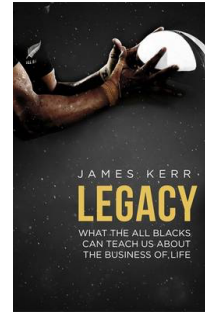


Legacy: What The All Blacks Can Teach Us About The Business Of Life James Kerr



Chapter I: Character

Pre-Match - “The coaches hang back as the players prepare. There is no rousing rhetoric/ A word here, a backslap there. Now it is all about the players. About ‘the being of team.’ The talk is done. It’s time to play rugby.”

Post Match - “Two of the senior players - one an international player of the year, twice - each pick up a long handled broom and begin to sweep the sheds. While the country is still watching replays and school kids lie in bed dreaming of All Black’s lory, the All Blacks themselves are tidying up after themselves.”

“It teaches you not to expect things to be handed to you. If you have personal discipline in your life, then you are going to be more disciplined on the field.”

This chapter connects Self-Knowledge to Character to Integrity to Leadership.

John Wooden (UCLA Basketball) would spend large amounts of time teaching players to put on socks, tie shoes, etc. the proper way. The lesson was said to prevent blisters and injuries, but was really a lesson on doing the basics right, . . . about looking after yourself and the team, . . . about humility.

Bill Walsh (San Francisco 49ers) shared: “You get nowhere without character. Character is essential to individuals, and their cumulative character is the backbone of your winning team.” Rather than obsessing about results, his players were taught to focus on the team.

“Action without vision is a nightmare.”

Wayne Smith (All Blacks Coach) said: “Talent is irrelevant. We picked the high work rate, strong body movers, guys that were unselfish and had a sacrificial mindset.”

The All Blacks management turn vision into everyday action, . . . purpose into practice. This is a values driven / purpose driven culture.

This chapter shared the first instance of the All Blacks effort to “leave the jersey in a better place.”

Mana, the Maori word for authority, status, personal power, bearing, charisma, great personal prestige and character. Maori is a culture deeply ingrained in Humility.

Chapter II: Adapt

The focus of this chapter is based on the idea, “if you’re at the top of the game, change.”

Four Stages of Organizational Change (Will Hogg)

(1) A Case for Change; (2) A Compelling Picture of the Future; (3) A Sustained Capability to Change; (3) A Credible Plan to Execute

Graham Henry (All Blacks Coach), an educator, created a Leadership Group and Individual Operating Units within the All Blacks.

Charles Handy (Author: *The Empty Raincoat*) created three stages to building culture.

(1) Learning Phase (2) Growth (3) Decline Phase

“When you’re at the top of the game, change.”

This chapter introduced the first discussion of the military acronym VUCA (Volatile - Uncertain - Complex - Ambiguous) to discuss the changes we go through in business, sport, life.

This was followed by discussion of the OODA Loop (Observe - Orient - Decide - Act) as a reaction to VUCA type situations. The OODA Loop was introduced by John Boyd.

John Boyd’s theories are similar to those of 1700s Russian General Alexander Vasilyevich Suvorov who wrote the military manual *The Science of Victory*. He believed in:

(1) Hystrota: playing a fast paced game; (2) Glazometer: making quick decisions to disorient the opposition; and (3) Natisk: acting aggressively to seize the competitive advantage.

“When you’re at the top of the game, change” is a theory based on action instead of reaction.

Kevin Roberts (CEO of Saatchi and Saatchi discusses a 100-Day Plan. This concept is to detail 10 things to change in the next 100 days. Each plan starts with an action verb and is no longer than 3 words.

Chapter III: Purpose

This chapter is focused on the idea that “Better People Make Better All-Blacks” and the Investment type idea that: “The more you have to play for, the better you play.”

It is discussed that good leaders connect personal meaning to a higher purpose to create belief and a sense of direction. The All Blacks connect personal meaning to a public purpose.

If your “values and beliefs are aligned with the values and beliefs of the organization, then you will work harder toward it’s success.”

Hawthorne Effect: Emotional Reward is more important than material compensation.

Maslow’s Hierarchy of Needs: Once you have basic needs (food, water, etc.) you can focus on deeper needs (love, family, etc.). Then life becomes about esteem, self-respect, respect for others, recognition of talent, capabilities and behaviors.

Victor Frankl wrote *Man’s Search for Meaning* and stated: “The more one forgets himself - by giving himself to a cause or serve or another person to love - the more human he is, and the more he actualizes himself.”

Mike Markkula (Apple): “You should never start a business with the goal of getting rich.” Howard Schultz began Starbucks with the goal of creating a company where health coverage for all employees was standard. Saatchi and Saatchi’s goal is “to make the world a better place for everyone.” Disney began as an effort to bring “smiles to the faces of children.” Nike “empowers the individual.”

Neurologist Donald Calne says: “Emotion leads to action.” If you want higher performance, begin with a higher purpose, . . . begin by asking: Why?

Simon Sinek (Author of *Start with Why*), shares: “the way we feel about something is more important than what we think about it.” When given a choice, we follow our gut. Martin Luther King’s famous speech was “I Have a Dream,” . . . not “I Have a Plan.”



Ubuntu: The essence of being human.

The Crusaders vision, as expressed on the pillars of their strategy room, display the Core Values of “Team-First,” “Loyalty,” “Integrity,” “Respect,” “Work-Ethic,” and “Enjoyment.” Above all, “Excellence,”

This capture agains brings up the idea that an All Black should “Add to The Legacy” and enhance the jersey, . . . or leave pass it on in a better place state than what it was when you got it.

Chapter IV: Responsibility

Hackney, London is home to Teenage Kicks, a program created for youth susceptible to crime, alcohol, drugs, etc. The program is located between Arsenal and Tottenham and gives at-risk youth responsibility. The league is popular, growing and doesn’t accept teams who don’t show up on time (or worse).

All Blacks pre-game team talk belongs to the players, not coaches. It’s the players’ time to get their heads right.

The All Blacks are constantly trying to instill a sense of great self-worth.

Stephen Donald (2011) was an ex-All Black, 4th choice Fly-Half, . . . was on a fishing trip when he was called up and asked to join the team in the Rugby World Cup. He scored the winning points against France.

A Mission Command Model requires a leader to provide: (1) A Clearly Defined Goal; (2) Resources; and (3) A Time-Frame

Jim Collins (*Good to Great*), describes “Level 5 Leadership” as a paradoxical blend of personal humility and professional will.

Chapter V: Learn

This chapter starts to detail the idea behind success coming from long-term commitment. The idea that the “best sports people in the world, practice more than they play.” “To be good at something, takes practice, . . . lot’s of it.”

Alfred Chandler (Pulitzer Prize Winning Business Historian), “you can have all the will in the world to win, but without the right structure in place, your strategy won’t be successful.”

Gilbert Enoka (Metal Skills Coach) worked with the All Blacks asking, what is the soul of the team, . . . what are the values, . . . he made courage / encouragement / fun / learning / and more, the focus. “Just because it’s common sense, doesn’t mean it’s common practice.”

John Wooden, . . . “races are won by a fraction of a second, national championship games by a single point, that fraction of a second or single point is the result of relevant details performed along the way.”

Clive Woodward (England Rugby Coach), “success can be attributed to how a team works under pressure, . . . how they understand the importance of teamwork and loyalty, and how they are willing to do 100 things just 1% better.”



Britain's Olympic Cyclists call this "Marginal Gains." McLaren F1 calls it "Tenths," They're focused on shaving off .10s of a second wherever they can.

Al Pacino in Any Given Sunday, . . . discussion on "Inches" speech starts on page 66.

Sean Fitzpatrick (Winning Matters), writes: "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 that we had that counted, . . . no excuses and no exceptions.

Chapter VI: Whanau

Discussion on Saatchi and Saatchi's: Lessons from Geese starts the chapter.

Phil Jackson (NBA Coach) took Michael Jordan from the best player in the league (yet had never won a title) to a team player. He called his theory "Group Mind."

Rudyard Kipling: "For the strength of the pack is the wolf, and the strength of the wolf is the pack."

Andrew Mehrtens (All Blacks Legend), "if it's not good for the team, don't say it and don't do it."

Bob Howitt, discussing an event where a couple All Blacks were punished for breaking team alcohol rules, . . . "This is a classics example of the dual management structure operating within the team; a lecture from a grumpy manager wouldn't have had half the same impact of the two players facing their peers had. Young men hate letting their peers and teammates down, on or off the field."

Arab Proverb: "It's better to have a thousand enemies outside the tent, than to have one inside the tent.

All Blacks: You're an All Black 24-7.

Jim Collins (Good to Great), "if you insist on only the best, you very often get it.

"Success can be tracked back to members of the team and their collective character."

Chapter VII: Expectations

Sean Fitzpatrick after a 20-7 All Blacks loss: "Make a mental note of how you feel right now - and make sure you never feel that way again."

Page 88 covers topics such as (1) Fear of Failure and (2) the difference between athletes who "like winning" and this who "hate losing." Andrew Mehrtens: "I would do anything to win, except cheating, of course. I hated losing. Really hated losing."

An example of Golfers being more successful putting for Par than for a Birdie opened the discussion of athletes effected by fear and the possible response of playing safely, . . . playing not to lose instead of playing to win.

The concept of Self-Fulfilling Prophecy is explained with stories of Muhammad Ali calling himself "the greatest" before he had the right to, . . . of Psychologist Daniel Kahneman stating: "Affirmations don't even need to be true. Whether the story is true, or believable, matters little, if at all," . . . and the belief that by setting even the most un-realistic self-expectation, the aversion to the failure of reaching the goal is stronger than the desire to reach it.

The importance of **Stories** is introduced by tying them to concepts of **Anchoring** and **Priming**, the adage that "Great Stories Happen to Those Who



Tell Them,” and John Kotter’s (Harvard Business School) idea that “we learn best - and change - from hearing stories that strike a chord with us.”

Chapter VIII: Preparation

All Blacks: “Practice with intensity to develop the mindset to win.” Jimmy Cowen: “If you are not over-extending yourself, you’re not going to get much learning . . . there’s no point in ducking the challenges.”

Arnold Schwarzenegger, in regard to the 1,000s of reps he completed to master a pose, or the tango in *True Lies*, etc. . . . “No matter what you do in life, it’s either the reps or the mileage.”

Muhammad Ali: “The fight is won or lost far away from witnesses - behind the lines, in the gym, and out there on the road, well before I dance under the lights.”

Alexander Vasilyevich Suvorov created a military exercise called “Skvoznaia Ataka” (Attack Through) where 1,000 men would charge at 1,000 men, . . . with pace and meaning. Men and horses would be injured, even killed while the practice was repeated over and over. He believed it was better to lose a few men in training than to lose a battle. He was never defeated in battle.

Gilbert Enoka: “To perform under pressure when it matters, you need to train that way. That way, when we do it for real, it’s automatic, we don’t think, we just do.”

All Blacks and Leadership Experts created the ‘Mental Analysis and Development Group,’ a group put together to help All Blacks control attention. They developed the notion of players who had a “Red Head” (Heated, Overwhelmed and Tense) and those who had a Blue Head (those who have clarity, situation awareness, good decision-making under pressure, etc.).

Having a Blue Head allows the individual to “ACT.” This is to find Alternatives, understand the Consequences, and to stay on Task.

Bobby Knight: “Most people have the will to win, few have the will to prepare to win.”

Gazing Performance Systems trains clients to (1) Focus on technique, (2) Increase Intensity, and (3) Add pressure.

Control what you can control, stay in the moment, lead with clarity.

Chapter IX: Pressure

The chapter begins with a couple quick stories of pressure getting to athletes like Greg Norman who dropped a 6-stroke lead on the final day of the 1986 Maters, . . . the 1951 Dodgers who allowed the Giants to close a 13 game gap at the end of the season, . . . and England’s Soccer team, a team that has only won 17% of the Shootouts it has faced. In game game played with the body, it’s the head that counts.

When does Pressure build? When (1) something is at stake, (2) trauma of a previous experience is triggered, (3) there is conflict, aggression, dispute or dissent, (4) there is a deadline or urgency, and/or (5) there is high stimulus or distraction.

Richie McCaw (*The Real McCaw*), uses his concept of Flight, Fight or Freeze to discuss the ability to avoid pictures of bad experiences from the past or fear of future consequences. The trick is to recognize red flags and manage reactions through meditation, slow breathing, the deliberate shifting of your attention to something external, . . . to get back to the present.

To relieve pressure, your effort should be to put yourself in a calm, positive, clear state then anchor that feeling with a specific physical action (scrunching toes, stamping your foot, throwing water on your face, etc.), then repeat until its automatic.

The final part of the caper focuses on Mantras and short phrases. These should be based on a “Rule of 3.” Ex: Aviate-Navigate-Communicate, . . . Assess-Adjust-Act, . . .

All of this is in an effort to change the way pf thought from “What if we run out of resources?” to “What is the best way to use our resources?”

Chapter X: Authenticity

“To know how to win, you must first know how to lose.”

Bill George: “When leaders are disrespecting others, it really starts with themselves.” “Leadership begins and end with authenticity. It’s about being yourself. Adopting styles of other leaders is the opposite of authenticity.”

The All Blacks are conditioned to avoid finger pointing after a loss and to take the loss equally. This is tied to a strong connection to Core Values and Integrity.

This is followed by discussion of time lost, time wasted by people being late to meetings, calls never made, systems failing, etc. and contrasted with the thought of “what if everything worked like clockwork, together, predictably and on time?”

The idea of Trust closes the chapter with the statement that “. . . followers love leaders they can trust.”

Chapter XI: Sacrifice

Two questions from a Senior All Black to a Rookie: (1) What do you have to offer the team? and (2) What are you prepared to sacrifice?

Brad Thorn (All Black): “Champions do Extra.” First in the gym and last to leave, extra reps, extra minutes, an extra set, etc.

“There are no crowds lining the extra mile.”

The book then outlines long and short term goal setting, . . . where will you be in 5 years / 6 months / one month / one week / tomorrow?

Within one week of Ben Franks winning the World Cup, he called in an individual trainer from the U.S. to “work on the things I need to work on.” Champions do extra. This story was followed by athletes injured in matches or even war and coming back to do extraordinary things.

This capture closes with the idea that connecting emotionally to the thing you're giving time to is important. “We’ve all chosen to do this with our lives. So it better be damn good. It better be worth it.”

Chapter XII: Language

1999 All Blacks John Kirwan and Sean Fitzpatrick wrote a book for All Blacks eyes only. It was collected wisdom from over the years and intended to right the ship after they noticed standards were slipping. The key points are detailed on page 143.

From here, the author addresses again the importance of stories and great story tellers.



The next point of discussion covers the importance of Values and the Core Values for All Blacks (Humility, Excellence, Respect) and compares them to US Marine Corps' Honor, Courage and Commitment, . . . then to Apple's Empathy, Focus, Impute.

For the All Blacks, it's about Humility, sweeping the sheds, signing autographs, charity work, hospital visits, and more.

The importance of proper vocabulary is described and made more important by the phrase "words start revolutions." This is followed by the mottos and mantras of Apple, Nike, and the Marines.

Here the author connects these concepts to the power of metaphors. This is a great way to connect people to the stories of past teams, groups, etc.

Chapter XIII: Ritual

This chapter begins with discussion of the All Blacks Haka and a bit of history behind it, as well as the story behind the point they almost gave up on it.

This is followed by the investment athletes buy into when they recognize: "I understand this. I made these words. These are my actions. It's my country. It's my land." The author completes that idea with the phrase: *Ritualize to Actualize*.

Here the ideas of passing on the jersey and the stories, . . . the rituals is covered. The idea of players making a metaphor of their own to connect their personal story to that of the teams.

Saatchi and Saatchi has "Nothing Is Impossible" embedded in the stone outside it's office. Liverpool has "This Is Anfield" inscribed across the doorway as players walk out to the pitch on game day.

Much of this chapter is based on the idea of *Ritualize to Actualize* and "Tell Me and I'll Forget, Show Me and I May Remember, Involve Me and I'll Understand."



Chapter XIV: Whakapapa

Be a good ancestor, . . . plant trees you'll never see.

This chapter opens with the explanation of a rope containing strands representing various ideas. Some strands are silver (like the fern in the New Zealand logo), some are black to stand for the heritage of the team, . . . some are red to represent the blood of players coming from many different backgrounds. Different colored strings represent wins against teams of that color.

Here is another mention of the idea to "leave the jersey in a better place than when you got it."

Jonas Salk created the vaccine for Polio. It stopped the terrifying spread of Polio in its tracks. Instead of patenting the vaccine and getting rich, he donated it to the world.

Mohammad Ali: "Service to others is the rent you pay for your room here on earth."

This chapter closes with the discussion of Character.

John Wooden: "Be more concerned with your character than your reputation, because your character is what you really are, while your reputation is merely what others think you are."

Chapter XV: Legacy

When a player is named an All Black, he is given a small leather-bound black book. It opens with pictures of jerseys from the first one ever to the invisible 1924 team and so on to the present day. These pages are followed by the principles, values, heroes, standards, code of honor, egos, character of the team, etc. The remainder is blank. There waiting to be filled. A place for you to leave your mark, your legacy.