They also actively break down silos and promote a shared view across functions and departments: in healthcare (where I currently work), that view is: "how can we maximize the real value to the patient, and as they move along the care delivery stream, what improves their well-being?" In that sense, servant leaders have a worldview of interdependence, and recognize that they have to own the entire value stream (including suppliers and partners), on behalf of the patient.

### **Purpose:**

In the words of Picasso, "The meaning of life is to find your gift. The purpose of life is to give it away." In healthcare -- and especially in serving the underserved population -- it becomes all the more important (and necessary) to create structures that enable us to give in concert. Atul Gawande, the famed surgeon-author, uses a sports analogy to urge modern healthcare (though it's easily generalizable) to evolve from "cowboy medicine" to "pitcrew medicine," referring to the unbelievable preparation, synchronization, and seamless way in which a pit-crew services a race-car in the thick of intense competition. If a pit-crew can deliver flawless results in less than 12 seconds, imagine what a team of people can do longterm in the service of better care for all.

At the root of such collaboration is still each person's own connection to greater purpose. Civil Rights leader Howard Thurman said, "Don't ask yourself what the world needs. Ask yourself what makes you come alive and then go do that. Because what the world needs is people who have come alive." Perhaps that is the essence of servant leadership: to facilitate people in coming alive. Interestingly enough, when we support people in tapping into that part of themselves that is most alive, then their most selfless motivations surface. So people who've come alive are naturally amenable to working in a collective.

In this way, by supporting people in finding purpose, servant leaders inspire true, collective service. And it's all done invisibly, such that people can truly feel that they are each "helping to build a beautiful cathedral."

To repeat the ancient words of Lao Tzu, "The Sage is self-effacing and scanty of words. When his task is accomplished and things have been completed, all the people say, 'We ourselves have achieved it!'"