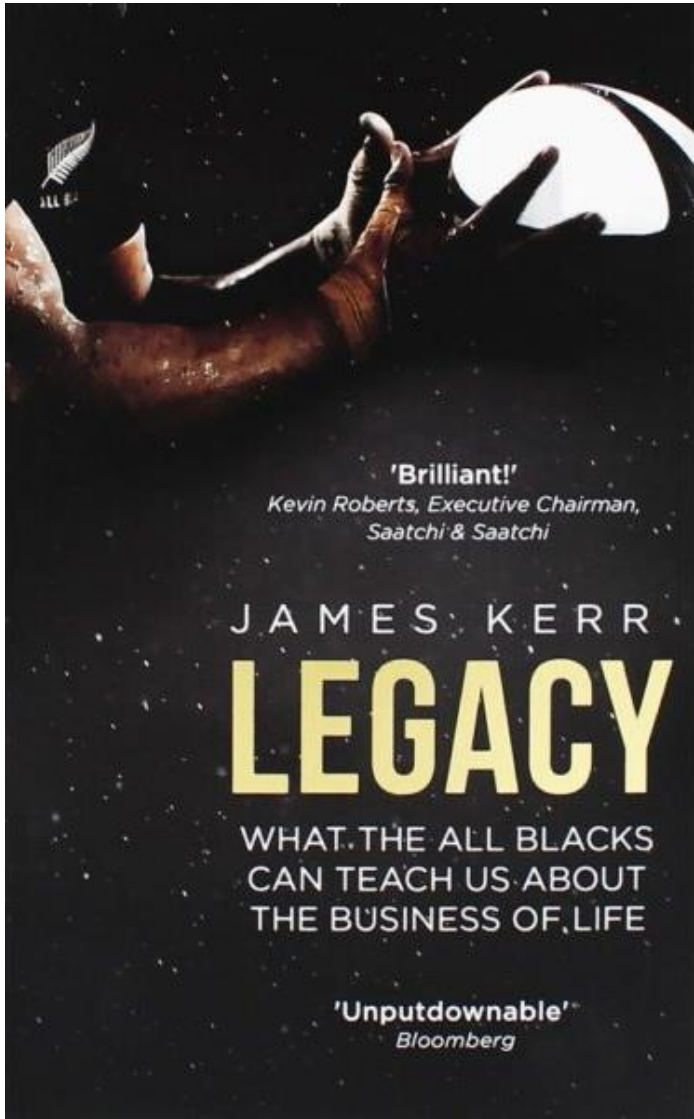




15 Lessons in leadership





All Blacks are the most successful rugby team in history. They have been called the most successful sports team, in any code, ever. In the professional era, they have an extraordinary win rate of over 86 percent!

Extraordinary high-performance culture!
They are facing a culture, an identity, an ethos, a belief system.



- The challenge is to always improve, to always get better, even when you are the best. Especially when you are the best.
- If you have personal discipline in your life, then you are going more disciplined on the field.
- A collection of talented individuals without personal discipline will ultimately and inevitably fail.
 - ✓ **Character triumphs over talent!**
- Only by knowing yourself you can become an effective leader. From self-knowledge we develop character and integrity. And from character and integrity leadership.
- Winning takes talent. To repeat takes character!
- You get nowhere without character. Character is essential to individuals, and their cumulative character is the backbone of your team.
- Collective character is vital to success. Focus on getting the culture right; the results will follow.
- Performance = Capability + Behaviour.
- Leaders create the right environment for the right behaviours to occur. That is their primary role.

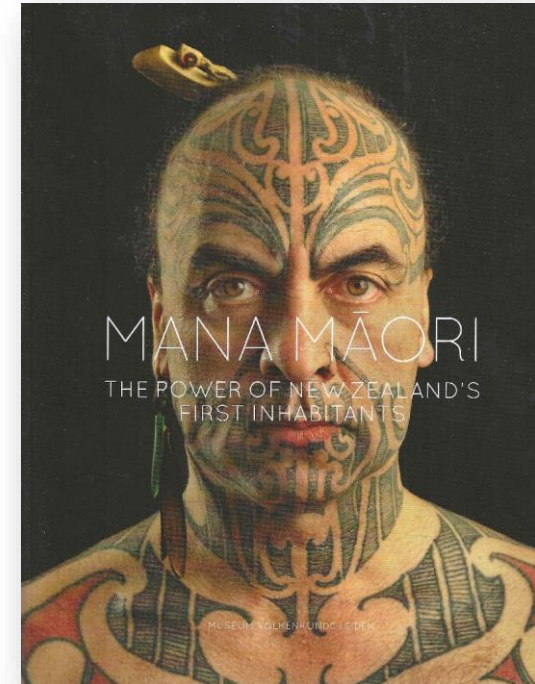
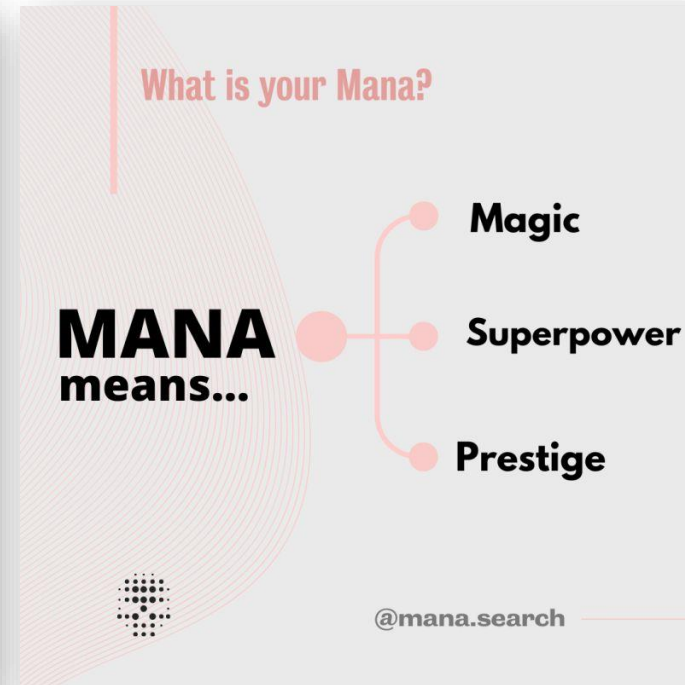
- Behaviour exist in two domains: Private and Public
 - ✓ Private Domain means one in which they spent time with themselves, and mind-game plays out.
 - ✓ Public Domian means areas of player's life when under team control.
- Leaders design and create an environment which drives the high-performance behaviours needed for success. The really clever teams build a culture that drives the behaviours they need.
- Vision without action is a dream. Action without vision is a nightmare.
- Our values decide our character. Our character decides our value.
- All Blacks select their players on character! Talent is less relevant.
- A **values-based, purpose driven** culture is a foundation of the All Blacks approach and sustained success.
 - ✓ Turning vision into everyday action, purpose into practice.
 - ✓ What is the meaning of being a All Black
- All Blacks competitive advantage: key is the ability to manage their culture and central narrative by attaching the player's personal meaning into a higher purpose.
 - ✓ It is the identity of the team that matters not so much what the All Blacks do, but who they are, what they stand for, and why they exist.

- “What is my job on the planet? What is it that needs doing, that I know something about, that probably won’t happen unless I take responsibility for it? (by Buckmaster Fuller).
- Socratic Method => an interrogative culture of asking and re-asking fundamental questions cuts away unhelpful beliefs in order to achieve clarity of execution. Humility allows us to ask a simple question: how can we do this better?
 - ✓ It makes the individuals makes their own judgements and sets their own internal benchmarks and becomes increasingly important.
 - ✓ No one person has all the answers, but asking questions challenges the status quo, helps connect with core values and beliefs, and is a catalyst for individual improvements.
 - ✓ The better the questions we ask, the better the answers we get.
- Humility is seen as a vital part of a well-adjusted character
- Humility does not mean weakness, but its opposite. Leaders with *mana* (a word that captures so many qualities: authority, status, personal power, bearing charisma, and great personal prestige and character) understand the strength of humility. It allows them to connect with their deepest values and the wider world.
 - ✓ For Māori and within the All Blacks, *mana* is the ultimate accolade, the underlying spiritual goal of human existence.
 - ✓ Certainly, it describes a person of rare quality; a natural leader possessing strength, leadership, great personal power, gentleness – and humility.

- The players are taught never get too big to do the small things that need to be done!
 - ✓ Exceptional results demand exceptional circumstances!
 - ✓ These conditions help shape the culture and therefore the ethos - the character – of the team.
 - ✓ This is a key component of building sustainable competitive advantage through cultural cohesion.
 - ✓ It leads to innovation, increased self-knowledge, and greater character.
 - ✓ It leads towards *mana*.

"Mana" in Māori translates to a multifaceted concept encompassing **spiritual power, authority, prestige, and influence**. It is both an inherited spiritual force and a quality that can be gained or lost through one's actions and achievements. The term can be applied to people, places, and objects, representing a supernatural essence or power that exists in the world. [@](#)

- **Spiritual power:** Originally, mana was a supernatural force connected to the gods (atua). It is an enduring, indestructible power inherited from ancestors.
- **Authority and influence:** Mana gives a person the authority to lead, organize, and make decisions. It can be seen in the charisma and influence a person holds within their community.
- **Prestige and status:** People can increase their mana through successful ventures, achievements, and the respect of others. Conversely, failure can diminish it.
- **Dignity and pride:** For individuals, mana can mean a sense of dignity, pride, and well-being, including being proud of one's work or role in the community.
- **Community and connection:** The mana of an individual can spread to their people and land, and the mana of a community can be upheld by its members through their actions.
- **Equivalence:** In some contexts, "mana" can also refer to concepts like equality or equity. [@](#)



➤ Four stages for Organizational change:

1. A case for a change;
2. A compelling picture of the future;
3. A sustained capability for the change;
4. A credible plan to execute.

Note: In case of absence of any of four factor, will inhibit culture change and often makes it impossible.

➤ Dual-management ⇒ responsibility handed over to the players so that they had “more skin in the game”.

- ✓ It also involved the creation of a learning environment, which acted as a stepladder of personal and professional development.
- ✓ The creation of a “leadership group” as well as “individual operating units” in which players took increasing responsibility for team protocols and culture, gave structure to this strategy.
- ✓ Leaders create leaders.

➤ A winning organisation is an environment of personal and professional development , in which each individual takes responsibility and shares ownership.

- Like most things in nature, cultures are subject to a more cyclical process of ebb and flow, growth and decline. According to Charles Handy this cycle has 3 phases:
 1. Learning Phase
 2. Growth Phase
 3. Decline Phase
- The key of course, is when we are on top of growth phase to change our game, to exit relationships, recruit new talent alter tactics, reassess strategy.
- To make “Sigmoid leaps” a series of scalloped jumps along the Sigmoid Curve, outwitting inevitability.



As the encyclopaedia of leadership asks:

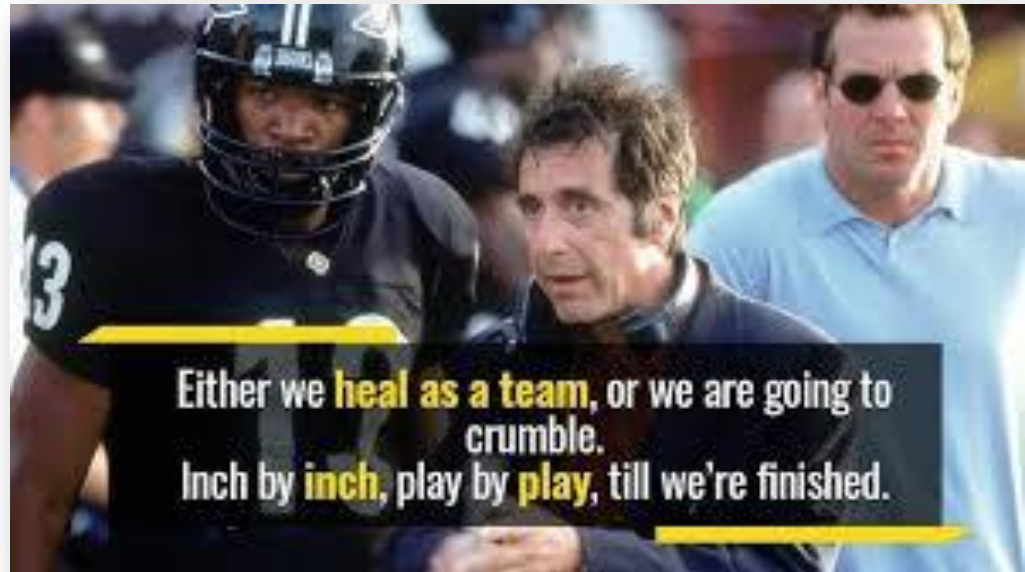
- What steps do you need to consider taking so you can prepare for the second curve, without prematurely leaving your current success (on the first curve) behind?
 - ✓ Quintessence of Kaizen (Japanese)
- Organizational decline is inevitable unless leaders prepare for change – even when standing at the pinnacle of success!

- For All Blacks adaptation is not a reaction, but a systematic series of actions. It isn't reacting to what is happening in the moment, it is being the agent of change.
 - ✓ This is achieved through a structural feedback loop – by building the adaptive process into the very way we lead.
- ✓ Momentum swings faster than we think. One moment we're on top of the world, the next falling off the other side. The role of the leader is to know when to reinvent and how to do it.
 - ✓ When on top of the game (Sigmoid Curve) it's time to change the game. The key is not losing momentum.
 - ✓ Go for the gap!



Photo: Paul Thomas/Photosport

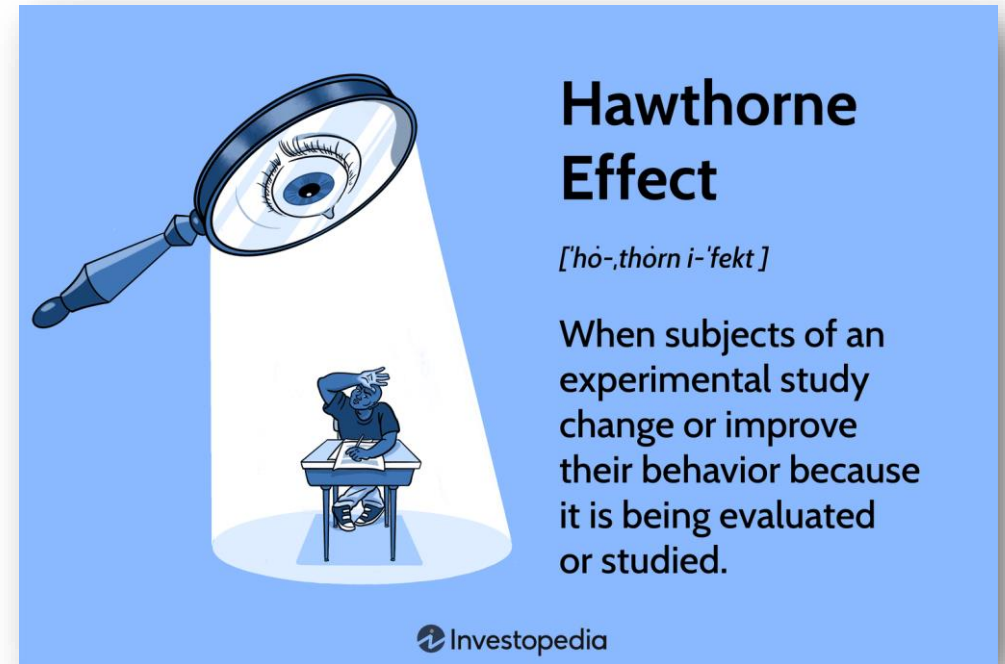
England rallied from 12-0 down with 25 unanswered points to beat a ragged New Zealand 33-19 for a first victory over them at Twickenham since 2012 and ending the All Blacks' hopes of a tour Grand Slam.



- A person with a narrow vision sees a narrow horizon, the person with a wide vision sees a wide horizon.
- Goal (purpose) for complete overhaul of the most successful sporting culture in human being:
 - ✓ “Pondering strategic objective – to create an environment ... that would stimulate the players and make them want to take part in it”
 - ✓ Better People Make Better All Blacks
- Resulting in the *Kiwi Kaizen*:
 - ✓ Focus on personal development, both as human beings and as professional sportsmen, so that they had the character, composure, and people skills to be leaders, both on and off the field.
 - ✓ With the challenge, how to make this work in practice!
 - ✓ How they managed it – and turned their vision into action – provides invaluable insights for business leaders as well, looking to effect culture change that delivers sustainable competitive advantage.
 - ✓ Via a campaign to be **vision driven and value based**. Having a vision players could identify with.
 - ✓ “the being of a team”.
 - ✓ The emotional glue of any culture, is the sense of identity and purpose. What we identify with are the things we recognize as important of ourselves – to our deepest values ... this kind of meaning has the emotional power to shape behaviour.
- Leaders connect personal meaning to a higher purpose to create belief and a sense of direction.

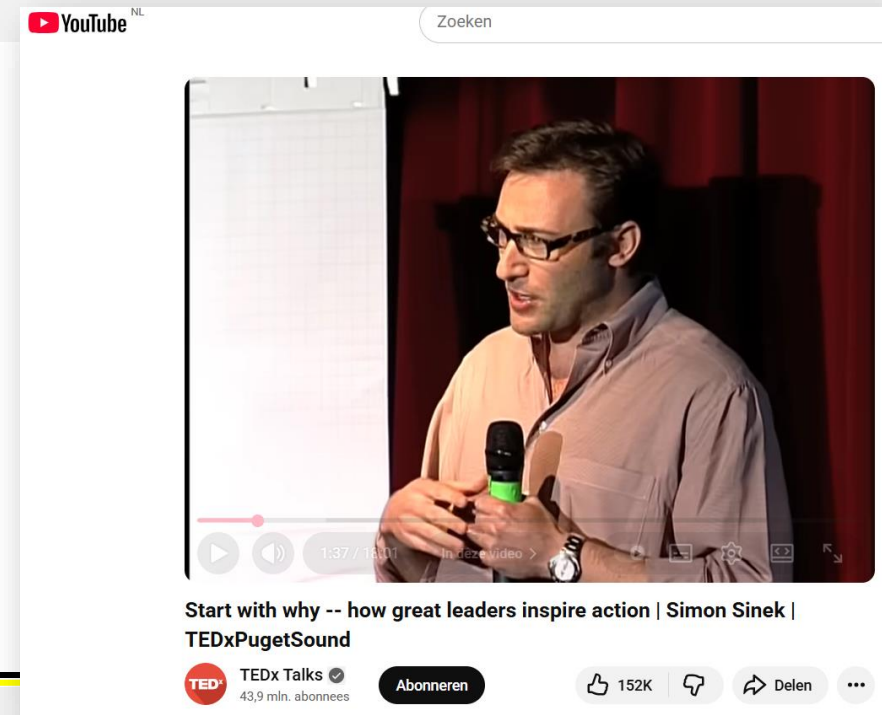
- Personal meaning is the way we connect to a wider team purpose.
 - If our values and beliefs are aligned with the values and beliefs of the organization, then we will work harder towards its success.
 - If not, our individual motivation and purpose will suffer, and so will the organization.
- Purpose relates to an overarching goal beyond the practical missions that are pursued day in day out. This **drives the individuals intrinsic motivation**, and gives reason to belong, and to sacrifice.
- It begins from inside out!
- Daniel Pink with his book Drive: “Humans by nature, seek purpose – a cause greater and more enduring than themselves”.
 - ✓ The most convincing arguments for this theory are the simplest to understand:
 - ❖ We leave well paying jobs for purpose driven ones.
 - ❖ We volunteer
 - ❖ We have children
 - ✓ Pink argues: purpose maximization is taking its place alongside profit maximization as an inspiration and a guiding principle for business around the world.
 - ✓ His work reflects the “*Hawthorne effect*”, the idea that emotional power is more important than material compensation. That intrinsic rather than extrinsic motivation rules the world.
 - ❖ This aligns with the Maslow’s “Hierarchy of needs”.
 - ❖ In Maslow’s world, we all move towards a sense of self-actualization. That is a state of presence, flow, self-respect, self-expression and authenticity.

- According to Google / AI:
 - ✓ The Hawthorne effect is a psychological phenomenon in which individuals modify or improve an aspect of their behaviour, simply because they are aware of being observed or are part of a study. This effect can introduce bias into research, as the observed behaviour may not reflect the participants' normal, authentic behaviour.

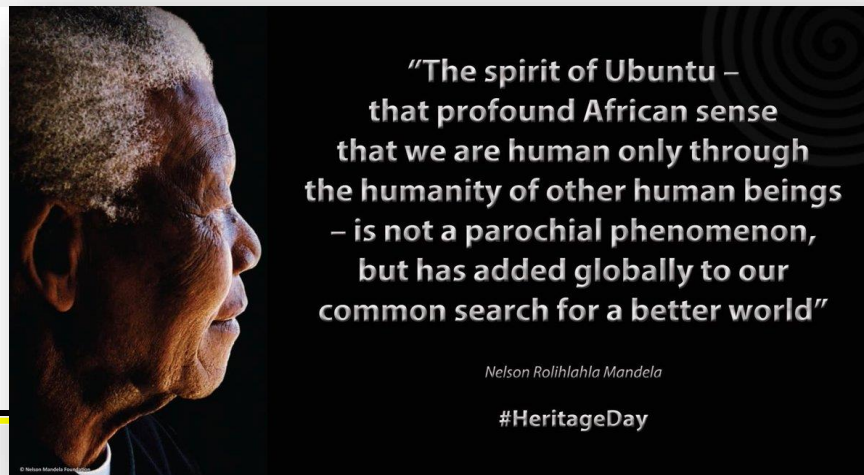


- Jim Collins in *Good to Great*, describes this as the extra dimension – a guiding philosophy that consist of core values and a core purpose beyond just making money. He believes that, when authentic and rigorously adhered to, a dramatic, compelling purpose is a fundamental driver of the companies that go from good to great.
 - ✓ “Reasons leads to conclusions”
 - ✓ “Emotion leads to action”

- One of most watched TED seminar is presentation by Simon Sinek, author of “Start With Why?” who expresses what most of us innately know: “people don’t buy what you do, they buy why you do it” due to psychological effect of our brains (due to our “limbic” deeply buried in our pre-linguistic core of our brain) – the way we feel about something is more important than the way we think about it.
 - ✓ That, when given a choice, we follow our gut.
 - ✓ https://www.youtube.com/watch?v=u4ZoJKF_VuA
 - ✓ Sinek: Inspired leaders and organizations, all think act and communicate from the “inside out”.
 - ✓ It’s at the core of the **vision & value based mindset!**



- Inspired leaders organizations and teams find their deepest purpose – their why? – and attract followers through shared values, vision and beliefs.
- South African word *Ubuntu* means we send out ripples from us into the wider community: our actions affect everyone, not just us.
 - ✓ The *Proteas* (South African cricket team) embrace the ripple effect and the inspiration they have on the whole of South Africa. And it lifts them. They play for something greater than themselves.
 - ✓ It's their mantra!
- What is the fundamental purpose of the All Blacks with “Better People Make Better All Blacks”?
 - ✓ It goes deeper than “unite & inspire New Zealand”
 - ✓ *To add the legacy.*
 - ❖ To make a better team and to pass on to the next generation.
 - ❖ “You have to leave the “jersey” (the famous black jersey with silver fern) in a better place”

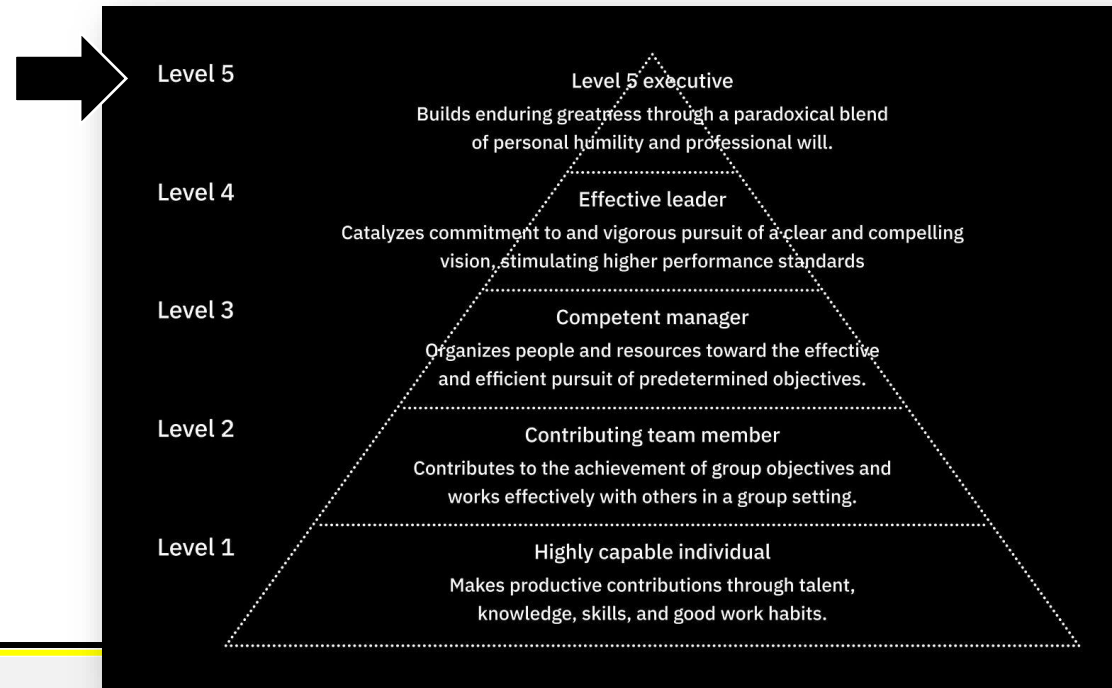


- Our fundamental human drive come from within – from intrinsic rather than extrinsic motivations,
- Using vivid storytelling techniques, including themes, symbols, imagery, rituals, mantras and metaphor, and bringing them to life with imagination and flair, leaders create a sense of inclusion, connectedness and unity – a truly collective, collaborative mindset. It all begins with asking why?



- “Pass the ball”, defined as “enabling and empowering the individual by entrusting them with responsibility for the success of the team”.
- Leaders create leaders by passing on responsibility, create ownership, accountability and trust.
- Transform the leadership from senior management members to the players... they play the game and they have the leading on the field.
 - ✓ To transform the traditional “you and them” to “us”.
 - ✓ Culture change!
- Shared responsibility means shared ownership. A sense of inclusion means individuals are more willing to give themselves to a common cause.
- Dual leadership was a very important part of their new success, perhaps the reason for that new success (All Blacks and “Pass the ball”).
- Leaders don’t create followers, they create more leaders.
- “A team of followers is immediately back on the foot. A team of leaders steps up and finds a way to win”.

- By arming staff with intention, leaders can enable their people to respond approximately to changing context, without losing sight of the tactical imperative.
- Leaders create leaders. They arm their subordinates with intent. And then step out of the way.
- Jim Collins Good to Great calls “Level 5 Leadership, a paradoxical blend (“mix”) of personal humility and professional will”
 - ✓ *All good-to-great companies had Level 5 Leadership at the time of transition.*



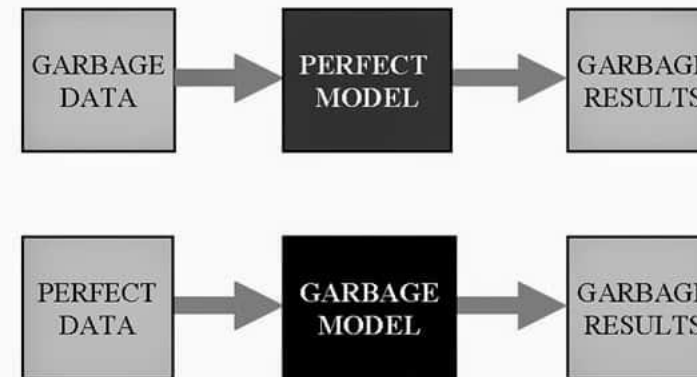
- Leaders are teachers: create a learning environment.
- Daniel Pink in his book *Drive* lists 3 factors that he believes creates motivation in a human being:
 1. Mastery, how to enable? “how to make it happen every day?”
 2. Autonomy, the direct result of dual-leadership
 3. Purpose, the connection to the core identity of the team.
- “Be the best you can possibly be”
 - ✓ “Success is modest improvement, consistently done”
 - ✓ Unrelenting focus on the big goals – winning and leaving a legacy – but also constant attention to the details of practice and preparation.
 - ✓ “The best sports people in the world practice more than the play”
- Excellence is a process of evolution, of cumulative learning, of incremental improvement.
- Excellent firms don’t believe in excellence, only in constant improvement constant change.
 - ✓ Success is the result of a long-term commitment to improve excellence – the small steps leading to a mighty step.
 - ✓ “Structure follows strategy”
- Enlightened leadership promotes a structured system for the development of the team, combined with a tailored map for the development of the individual.

- The structure of a learning system applies across multiple organizational levels, on team level and individual basis as well.
- A map of daily self-improvement acts as a powerful tool to develop teams and organizations; this “living document” provides fresh goals and develop new skills so people push themselves harder, become more capable and achieve more for the team.
- “The critical non-essentials: Succes can be attributed to how a team worked together under pressure, how they understood the importance of teamwork and loyalty, and how they are willing to do a hundred things just 1% better”.
 - ✓ All details contribute to the success!
- Marginal gains: 100 things done 1 per cent better to deliver cumulative competitive advantage.
- Saying yes to high performance means first saying no.
 - ✓ People think focus means saying yes to the thing you got to focus on.
 - ✓ According to Steve Jobs “that is not it means at all. It means saying no to the hundred other good ideas there are. You have got to pick carefully.”

- “Garbage in / garbage out”, also applicable for your psychological environment (as “stimulus response” on all we see and asks our attention and do experience).
- Successful leaders look beyond their own field to discover new approaches, learn best practises and push the margins. Then they pass on what they have learned.
- It didn’t matter what level of talent had been given to us, what size we were or how fast or slow we ran. It was what we did with that talent we had that counted... no excuses and no exceptions. “The only thing I want you to be is the best that you can possibly be.”



MODEL CALCULATIONS "Garbage In-garbage Out" Paradigm



6) Whānau

Whānau means to “be born” or “give birth”. For Māori, it means extended family: parents, grand parents, aunts, children and cousins. Symbolised by a spearhead. an image derived in turn from the flight formation of the *kawau*. In the vernacular it has come to mean our family of friends: our mates, our tribe, our team.

PM2B

- Fly in formation. Be of on mind. Follow the spearhead.

This is the “being of team” an essence of the successful organization.

Kawau is a flock of birds.

- ✓ One bird leads, another follows, another takes the lead, in an endless synchronized support system

- ❖ Flying this way is 70 per cent more efficient than flying solo.

- ❖ If a bird falls out of formation, it feels the wind resistance and rejoins the flock. Should one fall behind, others stay back until it can fly again. No bird gets left behind.

- ✓ Much like the peloton of professional cyclists

- For a *whanau* the same as *kawau*. Everyone must move in the same direction, most effective by working together.

- A great team is “in flow more frequently than the opposition”.

- ✓ For collective flow to occur, organizations must be of “one mind”.

- A great player can only do so much on his own. No matter how breathtaking his one-on-one moves, if he is out of sync psychologically with everyone else, the team will never achieve the harmony needed to win a championship.

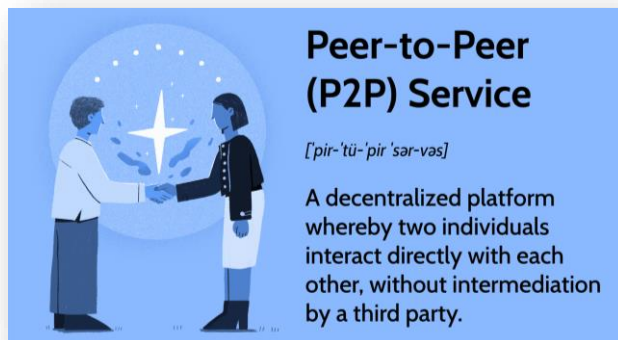
- The strength of the wolf is the pack.

- “On a good team there are no superstars. There are great players who show they are great team players by being able to play with others as a team...they make sacrifices; they do things necessary to help the team win.”



In the Māori language, *Kāwai* has several meanings, including a lineage or line of descent, a shoot or creeper, and a more literal translation of “tree of nourishment” as seen in the title of Monty Soutar’s book. The term is deeply connected to the concept of *whakapapa* (genealogy) because a lineage is seen as a growing branch.

- Owen Eastwood says the first 5 steps in developing high performance culture are to:
 1. Select on character
 2. understand your strategy for change
 3. Co-write a purpose
 4. develop leadership
 5. encourage a learning environment
 6. The sixth and arguably most important step is to begin to turn the standards into action
- To turn standards into action can be done by peer-to-peer enforcement.



◆ AI-overzicht

Peer-to-peer (P2P) cooperation is a collaborative method where individuals or organizations work together directly without a central authority, focusing on knowledge sharing and mutual support. This approach is used in learning environments to solve problems and share perspectives, and in professional settings for developing skills, improving governance, and implementing projects. Examples include peer learning, where students help each other, and P2P exchanges where colleagues discuss challenges and best practices. [@](#)

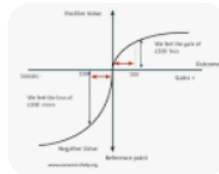


- No one is bigger than the team and individual brilliance does not automatically lead to outstanding results. One selfish mindset will infect a collective culture.
- A player that makes a team great is better than a great player.

- People get scared by the phrase fear of failure, because they think it inhibits their performance.
 - ✓ But use that as a motivating factor! Prepare well and not the night before....
 - ✓ Harnessing that fear to positive effect.
 - ✓ Embrace expectations.
- Nobel prize winner Daniel Kahneman's in his book *Thinking fast & slow* he writes about the benefits of fear or failure in what he calls "Loss aversion".

◆ AI-overzicht

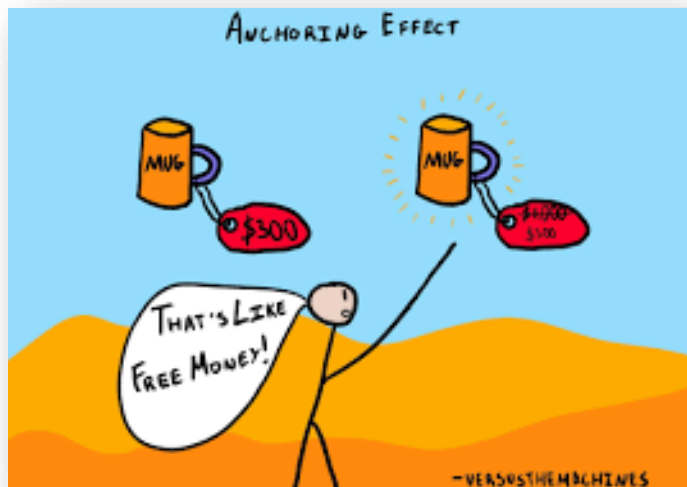
Loss aversion is the psychological principle that people are more motivated to avoid a loss than to achieve an equivalent gain. It means the pain of losing is felt more strongly than the pleasure of gaining, often to a degree where the pain of a loss is perceived as more than twice as powerful as the pleasure of an equal gain. This cognitive bias influences decision-making across many areas, from financial choices to everyday choices. [🔗](#)



- Successful leaders have high internal benchmarks. They set their expectations high and try to exceed them.
- Repetition of affirmation that leads to belief. Once that belief becomes a deep conviction, things begin to happen.
 - ✓ Example: Muhammad Ali called himself the greatest before he had any right.

- Daniel Kahneman reminds us that these affirmations (see previous slide) don't even need to be true:
 - ✓ "A message, unless it is immediately rejected as a lie, will have same effect on the associative system regardless of its reliability... Whether the story is true, or believable matters little at all".
 - ✓ By setting even the most unrealistic self-expectation, "the aversion to the failure of not reaching the goal is much stronger (even) than the desire to reach it.
 - ✓ It seems that even in Nobel Prize-winning economics, the clichés are true:
 - ❖ If you can conceive, and believe, you can achieve
 - ❖ Visualize to actualize.
 - ❖ Fake it till you make it.
- The truth is that the story we tell about our life becomes the story of our life
- The narrative we tell our team, business, brand, organization or family becomes the story others eventually tell about us.
 - ✓ This internalized narrative – triggered by words, images, movement and memory – is a phenomenon popularly known as the self-fulfilling prophecy.
 - ✓ "False definition of the situation evoking new behaviours which make the original conception come true", defined in 1949 by Robert K. Merton
 - ❖ "I will become a Great All Black" (GAB) and after hard work you will become a GAB.

- Kahneman posits two interrelated psychological observations that help explain this: **Anchoring** and **Priming**.
 - ✓ **Anchoring** is most easily understood recalling the tricks employed by supermarkets, salespersons etc. "Normally 20 Euro, for you I" give it now for 5 euro". Anchoring the 20 euro makes the lower number of 5 euro seem cheaper.
 - ✓ **Priming** is perhaps more surprising: unconsciously exposed to words, images, or concepts can influence subsequent behaviour, even if the person is unaware of the connection (also called "Florida Effect").



The "Florida effect" is a psychological phenomenon where being **unconsciously exposed** to words, images, or concepts can influence subsequent behavior, even if the person is unaware of the connection. The name comes from a famous 1996 experiment by psychologist John Bargh where participants were given sentences to unscramble, and one group was unknowingly primed with words related to old age like "Florida" and "wrinkled". Afterward, this group walked more slowly down a hallway compared to a control group, demonstrating how a subtle, unconscious cue can lead to a specific, automatic response. [🔗](#)

How the experiment worked

- **Group 1:** Received scrambled sentences with neutral words.
- **Group 2:** Received scrambled sentences with words associated with old age, such as "Florida," "lonely," "careful," "wrinkled," and "grey".
- **The task:** After completing the sentence-building task, both groups were asked to walk down a short hallway to the next room.
- **The result:** The group that had been exposed to the "old age" words walked significantly more slowly than the control group.
- **The key takeaway:** The participants were not consciously aware of the theme in the words they were given, yet the priming effect influenced their physical behavior, demonstrating that the effect happens below conscious awareness. [🔗](#)

Priming vs Framing vs Anchoring

Cognitive Biases in Sales and Marketing

Priming

...preconditions the mind for a particular theme or idea through prior exposure.

It's like setting the ambiance before the main event.



Framing

...shapes how information is perceived by emphasizing certain aspects.

It's the lens through which a product or idea is presented.



Anchoring

...sets a reference that influences subsequent evaluations.

It's about creating a benchmark against which other things are compared.



1.280 × 720

- **Train to win:** practise with intensity to develop the mindset to win.
- The training, decision making wise, should be harder than the game!
 - ✓ So, you try an overlying principle of throwing problems at them – unexpected events - forcing them to solve the problems.
 - ✓ By throwing all sort of problem-solving situations at them and randomizing situations, we found we were better long-term learning.
 - ✓ If you are not over-extending yourself, you are not going to get much learning ... there's no point in ducking the challenges.
 - ✓ Getting you out of your comfort zone, extending yourself.
 - ✓ Arnold Schwarzenegger called it "reps" (repeats) ⇒ in Total Recall it took hundreds and even thousands of repetitions for him to learn to hit a great three-quarter back pose, dancing the tango in True Lies.
- Intensity of preparation – training to win – conditions the brain and body to perform under pressure. It lets peak performance become automatic. It develops the mindset to win.
- In business, training is often seen as a soft option and is limited to the occasional away-day. However, effective training is intense, regular and repetitious. For world-class results it should be central of the culture.
- Training with intensity accelerates personal growth.

- Intensity training isn't new of course. In the eighteenth century Alexander Vasilyevich Suvorov exposed "constant, progressive and repetitive training under conditions gradually approaching those of genuine combat".
 - ✓ Central to his training programme was an exercise called "skvoznaia ataka" (attack through).
 - ✓ A thousand men would charge from one side, a thousand men from the other side, at pace and with meaning.
 - ✓ Men and horses were injured, some would even die, as the practise was repeated and repeated.
 - ✓ Better to lose a few men in training, Suvorov believed, than lose in a battle.
 - ✓ His method worked. He was never defeated.
- US Air Force: try to exercise decision-making in high stressed environment.
- All Blacks have pioneered training the psychological aspects ⇒ to stress the brain and test decision making capacity.
 - ✓ It's all about performing under pressure when matters.
 - ✓ When it is for real it is going more automatic.
 - ✓ Train to win.
 - ✓ Control of attention: in pressure situations, it is very easy for our consciousness to divert from a resourceful state to an unresourceful one, from a position of mental calm, clarity and inner strength into "Defensive Thinking": our shutters come down, our horizons narrow and we find ourselves in an ever-tightening corridor from which we feel there is no escape. In this state we are thinking about survival: a negative content loop forms our perceptions create feelings of being overwhelmed, tightening and tension. This is tun leads to unhelpful behaviours- overt aggression shutting down and panic. We let the situation get to us. We make poor decisions. And we choke.

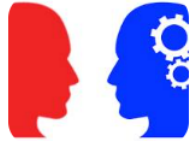
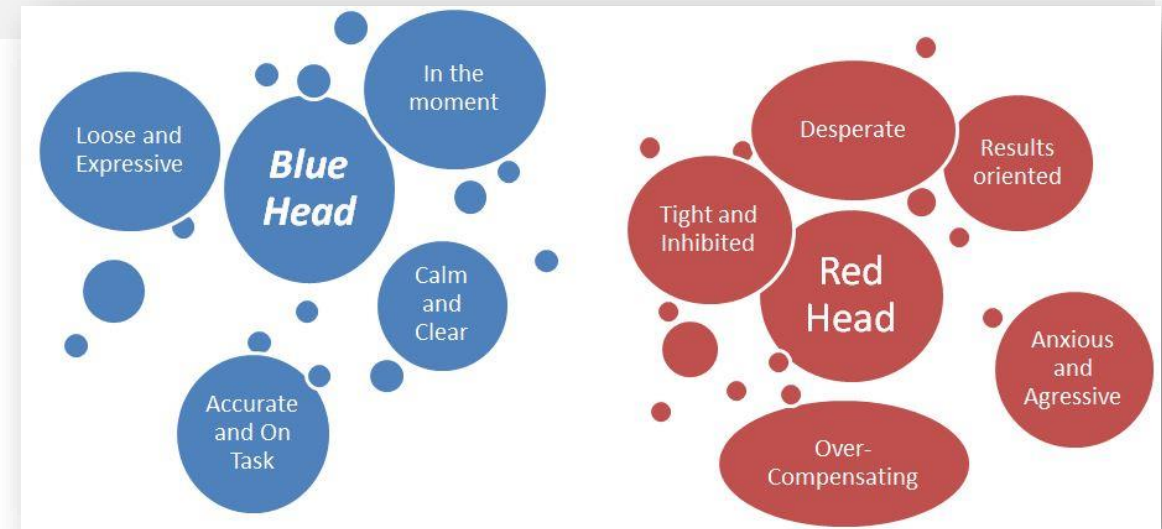
- See previous slide, and proceeding in Gazing parlance:
 - ✓ **"Red Head"** ⇒ unresourceful state ⇒ stands for **HOT** for Heated, Overwhelmed and Tense
 - ✓ **"Blue Head"** ⇒ resourceful state ⇒ Opposite of "Red Head" and ability to maintain clarity, situational awareness, accurate analysis and good decision making under pressure. Allows us to **ACT** for Alternatives (to look at the options, adapt, adjust and overcome), Consequences (to understand the risk /reward ratio of each alternative and to make an accurate assessment of what is needed) and Task Behaviours (to stay on task and execute the tactics and strategy).
- Performance under pressure is knowing how to ACT, "allowing yourself to win by following the process rather than being caught in outcomes".

red head blue head theory

AI-modus Alle Afbeeldingen Video's Korte video's Producten Nieuws Meer ▾

◆ AI-overzicht

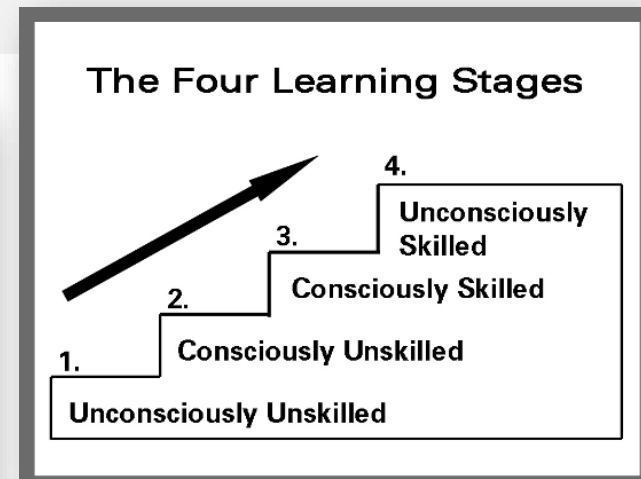
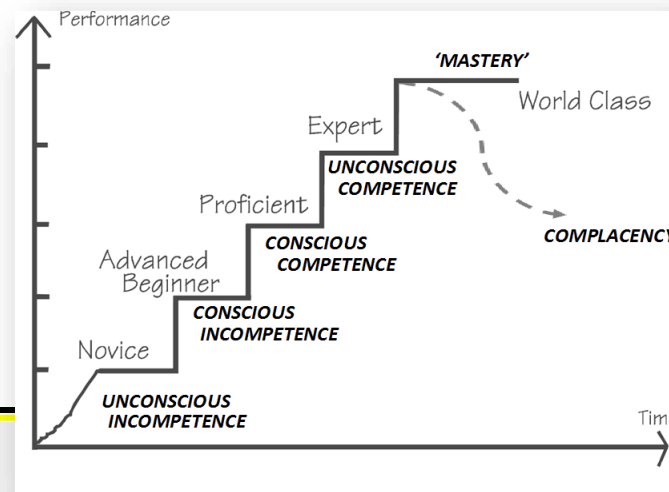
The red head/blue head theory is a mental framework, popularized by the New Zealand All Blacks rugby team, to manage performance under pressure. A "red head" is a state of anxiety, panic, and being overwhelmed, which leads to poor decision-making. A "blue head" is a calm, clear, and focused state of being in the moment and performing optimally. The key skill is to recognize when you're in a red head state and use strategies to return to a blue head. [🔗](#)

- The thing is, most organisations don't focus on programme of training on the mental toughness.
 - ✓ They tend to go for one-off hits, which is unrealistic.
 - ✓ It need to continue & repeat, long term development programme would be needed to make real impact.
- "Most people have the will to win, only a few have the will to prepare to win".
- Going say 3 times a week to the gym for physical improvement & strength, why not for mental perspective training for mental improvement & strength?
 - ✓ Get the balance in physical condition & strength and mental condition & strength for being in best shape.



- Gazing's training approach in simplest form involves a "skill ladder", which begins by building technique and increasing intensity, then introduces real pressure.
 - ✓ An everyday example might be a preparation for a speech.
 - ❖ First read through the text and practice in front of a mirror until the words and the flow goes wright
 - ❖ Then invite a few people to watch us rehearse – upping the intensity
 - ❖ Finally, introduce real emotional pressure, a video camera for example, a hostile heckler in the room, an unrealistic time limit, ...
 - ❖ In this way our brains acclimatize to the pressure. We develop clarity, more accurate, automatic execution and situational awareness.
 - ❖ Don't do too much, too soon. A surfeit of pressure applied prematurely will leave us foundering, disoriented and modelling the very emotions we are training to avoid.
 - ✓ So, focus on the technique, increase the intensity, and add the pressure. Repeat and repeat until it's automatic.
 - ✓ According to **Neuro Linguistic Programming (NLP)** a mental performance in "unconscious competence", and what All Blacks call clarity.
 - ✓ Automatic is from Greek *Automatus* and means self-thinking.



- Pressure is expectation, scrutiny and consequence.
- Under pressure your attention is either diverted or on track.
 - ✓ In case diverted, you have a negative emotional response and unhelpful behaviour. That means you are stuck, overwhelmed.
 - ✓ Still on track, you have still situational awareness, and you execute accurately. You are clear, you adapt and you overcome.
- Bad decisions are not made through a lack of skill or innate judgement: they are made because of an inability to handle pressure at the pivotal moment.
- **Red Head**: tight, inhibited, results oriented, anxious, aggressive, over-compensating, separate.
- **Blue Head**: loose expressive, in the moment, calm, clear, accurate on task.
- In the heat of a Battle, the difference between Blue Head and Red Head: the manner in which we control our attention.
- In case, under pressure you cannot function on the right level anymore:
 - ✓ Tennis coach Nick Bollettieri call "**centipede effect**".
 - ✓ If a centipede had to think about moving all legs in the right order, it would freeze, the task too complex and daunting.



- In words like this: where we direct our mind is where our thoughts will take you; our thoughts create an emotion; the emotion defines our behaviour; our behaviour defines our performance.
 - ✓ So, simply, if we control our attention, and therefore our thoughts, we can manage our emotions and enhance our performance.
 - ✓ Which is easier said than done!
 - ✓ Typical pressure zones are times of great “heat”...
 - ❖ Where something is at stake;
 - ❖ Where trauma of previous experience is triggered;
 - ❖ Where there is a conflict, aggression, dispute, dissent;
 - ❖ Where there is a deadline, a ticking clock, urgency;
 - ❖ Where there is high stimulus and distraction.
 - ✓ In these kind of situations – an impossible deadline at work – how do we control our attention?
 - ✓ How to stay Blue Head and not switch to Red Head?
 - ✓ Avoid fight, flight, freeze
- ✓ In the **Neuro Linguistic Programming** (NLP) the “preferred representational system” – that is the way he processes and retains information – is predominantly visual. We also have “embedded auditory, visual and kinaesthetic triggers” (kinaesthetic is learning by means of physical activities and practical experiences).
- We need to recognize the “red flags”, the “warning sirens”, our sixth sense. Then we have to manage our reaction.

- The brain has three parts: instinct, thinking and emotion.
 - ✓ Under pressure is the thinking that shuts down and that means you are relying on emotion and instinct and can no longer pick up the cues and information to make the good decisions.
 - ✓ If you become disconnected, then you can focus on the outcome and not task and the ability to make good decisions is compromised.

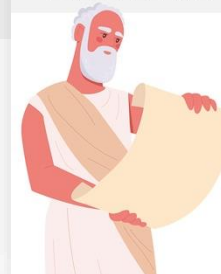
- Rituals or mantra's (as anchor functions, like breath slowly, meditations, feel ground on the floor, etc.) may help you to bring you back in the moment, to stay or to become a Blue Head.

- It works like this:
 - ✓ First we put ourselves in a resourceful state: calm, positive, clear.
 - ✓ Then we "anchor" that state through a specific , replica physical action – something out of the ordinary, like scrunching up our toes, stamping our foot, staring into the distance, throwing water over our face.
 - ✓ Repeat and repeat and repeat until it is automatic.
 - ✓ Then when we recognize the symptoms of pressure – when our focus closes down, our vision narrows, our heart rate lifts, our anxiety increases – we can use that "anchor" to reboot. And return to our centre.
 - ✓ It's literally, "re-cognition"; thinking again. Undiverted, we are free to assess, adjust and act; to become realigned with our task and the best way to complete it.
 - ✓ To act rather than react.

- Mantras are the way in which we can tell our story to ourselves; they are tools for effective thinking, a mental roadmap in times of pressure.
 - ✓ For example, a mantra for pilots in case of emergency or crises: Aviate, Navigate, Communicate.
 - ❖ Aviate (focus on the plane),
 - ❖ Navigate (fly in right direction)
 - ❖ Communicate (tell people where you are flying the plane)
 - ✓ A mantra for medics: Assess, Adjust, Act
 - ❖ Assess the situation
 - ❖ Adjust your approach to suit the situation
 - ❖ Act accordingly
- Many mantras is a “rule of three”, it is the way people are used to tell stories with a beginning, a middle and an end.
- By harnessing this three parts structure, mantras create a strong linguistic chain of events they take you from chaos, through clarity into action. **Automatically!**
- “Meet pressure with pressure”
 - ✓ By controlling our attention, we control our performance.
 - ✓ By controlling our performance, we control the game or situation.

- To know how to win, you first have to know how to lose.
- For the All Blacks, to know how to lose, you first have to know who you are.
- Development of the authentic self, is hugely powerful to performance.
- A great leader is about being genuine, real and true to who you are.
- The best leaders remain true to their deepest values. They lead their own life and others follow.
- According to Steve Jobs:
 - ✓ “Your time is limited, don’t be trapped by dogma ... and most important, have the courage to follow your heart and intuition. They somehow know already what you truly want to become. Everything else is secondary”.
 - ✓ Where dogma means The literal meaning of dogma in ancient Greek was "something that seems true." These days, in English, dogma is more absolute. If you believe in a certain religion or philosophy, you believe in its dogma, or core assumptions.
- Authenticity is the opposite of bad faith.
 - ✓ Bad faith occurs when peer pressure and social forces combine to have us disown our values.

WHAT IS A DOGMA?



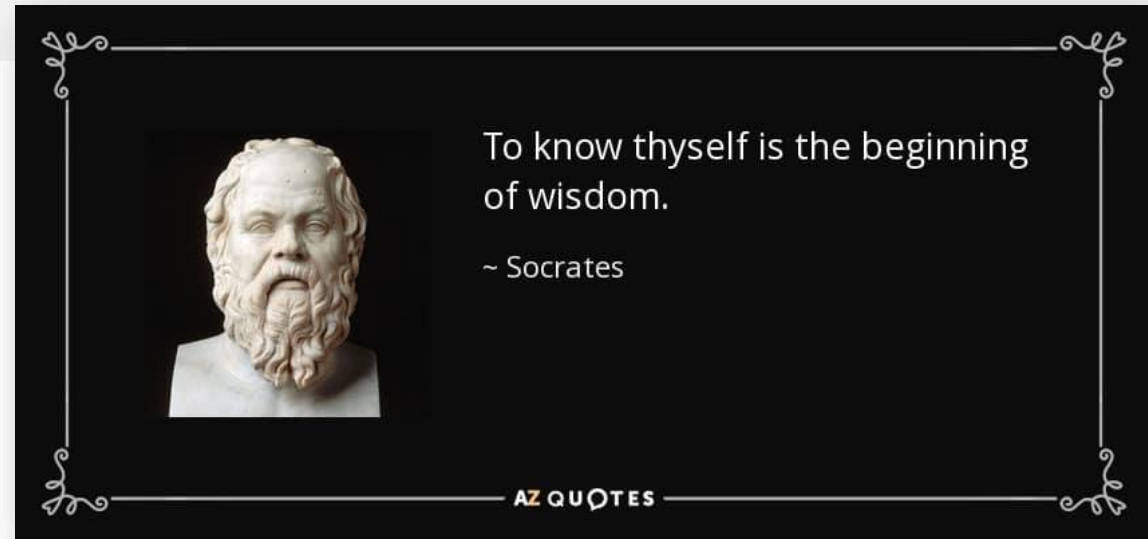
A **dogma** is a belief or principle established and accepted as true and unquestionable within a system of thought, a religion, or an ideology.

It is an assertion considered irrefutable and expected to be accepted without doubts or objections.

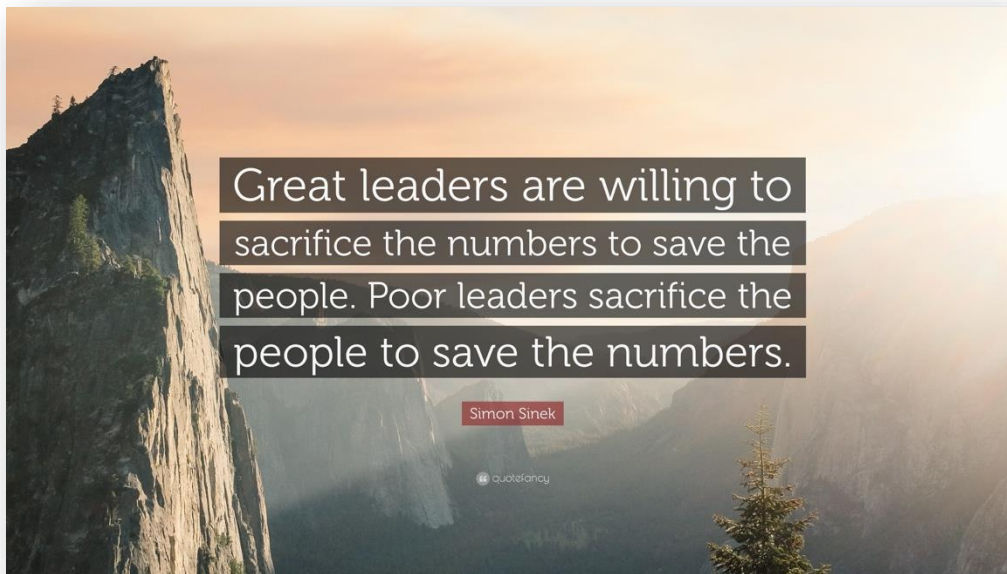
Dogmas are often fundamental to the identity and practice of a particular doctrine or community and are transmitted from generation to generation.

Often, **dogmas** have a normative character and can influence how people think, behave, and make decisions within that specific context.

- High performing teams promote culture of honesty, authenticity and safe conflict.
- To the degree that integrity is diminished, the opportunity for performance is diminished.
- If integrity is a central leadership tool and everyone in a team does exactly what they say they will do, clarity, certainty, productivity and momentum are the results.
- Honesty = Integrity = Authenticity = Resilience = Performance
- *Know thyself*



- A ritual is an enactment of a myth.
- By participating in a ritual, you are participating in a myth.
- A primary All Blacks myth is the idea of sacrifice, giving everything for the team, bleeding for it, putting your balls on the line.
 - ✓ Giving everything you have.
 - ✓ And a little more.
- Champions do extra.



sacrifice

[sak-ruh-fahysl] *noun*

if you don't make sacrifices now for what you want then what you want will become the sacrifice. sacrifice comes before success, even in the dictionary. how much do you want it?

- Leaders are storytellers. All great organizations are born from a compelling story. This central organisation thought helps people understand what they stand for.
- Daniel Kahnemann writes in *Thinking, Fast and Slow* about the power of stories to change and shape our lives, often in ways of which we are not aware.
 - ✓ Remember: stories don't need to be true or real!
- Companies that maintain their core values are those that stand alone, stand apart and stand for something.
- Examples: Mottos, Mantras, Metaphors.

What Is Language?

- **Language**

A collection of symbols, letters, or words with arbitrary meanings that are governed by rules and used to communicate.

- **Decode**

The process of assigning meaning to others' words in order to translate them into thoughts of your own.

मन्त्र Mantra

Pronounced "MUHN-truh"

NOUN

1. A tool used to focus the mind.
2. Sacred utterance.
3. A word or phrase used in a repetitive manner.

Metaphors

The word "metaphor" comes from the ancient Greek word *metapherein*, which means "to carry over" or "to transfer." A metaphor "carries" meaning from one concept to another by stating or implying that one is the same or like the other.

Types of Metaphors:

simile, simple metaphor, submerged metaphor, extended metaphor.

Motto Definition

a rule or slogan someone follows, or lives their life by.

- Based in strong, resonant values, using a common language that employs mantras, mottos and metaphors, storytelling helps leaders connect their people's personal meaning to their vision of future.
- Strong cultures need a system of meaning understood by everyone, a language and vocabulary that binds the group together.
 - ✓ This must have as its foundation in the values of the group;
 - ✓ In this way the story stays credible and relevant.



THE FIRST XV 15 ALL BLACK PRINCIPLES

SWEEP THE SHEDS

Never be too big to do the small things that need to be done.

GO FOR THE GAP

When you're on top of your game, change your game.

PLAY WITH PURPOSE

Ask "why?"

PASS THE BALL

Leaders create leaders.

CREATE A LEARNING ENVIRONMENT

Leaders are teachers.

NO DICKHEADS

Follow the whanau.

EMBRACE EXPECTATIONS

Aim for the highest cloud.

TRAIN TO WIN

Practice under pressure.

KEEP A BLUE HEAD

Control your attention.

KNOW THYSELF

Keep it real.

INVENT YOUR OWN LANGUAGE

Sing your world into existence.

SACRIFICE

Find something you would die for and give your life to it.

RITUALIZE TO ACTUALIZE

Create a culture.

BE A GOOD ANCESTOR

Plant trees you will never see.

WRITE YOUR LEGACY

This is your time.



- Ritualize to actualize.
- Create a culture.
- The new *HAKA* of the All Black's encompasses the new culture and is hugely important.
 - ✓ They were very close in losing *HAKA* because of the lots connection and understanding
 - ✓ All "All Black" teams are made up of Tongan, Samoan, Fijian, European, Māori, ...
 - ✓ It's connecting different cultures, as one country.
 - ✓ There is a positive correlation in win/loss ratio to see the impact of this new collective identity.
- Culture is like an organism, continuously growing and changing. It's not a static thing.
- Rituals are key in reinforcing the emotional glue.
- Inspiring leaders establish rituals to connect their team to its core narrative, using them to reflect, remind, reinforce and reignite their collective identity and purpose
- So much of the legacy is done via rituals.

RITUALS

[Rich-oo-uh]

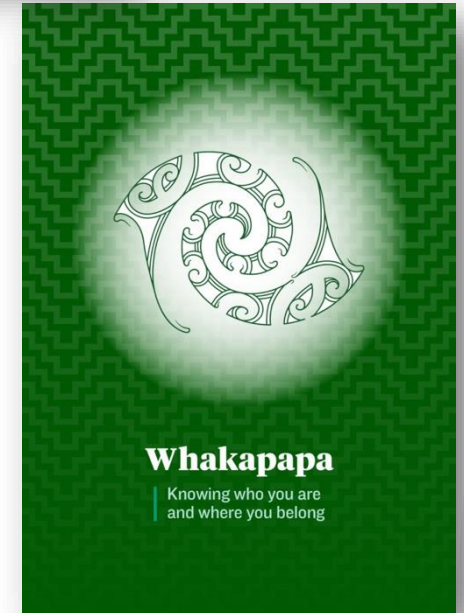
A ritual is a regular act infused with intention and meaning. Unlike habits, which are automatic behaviours, rituals require our conscious awareness.

- When All Blacks perform a *HAKA* they are connecting to something greater than themselves.
- Another example:
 - ✓ Take Lean Six Sigma with its White, Yellow, Green, Black and Master Belts.
 - ✓ This ritualization of process helps drive the curiosity, concentration and internal competitiveness; reflecting, reminding, reinforcing and reigniting the purpose of the project.
- Other examples: opening an apple product; whiskey wraps their bottles in velvet; Law Court and swearing the Bible; Gifts we give at Christmas, etc...
- Rituals tell your story, involve your people, create a legacy. Rituals make the intangible real.
- Rituals act as a psychological process – a transition from one state into another. They take us a new state of being. A new being of a team!



Whakapapa is a fundamental principle of Māori culture that broadly means **genealogy** or a **line of descent**, linking all animate and inanimate things from the spiritual world to the present day. [🔗](#)

- Be a good ancestor.
- “Whakapapa is our genealogy our place in the ascending order of all living things”
 - ✓ Literally it means to pile rocks in layers, one upon the others, so that they reach from earth to the heavens.
 - ✓ It implies an eternal layering of our ancestors, our lives, our stories and myths, rising-up from the beginning of time to this present moment and into the future.
 - ✓ It signifies the interdependence of everything – ancestry, spiritually, history, mythology and *mana* – all that is, all that has come before, all that will ever be.
 - ✓ It is a fundamental tenet of Māori people and the essential spirit of the All Blacks.
- True leaders are stewards of the future. They take responsibility for adding the legacy.
- *Whakapapa* is a primal human idea – somewhere between spiritual and philosophical, psychological and emotional – with great implications for the authentic leader.
- The word character is from the Ancient Greek *kharakter*, meaning the mark that is left on a coin during its manufacture.
- “Be more concerned with your character than your reputation, because your character is what you really are, and your reputation is merely what others think you are” (John Wooden).



Write your legacy.
This is your time.

“Sweeping the sheds. Doing it properly. So no one else has to. Because no one looks after the All Blacks. The All Blacks look after themselves.”

James Kerr (Author, Legacy)



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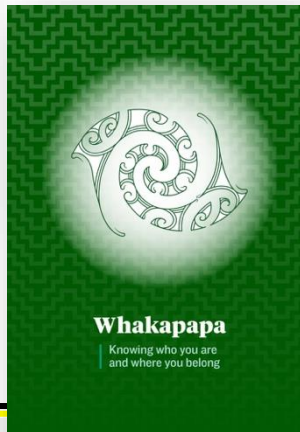
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END.