



Free Your Ass and Your Mind Will Follow:
Embodied Leadership By Jamie Wheal

It's time to take physical fitness out of the spandex ghetto and restore it to its rightful place in leadership training.

Guys and dolls pumping up their beach muscles in front of the mirror doesn't hack it anymore—but neither does sweating on a treadmill listening to your *HBR* downloads.

When cocksure consultants come into your organization and start talking about Essential Qualities of Leaders—as likely as not, they ground them in physical metaphors like “Balance,” “Flexibility,” “Resilience” and “Vision”. But honestly, how many of today's overworked, under-rested, out of shape leaders do you know who can even touch their toes? And how are they supposed to communicate these vital qualities to their teams if they can't even locate them in their own bodies?

How did it get so bad? Between commutes, office time and T.V., we spend up to 90% of our days folded into seats. Our great evolutionary accomplishment was walking on two feet, not slumping on two cheeks. But, in today's vaunted information society, we seem to have forgotten entirely that these heads of ours rest on bodies that make all of that nifty thinking possible.

To be sure, we have made great strides in fostering “the mind-body connection,” and even if you don't buy Peruvian flute CD's at Gaiam, you've probably heard a bit about optimizing physical health to support these hectic lives we live. But yoga mats and fusion fitness aside, we're still a sorry lot when it comes to fully inhabiting these bodies of ours.

With their “Making of a Corporate Athlete” article in *Harvard Business Review* (*HBR* 1/01), Jim Loehr and Tony Schwartz fired a shot across the bow of egg heads everywhere. That piece, and Loehr's following book *The Power of Full Engagement*, established a helpful precedent that, at the least, corporate leaders should hone their physical games as much as professional athletes train their mental ones.

“The problem with most approaches,” Loehr and Schwartz reflect, “is that they deal with people only from the neck up, equating high performance primarily with cognitive capacity.” But six years later and long after everyone’s hopped on Gardner and Goleman’s Multiple Intelligence/EQ bandwagon, we still deliver our “integrative” message in the same old ways—from Powerpoint decks and executive summaries—straight to the brain bucket.

When we actually do follow the advice to spend time on “physical fitness,” are the results any more integrated? Once you accept the basic premise that yes, it probably is a good idea to be healthy, and yes, a leader probably will do better with more energy, Loehr and Schwartz’s recommendations seem remarkably pedestrian. Drink more water. Sleep enough. Walk outside. Lift weights. Go jogging. Lay off the squealer and booze.

You’ll have a fitter, more balanced body, to be sure, but still a body whose main role is understudy to the headliner, Magnificent Mind. What would leadership training look like that explicitly joined cognitive function and our less-valued kinesthetic awareness together?

THE WEAKEST LINK: RUBBER BANDS AND DIAL-UP

If we forged a chain mostly out of iron, but braided one link from a rubber band instead—where would our chain snap? When it was time to repair that failure, would we redouble our welding? Would we add chrome-moly and other hardeners to our metal links, or would we figure hey! The rubber can't meet the load—it's time to upgrade the connection?

In the field of leadership training and development, almost all of our nostrums focus on chrome-moly and better welding—whether in the form of broadening our existing skills (leadership 360's, EQ development, project management), or in actually studying the arcana of metallurgy—Leadership Theory, Execution, Innovation or a “*Who Moved My Blue Ocean?*” flavor of the month.

The problem with that approach, as Wharton/Harvard Business School alum Phil Rosenzweig points out in his recent and decidedly contrarian *The Halo Effect*, is that almost all of these newer/better/faster cure-alls are faulty in their basic assumptions—from the ubiquitous *Good to Great* to the other business school darlings. They hope to provide in hindsight the wisdom and capacities we consistently lack in foresight. “With increasingly global competition and technological change moving at faster and faster rates,” Rosenzweig notes, “[success in business] is probably more elusive than ever, which might explain why we're tempted by promises of breakthroughs and secrets and quick fixes in the first place...desperate circumstances push us to look for miracle cures.”

If he is right, and competition and technology are morphing both in scope and scale, and much of our best intentioned “best-practices” are not much more than comforting fables, how in the hell do we stand a chance of keeping up? And not just with the Joneses, but with the Guptas and the Chans?

Devoting ever-increasing effort to the next Big Idea, while ignoring our actual physical ability to process it, is like running an Intel Itanium Dual Core processor while still on dialup—it works, but not nearly as well as it's supposed to. So the first step in pursuing Embodied Leadership must focus on strengthening our weakest links—the hardware of our body-brain connection, and the software of our mental models and maps.

Part I: Upgrade the Hardware: Neuroplasticity and Sensory Integration

In January 2004, the science journal *Nature* pointed out an intriguing study by Dr Bogdan Draganski at the University of Regensburg in Germany. Using functional magnetic resonance imaging (fMRI), his team found that when participants learned to juggle, their mid-temporal lobes—the part of the brain that stores and processes moving objects—had grown by 3%.

While Renaissance Fair enthusiasts may have rejoiced in this vindication of the minstrel arts, the scientific community sat up and noticed because of something less festive, but with far greater ramifications. Adults, not just children, could grow new brain cells.

With the further and cheaper deployment of fMRI scanning, a whole slew of funded research and popular commentary on **adult neuroplasticity** has shaped a new discussion on that nether realm between body and brain—*proto-cognition*—and what the implications are of being able to continually shape and develop our abilities.

“Neuroplasticity is not only possible but is constantly in action,” writes researcher Mark Hallett at the National Institute of Health. “*That is* the way we adapt to changing conditions, the way we learn new facts, and the way we develop new skills.”

If businesses—ever on the alert for the slightest competitive advantage—were to take Hallett’s suggestion to train our brains seriously, our best leaders would be equal parts Vulcan and Jedi. Instead, we settle for Brooks Brothers and Willie Loman (armed with a Blackberry instead of a lightsaber).

Why the corporate world is so slow off the blocks on this one astounds. Micro-advances in technology, customer relationship management (CRM), training delivery, market analysis, trend forecasting and

a host of other domains cascade down from the Fortune 500 like the chocolate fountains at Whole Foods. But, when it comes to focused expansion of human performance and capacity, the business world runs dry of inspiration, despite being afloat with options.

Perhaps corporate culture has numbed itself for so long to the world of body and sense that it simply cannot conceive of a solution outside of its own frame of reference?

Or maybe the conventional metrics of organizational success—disembodied P&L's and share prices—do not correlate visibly enough with the actual fitness of those who deliver The Numbers?

In fields where that connection is stark, like the Olympics and the military, training routinely weaves in tools and toys that put the foosball tables and Xboxes at Google to shame. When victory comes down to one hundredth of a second, or comes at the cost of one hundred lives, it's time to put away the childish things and break out the big guns.

At West Point, cadets in training for the Special Forces play Mindball—like air hockey for the flip flop crowd in Silicon Valley, except without the paddles. Instead, opponents tape electrodes to their scalps and *will* the small steel ball across their opponent's goal-line, based on their ability to focus Alpha and Theta brain waves. It is precisely these two wave states that foster the relaxed but alert kind of attention that samurai called *zanshin*, or effortless awareness. It took those badassess of Japanese budo decades of relentless practice to even catch a glimpse of this state—the U.S. Army is betting that tools like Mindball can get its elite there in as little as a year.

NASA shuttle astronauts, long since divorced from the fly-by-wire controls that used to keep them alert on long flights, faced a real problem: how to stay vigilant during the long and monotonous hours babysitting a very expensive piece of machinery. Engineers in Houston developed some proprietary software that updated '70's era “bio-feedback” training (think Pong with blinking Christmas lights) into something far hipper and more engaging. SmartBrainGame—the recently released consumer version—plugs directly into a DVD player or Playstation and shrinks the picture or mutes the

sound of *When Harry Met Sally*—or sidelines your Formula One racer—if your attention wavers from target brain wave states (the obvious downside is we can no longer pretend that chick flicks hold our attention).

Tibetan monks hooked up to similar contraptions can negotiate their inner mindmaps with a precision that boggles the Western mind, but they start at age six and focus on little else for the rest of their lives. With a tool like SmartBrainGame, kids with ADD and even heroin addicts can gain proficiency controlling their behaviors and measurably improve their lives in just a few months. (And a CEO I know claims he lowered his golf handicap by five points.)

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Anyone who watched footage of Olympic snowboarding *wunderkind* Shaun White before ruling the halfpipe in Torino might have seen him preparing, iPod earbuds tucked under his orange mop, eyes closed, windmilling his arms, miming all of his toughest moves in advance. Adventure boater Tao Berman, who routinely paddles his kayak off raging 100' waterfalls, has one simple maxim for keeping his ass out of a sling: "I won't run a drop until I can picture every move I need to make it happen—then I know I can do it."

Imagine a CEO preparing for a high-stakes board meeting or a global merger by explicitly visualizing every facet of a successful encounter, just like those extreme athletes. Once in the meeting, he draws on his neurofeedback training to drop into *zanshin*. Effortlessly aware, and able to take in every nuance of gesture, expression and subtext, he guides the exchange, all the while radiating calm and alert Presence. What might *that* ability add to the bottom line?

Somewhere, after passing by Army Rangers and Olympic athletes, Visualization and neuro-feedback take a wrong turn on Woo-Woo Way and never make it to up to the C-suite. New Age drivel like *The Secret* undermines the science and the possibility of simple cognitive repatterning, making it all-too easy to dismiss snake-oil and vaccine in one smirk. After all, the skeptic might justly think, if thoughts *really* become things, every teenage boy in America would have slept with Pamela Anderson a hundred times over.

Too bad for the Suits up in Straightville, because they're missing out on the real secret. "Neuroplasticity, and the ability of the brain to change as a result of mental training," notes *Wall Street Journal* science writer Sharon Begley, "step between genes and behavior like a hero in front of a speeding locomotive."

Accepting and acting on this heroic potential defies convention because so much research concentrates on moving patients from pathology to normalcy and stops there. This "below the line" research, Begley suggests, assumes that "the 'normal' mind, in the sense of one free from clinical mental illness, is a healthy one." The first companies to adopt the "above the line" science that focuses on optimal cognitive function will dominate their competition like Tour de France riders injecting EPO (but without the heart attacks and awkward test results).

START MAKING SENSE

For anyone following education trends these days, you might have noticed that ADD, the poster child '90s diagnosis, is rapidly being eclipsed by a newer and even woollier malaise—Sensory Integration Spectrum Disorder (SISD). In a nutshell, afflicted children display either a *hyposensitivity* or *hypersensitivity* to stimuli, and as a result of their inability to process and integrate their outside world, they try to compensate—often with results that land them in the principal or therapist's office.

While calling something a “Disorder” and crying from the rooftops about the new peril facing our children sells books and fills auditoriums, it misses the obvious point—we're all somewhere on that spectrum, and training and coordinating our baseline physical and cognitive abilities can help us radically improve how well we integrate the melee of data and sensation that threaten to overwhelm us every day.

How would the denizens of cubicles and corner offices benefit from a fully articulated body-brain program? You know the ones—hyposensitive Coffee Guy, clicking his pen, rocking in his chair, always creating additional sensory input for his brain to equalize (and you thought it was adult ADD), or the hypersensitive Priss, always shutting doors, shushing co-workers so she can drown out the overload and get some work done (never mind what you thought about her).

When given the chance to process controlled sensations in a therapeutic setting, both Coffee Guy and Miss Priss develop the ability to manage the random intensities of daily existence that much better, and start creeping back toward the “zeroth” level of normalcy. And it's not just their behaviors that can change; it's the actual hardwiring of their neurologic structures. Absurdly though, once within “normal” ranges, therapy usually stops and we miss an incredible opportunity to grow into *extraordinary* human beings. We put down all of these tools and don't pick them up again until we're staring down the double barrels of the Grim Reaper and Alzheimer's, and by then, we're back to clawing for “normal” rather than living large.

Sam Wang, a neuroscientist at Princeton University, recently stated on *The New York Times*' Op-Ed page that regular physical exercise (not even sophisticated occupational therapies) “improves what scientists call ‘executive function,’ the set of abilities that allows you to *select behavior that’s appropriate to the situation, inhibit inappropriate behavior and focus on the job at hand in spite of distractions*” [emphasis added]. What might happen if we heightened “executive function” with the intent to develop functional executives?

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Leaders interested in not just “Corporate Wellness” but “Corporate Greatness” might consider adopting the best of rehabilitative therapies like those devised for Sensory Integration Disorder, and combining them with protocols that track all the way from sub-normal to exceptional. (The Heus Approach, an exemplar of such practice, is mentioned at the conclusion.) Deployed across an organization, or even piloted with the senior management team, such trainings offer an unused key to launching a company to the next level—Corporate Athletes 2.0.

A decade ago Robert Kegan, Chair of Adult Learning and Professional Development at Harvard’s Graduate School of Education, explored the grown ups’ side of the sensory integration coin with *In Over Our Heads: The Mental Demands of Modern Life*. “Our frequent frustration in trying to

meet these complex and often conflicting claims [of life and business as we know it today],” Kegan argues, “results from a mismatch between the way we ordinarily know the world and the way we are *unwittingly* expected to understand it” [emphasis added]. Not surprisingly for a developmental theorist, Kegan then makes a compelling case that the solution for getting our heads back *above* water lies in encouraging adult development well beyond the ranges of “normal” that have served until now.

Nor is Kegan simply a lone voice from the Ivory Tower. Bill Gates’ *Business @ the Speed of Thought*, while written in a headier time, makes a compelling case for the necessity of forging a “digital nervous system” for all organizations hoping to stay relevant. What is no less important is *what sort of individual nervous system leaders need to forge to skillfully drive our organizational ones*.

It is the thesis of this essay that in order to propel growth into those upper reaches and rewire ourselves for the challenges ahead, we need to train all aspects of ourselves, including the physical and cognitive.

Part II: Debug the Software: Sets and Bits

When Ferrari came out with its new 599 GTB Fiorano, the engineers in Modena had to find a way to balance the V12's 650 hp with brakes that could stop a rocket sled. If they didn't, the winding roads between San Jose and the Big Sur coast would be littered with the mangled remains of dot.com drivers unable to handle a machine whose capacity so far outstripped their abilities.

The same holds true for striking the balance between expanding our raw capacity (the hardware) with our mental and psychological maps for understanding them (the software). If we simply learn to take in more information without developing more robust processes for acting upon it, we too run the risk of wrapping ourselves around lampposts and racking up horrendous repair bills.

In the prior section we explored *proto-cognition*—that realm between our bodies and our thoughts—from the ground, or body, up. It can be equally helpful to consider it from the top, or mind, down—from where and how we learn to learn.

Most of us have spent our lives leveraging our strengths and minimizing our weaknesses in an elaborate dance that blends equal parts tooting our horns with covering our backsides (all the while appearing to do neither). Beginning somewhere back in the murky past of grade school we learned what we were naturally good at, where we stunk, and adjusted accordingly. Over time, and with the aid of a default caste system of Jocks, Rockers, Brains and Nerds, we picked academic majors, chose careers, and even led organizations based on a presumption of inherent abilities and innate talent.

This “talent mind-set” seems like common sense and simple adaptive behavior. After all, who doesn't want to be picked first and play on a winning team? In his 2002 *New Yorker* essay “The Talent Myth,” Malcolm Gladwell suggests that “it is the intellectual justification for why such a high premium is placed on degrees from first-tier business schools, and why the compensation packages for top executives have become so lavish.” This extreme version of Top Grading backfires as often as not—

just look at McKinsey’s cozy partnership with Enron and the endless churn of ‘superstar’ CEOs who fail to deliver despite their platinum parachutes. “In the modern corporation,” Gladwell continues, “the system is considered only as strong as its stars, and, in the past few years, this message has been preached by consultants and management gurus all over the world.”

Psychologist Carol Dweck (formerly at Columbia, now at Stanford) has unearthed a fascinating correlation between this “talent mindset” and a more open-ended “growth mindset”—both with real impact on how leaders themselves learn and how companies hire and motivate. According to Dweck’s findings, about half of us attribute our success and failure to our innate or fixed talents while the other half chalk our wins and losses up to effort. But *authority figures can shift people from one mindset to another with as little as a few words based on whether they praise hard work and effort, or fixed skill and talent.*

In one particularly stark example, students praised for their ability (e.g. “you’re smart”) rather than their effort (e.g. “you worked hard”) responded by:

- Avoiding future assignments they knew to be more challenging
- Performing worse over time in both absolute and relative scores (compared to classmates in the Growth Mindset)
- Inflating their scores to other students to further protect their self-images

“They simply did what people do when they are immersed in an environment that celebrates them solely for their innate ‘talent,’” Gladwell reflects. “They begin to define themselves by that description, and when times get tough and that self-image is threatened they have difficulty with the consequences... They’d sooner lie.”

For leaders attempting to motivate top performers, particularly in times of change or disruption, emphasizing the innate qualities of “superstars” or “brand mojo” can actually backfire, leading even

the most talented (including the CEO's themselves) to sabotage real innovation simply because the cost of failing and being exposed is too high to tolerate.

In a steady-state world where we played the hand we were dealt as best we could, that sort of Identity-protectionism made sense. But in an open source wiki-world where markets, culture, job descriptions and even the physical structure of our brains are evolving at ever increasing rates, static identity and fixed mindsets prove inefficient at best, and disastrous at worst. As Bobby Dylan once warbled, "he not busy being born is busy dying." With neuroplasticity and destabilizing globalization as the new games in town, the only thing that can afford to be "busy dying" is business as usual.

Just as important as how we approach our personal and organizational learning is how we manage the flow of information that makes that learning possible. We can grow our brains, improve our kinesthetic and cognitive functioning, adopt flexible and fluid mindsets, and it *still* won't matter much if we're snowed under by data with no way to dig out.

The Attention Management boom attests to the overwhelming need for people in all professions and roles to come to grips with the desperate imbalance between things to do and hours in the day. And even in this field, where ToDo lists and Outlook calendars loom large, we are traversing a landscape that shifts faster than the tools developed to map it.

Programs like David Allen's popular *Getting Things Done* help, but his, like so many others out there, runs the risk of creating more work than it solves—not because the GTD system isn't helpful, but because the mental models used to build it are already out of date. Allen, like most of us, came of age in an earlier time—a time when day planners roamed the earth, and the age of Blackberries had yet to dawn. Our native tongue is decidedly 20th century, and no matter how fluent we have become in this digital polyglot world, we still think and dream in analog.

That we have all adjusted to emails, streaming video, and the continuous partial attention of our wired society does not mean we are capable of surfing the waves of data as skillfully as we will soon

need to. After all, aside from bloggers, techies and the career-climbers at LinkedIn, who over the age of 35 has *any* idea what all the social network fuss is about or where they find the time to do it?? Like former college ski racers who learned the control and discipline of threading through a gated course, only to be confronted by little grommets throwing inverted aerials in the halfpipe—we just have no idea what can be done when one approaches this new terrain with fresh eyes (and knees).

One new voice—not quite a grommet, but still suspiciously fresh-faced—is M.I.T. grad Mark Hurst. “The world has changed,” observes Hurst in his new book *Bit Literacy*, a new media update to *Getting Things Done*. “Millions of technology users are trying to survive in the new world of bits with only the skills of computer literacy [and] aren’t applying the right skills or the right mindset.”

In conjunction with Dweck’s *Growth Mindset*, which constantly lets us let go of old identity in favor of new learning, Hurst’s *Bit Literacy* strives for the Emptiness that can only come from “letting the bits go.” The benefit, Hurst maintains, “isn’t getting more; it’s making sense of it all, in spite of the glut. The scarce resource is not the bits but our time and attention to deal with them” [emphasis added]. His method, while tackling the usual suspects of email inboxes and project lists, builds from

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the premise that we are swimming in a stream of data rather than handling discrete artifacts like essays or files. With every act—from keystrokes, to family photos, to audio downloads—we dip our hands in that stream, and learning to think and move fluidly through that flow of data, rather than capturing any particular spoonful, becomes the key to really getting things done.

Applied together, *Growth Mindset* and *Bit Literacy* offer streamlined and efficient software to run on our new body-brain mainframes. If we throw on the Expert Performance patch developed by Anders Ericsson (see the *Freakonomics/New York Times* article “A Star is Made” or Ericsson’s *HBR* article July ’07), we’ll have all of the programming we need to operate as fast as life demands. The patch maintains that expertise in any domain requires three consistent practices:

1. Specific and measurable goals
2. Immediate feedback
3. Emphasis on technique as much as outcome

Try it. See what you think. Then, see *how* you think.

In Conclusion—To Lead Dynamically, Train Explosively

In contemplating Embodied Leadership, it's vital to place it in proper context. It's not that developing neuro-kinesthetic capacity is more important than business fundamentals—it's just that it's less developed. In a business climate where a few percentage points separates winners from has-beens, and most other available levers have already been pulled, upgrading our physical hardware and debugging our mental software seem like areas worthy of further interest and investment.

Applying Pareto's quick and dirty arithmetic, organizations should be able to extract an 80% ROI for a cursory 20% investment in training our leaders to fire on all cylinders. In a world of picked-over advantages and shrinking margins, that seems an encouraging place to begin.

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But make no mistake, the heavy lifting remains. Pop-leadership books, as Phil Rosenzweig's *Halo Effect* suggests, are largely retrospective and aspirational rather than prescient and prescriptive. To get our heads above water, as Robert Kegan maintains, requires continually re-engaging the upper reaches of adult development. Lasting success, as Carol Dweck's *Mindset* findings reveal, derives more from sustained hard work than cultivated image and the myth of Talent. No matter how hip the tools, as Mark Hurst cautions, it's *still* up to us to manage our lives and our bits.

If we can accept this collective advice, and take on the project of getting “busy being born”—of training our bodies and brains to find our minds—then we might stand a chance of maintaining and even extending our positions in this increasingly chaotic and symbiotic world. By pushing our abilities far beyond the “zeroth” percentile of normalcy, by settling for nothing less than integrated excellence, we can begin to honor the profound responsibility of leadership.

Thirty-odd years ago, master of Funk music George Clinton and his band Parliament beseeched us all with the refrain “Free Your Mind and Your Ass Will Follow.” In that ostrich feather and glitter world, it seemed a self evident truth that expanding your consciousness would inexorably lead to joyful self expression. Today, we might do well to consider the opposite. If we are to truly free ourselves, perhaps it is as useful to *begin* with our asses (and the rest of our bodies), with the intention of freeing our Minds.

After all, once you've “*beamed it on up to the Mothership,*” as George used to say, and marveled at the perspective that elevation affords, it's easy to see the world isn't flat at all, it's round. *Perfectly* round.

THREE TOOLS:

In addition to the novelty factor of gear like SmartBrainGame and Mindball, the marketplace is delightfully flooded with simple and effective ways to get going on readying our nervous systems for the digital age.

1. Product: *Speed Stacks*

(speedstacks.com) For \$30 you get a dozen plastic cups (reminiscent of keg parties, but more durable), a pad and a timer. Your job is to build and collapse a series of increasingly tall cup pyramids—in what looks and feels like upside down juggling—all in record time. There's a Guinness World Record, international competitions and lots of YouTube footage you will not believe is in real time it's so fast.

Payoff: University research studies show you'll improve your reaction time and eye-hand coordination by 30% each, as well as firing up both hemispheres of your brain and counteracting monodepth vision, which is what happens when hunter gatherers trade binocular depth perception for staring at flat screens all day. Place this in your company breakroom instead of stale coffee and donuts.

2. Product: *Indo Board*

(indoboard.com) For \$90 you get a bright jelly bean shaped balance board, a cylindrical roller and an inflatable cushion. Your job is to stand on the board atop either the roller or the cushion and try not to fall off.

Payoff: developed by surfers and now used by athletes, physical therapists and educators, Indoboards get your whole body involved in developing your proprioceptive awareness, which is a fancy way of saying how your body knows where it is in space. Given that more old people die from complications resulting from hip injury than the four most deadly cancers combined, keeping your balance skills sharp seems a small investment. (Also great for dull conference calls and staying in shape for the Aspen ski trip with the CEO.)

3. Product: *The Heus Approach*

(primeblueprint.com) This one's less a product and more a practice, but deserves special mention. Developed to train Olympic and professional athletes by Dr. Edythe Heus, this system is arguably one of the most sophisticated neuro-kinesthetic training approaches available today. Conducted entirely on unstable surfaces with unstable weights, and looking like equal parts ballistic yoga and Pilates-meets-Cirque du Soleil, the Heus Approach combines rehabilitation, integration and peak performance that goes from well below the "zeroth" percentile all the way to ninja-acrobat.

Payoff: Many top CEOs (e.g. A.G. Lafley of Proctor & Gamble) are already working with dynamic fitness outfits like the Human Performance Institute to enhance their performance. Dr. Edythe Heus works directly with top executives and also refers to her network of trainers.

Bottom Line: If you're still on elliptical trainers, barbells, or neighborhood jogs, you're going to get passed like you're standing still (which in some cases, you are) Five time Gold Glove and two time World Series Champion Steve Finley calls the Heus Approach "the fountain of youth."

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