

Standing Strong

Standing Strong

A Manager's Guide

**For A Strong and Humane
Management Approach.**

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Preface (January 2013)

This book is about being steadfast in life.

»Managers are makers. People who push things forward while at the same time taking responsibility for their actions. Making things happen and having a responsibility are two inseparable ideas for a manager. You don't have to lead a big corporation to be a manager. No, you can be a manager as a committee member of your local club or as head of the family« – this book is directed towards all of those who have assumed responsibility in life for others.

In a Bavarian national park called »Berchtesgadener Land« there is a mountain range of over 2,500 m. Here the Blue Ice cabin is situated at an altitude of 1,680 m in immediate proximity of the Blue Ice Glacier, the northernmost glacier of the Alps.

The tree pictured on the cover of this book, can be found in these mountains close to the Blue Ice cabin. It symbolizes the very idea of this book. Just like this steadfast plant can survive throughout the years right at the barrier of perpetual ice, a human being can also master life in hard and difficult times, if they put their minds to it.

As a speaker and author, I have tried to transfer my personal experiences from Martial Arts into daily life and the work environment.

This book is intended to make people think; to provide help, advice and energy in building or asserting personal strengths. It points out simple wisdoms that many unfortunately forget in day to day to life.

It is a reference book, and just like a »prayer book« the sight of it alone should remind its owner of what is important in life and work. This is also the reason why it is a »guide«.

»Standing Strong« was first published in 2010. Today it is just as relevant as it was then.

Bernhard Hennrich

Preface (November 2009)

Actually, I've always wanted to write a book. But there was never any time. No, there was time – the same 24 hours I have now. It had to do with the direction I was heading in then. And when I suddenly found myself at the edge of a precipice and saw that there was no way forward, many thoughts passed through my head.

Except for a few of the hardships one usually encounters in life, mine had run smoothly so far. And now this – I was fifty-six years old, had almost thirty years of leadership experience and I had to begin anew, or at least anew as manager in the company. All this in spite of having worked successfully.

Luckily, I had discovered Asian Martial Arts early. Here I learned: »Never give up! Practice continually. Then nobody can beat you.« This is true while exercising, and also counts in life.

Even young people can learn what is important in life through Martial Arts. I realized this, when my daughter Melanie, who also has a Taekwondo black belt, said to me: »Dad – you are still the same person, even if you're not working in a responsible leadership position at the moment.«

In both the role of a co-worker and leader I have closely studied the behavior of managers. I have seen how many have taken successful, but unhappy paths and how they realized this too late or not at all, because they didn't stop to think first about the meaning of success.

My head is clear now, and so I steadily continue down the path Martial Arts has shown me. The precipice doesn't threaten me. I'm heading in a different direction.

I would like to share my experiences though, so that others and especially young people can find their own way and stick to it.

Finally, I would also like to – based on my own experience – include some critical remarks about how some managers act, and perhaps get some of them to think about themselves.

Bernhard Hennrich

1. Managers – who are they and what can they achieve

Managers are »makers« – they make things happen. They're people who get things done while at the same taking responsibility for their actions. »Action« and »responsibility« are closely linked in management. You don't have to be the boss of a large corporation to be a manager. Being the leader of a team or the head of a family can make you a manager.

A healthy society needs »makers«. Without them it will remain idle. But with them, society will progress well. The substance these »makers« are made of is important. They shouldn't be crooks or frauds. They need to be responsible, especially towards others.

From early on, I have been interested in this topic because I believe that managers have the strongest influence in our society. The current financial crisis is a perfect example of what managers can provoke. I dare say that so far we have only seen the tip of the iceberg. Despite a well established system of checks and balances, the world economy has fallen into this crisis. This shows that laws and rules don't count if the people who carry them out do not enforce them.

(Reading Notes)

What is important to succeed in life?

On the following **right hand pages** of this book, I hope to give you numerous personal or social political tips that deal with this question.

The use of the words »manager« and »employee« are, of course, also meant to represent women.

However, everything mentioned on the right hand pages of this book cannot be followed or realized if your body is unwilling.

Frankly, the answer to the above question is quite simple.

Contracts are worthless if the parties involved do not live up to them. If they are breached, you can sue for your rights with the help of lawyers, but the other party will do the same. Trouble is bound to happen and who knows if the right side will win.

In this book I have chosen to focus on the basics, because in the end that is what it comes down to in life. Just like the American Indian words of wisdom say: »Only when the last tree has been cut, the last river poisoned, the last fish caught, will we realize we cannot eat money.«

So what is important for the society that we live in to remain healthy? It's the human values that help us live together. If the »makers« in our society fail, chaos will arise. And that can lead to war and civil unrest.

I believe that one needs a certain amount of maturity to realize this. The key to healthy management is a strong and humane approach. That is why I created my Homepage www.samurai-today.de over a decade ago. It stands for »a strong and humane management«. Back then I was already well aware that I would not be able to win this fight. So I have chosen the Samurai to symbolize: It is better to die than to give up.

That may sound naïve, or perhaps idealistic? Being an idealist while you're young is easy. Who isn't or



wasn't? But if you can manage to hold on to your ideals when you get older, then you can give back to others, and especially your children.

Managers have power. Managers have influence. That puts them in a position to make things happen. They can act. They push things forward. Or block actions by remaining passive. This gives them a leading role in the development of our society. It's a chance that counts and it's one we need to make the best of.



2. The effect managers have, and what they should keep in mind

I don't want to go into the usual recommendations text books give managers about the way they should act. Most of it seems pretty obvious based on common sense and proper upbringing.

Being sociable, conscientious and able to express one self clearly; having a pleasant appearance as well as an easy manner and a relaxed stance – in addition to taking these aspects for granted, I also expect managers to have certain intellectual and personal qualities, such as being mentally flexible, eloquent, hard-working, discrete, responsible and being able to judge people well.

These qualities can often be found in management text books. Executives who read this, then think these qualities are necessary in order to succeed, thus adapting themselves accordingly. Their personality and authority will suffer though, if they do not fully believe in these recommendations, turning them into mere imitations of the real thing.

A good manager has to completely believe in what he is doing. His actions shouldn't appear insincere. He



should not blindly follow his boss's orders. This may be good for his career, but not his personality. His co-workers will notice and so will the others around him. People like this cannot be role models, especially not towards youngsters.

As I already mentioned: Managers are »makers«. Being a »maker« means making decisions. Loud and clear. So it is important to know how to make a decision.

Sound common sense is essential and vital. But no matter how mentally fit or how smart you are, the decision will be wrong if the information it is based upon is wrong. Managers are therefore well advised in making sure that they receive lots of information and correct information. The source has to be the right one.

A house will be crooked, if the foundation it is built on is crooked. Don't rely on information from a selected few. Instead ensure that information reaches you from many different sources. And be aware that all information counts, whether it comes from the janitor or a member of the executive board. Collecting all of this information in your own personal database will help you make good decisions.

Something else that needs to be taken into account is the consequence your decision will have. Things will be easier if your decisions are open and sincere. Always



picture yourself answering this question in front of cameras and open microphones: »Why did you choose to make this decision?«

If you can answer this question without turning red, then your decision will not trouble your sleep. And this will in turn help you to lead a healthy life.

The way things are portrayed is often crucial

Looking at the way some managers act nowadays in business or politics it seems like some of them can get away with anything, even though there have never been as many controlling institutions as now. So naturally the question arises: How do they do it?

We all know what it's like when something that is the same is understood differently, depending on the way it is portrayed. People, who know this, can use this knowledge to their advantage. They will leave out information or focus only on one particular aspect in order to influence the way others perceive things. This brief story serves as an example:

A monk once asked his abbot: »Father, may I smoke while praying?« »No«, his superior responded »when praying our hearts and minds must all be with our Lord.«

A few days later the monk saw another monk praying and smoking in the monastery's garden. He told him



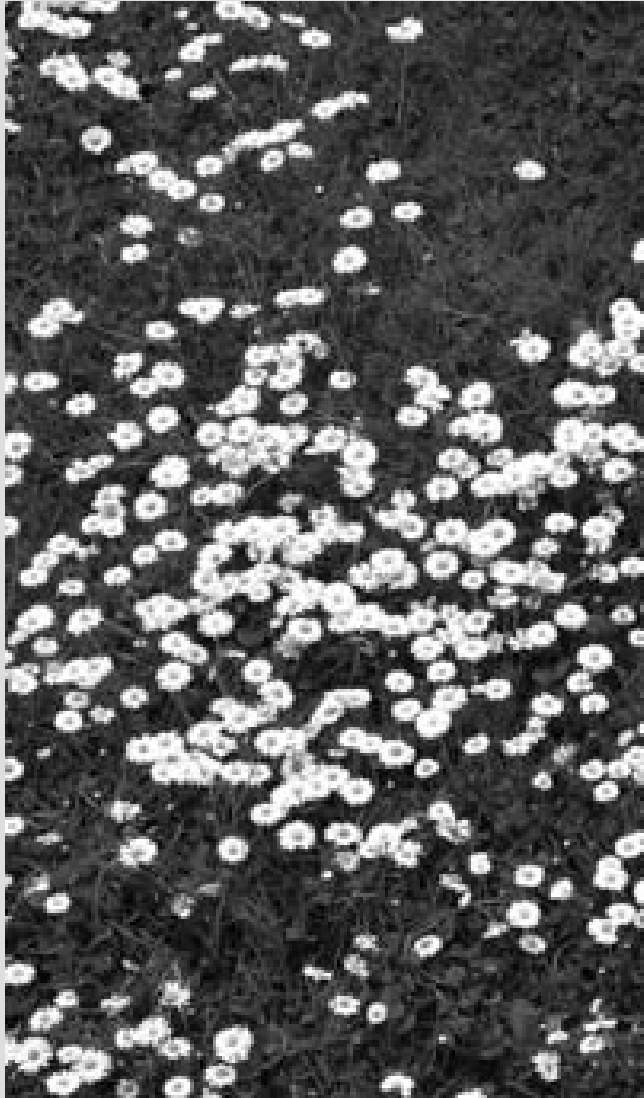
about his conversation with the abbot, and the monk responded that he had asked the prior if he could pray while having a smoke. The abbot had answered: »Son, you may pray and think of God anywhere any time.«

It is not unusual for managers to tell their employees how badly the company is doing, saying that everybody needs to work harder in order to increase the company's gain. These managers will also tell their board of directors how well the same company is doing, underlining its successful development. One and the same thing portrayed in different ways.

It's easy to fool others if you're clever about it. This makes principles such as loyalty, honesty, and sincerity more important than ever. Then again ask yourself this: How important are these morals for a job interview?

A manager's awareness of the objectives, their implementation, and their purpose

As a manager you can take a lot into your own hands. But you cannot decide everything. Anybody who has been in a leading position knows this. Others often do not. They will associate all of the decisions made in a department with the manager himself. Managers must always be aware of this. And when the going gets rough, they may actually have to take responsibility for the decisions made in their sphere of authority.



The executives »higher up« or the company owners, who have helped influence a decision, will suddenly distance themselves from the role they have played. Often the leaders in charge will then sacrifice lower ranking managers.

Situations like these are not easy for managers to handle. Especially since the owners or other people with influence behind the scenes have more power than the ones who have to carry the main responsibility.

People who want esteem and respect should remain true to themselves and not be pressured into foolish undertakings. This marks strong leadership.

Thus only commit yourself to meaningful tasks and objectives, while at the same time considering what is important in life. Increasing your business can surely be worth striving for. But it is only beneficial for everybody, if there is a meaning to it. In order to be successful a leader must be able to communicate this meaning to his co-workers and employees.

For example, securing jobs has meaning. Wanting to be the biggest company does not have a clear meaning for most people. Especially since the main profit will go to the initiator because an increase in the company's size will give him the most gain. For many employees this seems selfish. Anybody will recognize this. Here many



managers tend to underestimate others; moreover many executives tend to underestimate their employees.

In order to be respected as a leader, you have to try and achieve an objective or solve a problem together with all of your employees. Attempt to win over the people in your company before achieving the goals you have set as a leader. But stay true. Otherwise your actions will not prevail in the long run.

Not being able to cope despite a top salary

Managers lead. They have impetus. They are role-models. They have responsibility. These are just a few of the tasks for which they are paid. It is therefore very surprising to see some of them – or according to inside observers many of them – cashing in large sums but not complying with their obligations. They don't have strong nerves and are thin-skinned when it comes to managing a company as well as leading others. Some managers are not even aware of this. Why?

Being in a leading position, you have to constantly ask yourself what information to pass on or hold back. Generally, it is very important to remain transparent in one's actions. You are, however, fully responsible for all of the information you wish to retain. You need to be aware of whom you tell what. For example, are you talking to outsiders, co-workers or shareholders?



And you must also primarily take the company's objectives into account instead of your own, when passing on information.

Now some of you may say: »But that's natural. What could go wrong here? Lots – I think.

And real-life practice proves my point. Even top managers fail here. This has less to do with their professional skills, but more with their susceptibility and lack of instinct.

For example, if a chief executive from a company under public law has to make concessions during wage and salary negotiations with a labor union, he's aware that the company will lose money; sometimes even a fair amount of money. Good managers are expected to face this situation and motivate their employees in a positive way. At the same time they should make sure that the incurred loss is compensated through increased earnings.

Signalizing to the public shortly after that the price of the company's product will go up, however, shows a great lack of fortitude. This is passing the buck to others, even though they're the ones getting paid for taking responsibility. Because if the prices are raised, despite an increased effort, they can always say: »I warned you this would happen.«



Managers shouldn't receive royal salaries for this kind of thin-skinned behavior. Anybody can act like this. It's not a great feat.

How many bosses burden their employees with insubstantial information or poorly conceived prospective resolutions? I call this a lack of resolve or a lack of accountability. Having poise and self-confidence in public is not enough to be a good leader and manager. You have to live up to expectations outside the limelight as well.

Bureaucracy – or relying on others

We hear them time and again: Executives and politicians announcing or promising to cutback the red tape. Often it's just lip service. No, as a matter of fact it's worse. Their actions actually increase the amount of bureaucracy. And why?

Red tape is often generated by people working in companies and administrations. Bosses are to blame for this. They want to reduce the amount of red-tape in their company, and so they scrutinize bureaucratic operations or procedures, without asking themselves how these operations developed in the first place. If they did this and got an honest answer, some of them would surely rethink their actions.

Many of us want security. We want to avoid risks because they threaten our life, jobs, and social standing.



As a result most people are only partly willing to accept responsibility. Managers and politicians, however, want to have responsibility. And assuming responsibility means you have to be prepared to take risks – financial, sociopolitical, even personal risks.

People, who want to rule out risk, will protect themselves. They take supposed major risks, like loss of capital, very seriously. The »small« risks on the other hand are barely registered. These are the risks one takes when dealing with others. Every day we make commitments with one another to do or not do certain things. Some of us will keep our word, others will not. And relying on somebody else's word, means taking a risk, because trusting another person, could lead to a disappointment.

People, who have no trust, will protect themselves. With a written agreement for example. And here we have our red tape. Numerous memos, meeting minutes, and transcripts are written, rules and regulations dictated, because there is no trust – people do not trust one another and many don't even trust themselves.

Looking at it from the other side, this means that trusting one another will make working together less bureaucratic.

In order to succeed in life, it is necessary to be in good health. Your body should be prepared to confront the demands that you will be faced with.

In a hierarchical society the vote of confidence must be cast from top to bottom. For example, only superiors who have trust in their staff can expect their trust in return. Bosses, who are constantly trying to safeguard themselves, will generate the same kind of behavior amongst their employees.

Now the remaining question is – when can I generally trust my fellow men? In this case, reliability, honesty and straightforwardness are called for. Working with people who have these character traits is important if you want to keep the red tape to a minimum. But nowadays – during hiring time for example – who is interested in these personal qualities?

Top credentials and a confident manner are often the main criteria for hiring a person or wanting to work with them. As a consequence, bureaucratic operations tend to find their way into the company along with these new employees.

In conclusion: Lip service will not reduce a company's bureaucracy. No, the actions of managers and bosses will either increase or cut back the red tape.

Technocrats and creativity in a company

There are some people who predominantly act and think rationally. They are mainly focused on techni-

Since I have never studied medicine,
nor worked in the medical field, I'm not
in a position to give you any scientific information
about your body and what is good for it.

Nevertheless, I feel I can contribute
to your health awareness.

I would like to accomplish this on the **left hand side**
pages of the Manager's Guide.
These thoughts are based on my 40 years
of experience in Martial Arts.

cal procedures, and often neglect human interaction,
individual spontaneity.

Company technocrats have been on the rise for years
now. And with management becoming increasingly
soft, their number and influence are growing.

An enterprise that wants to remain successful in the long
run needs visionaries. But this in itself is not enough.
The company also needs strong managers to make the
visions come true – intelligent, bold and passionate
managers who are ready to take manageable risks.

In a time though, when managers are mostly looking
out for themselves, security is the topmost priority.

And so, the technocrats come into force. Rationality now
controls every part of the company. Visions and emo-
tions don't count anymore. Making a profit is the only
thing that matters. Everything else is not of interest. In
a highly competitive market, this ensures the manage-
ment's survival during their »management period«.

It remains to be seen if a company can survive several
of these »management periods«.

Technocrats are surely necessary, but a company that
is controlled by them will eventually perish. And in the
end, everybody will be surprised when it happens.

Since it's not easy to give advice or recommendations nowadays, I would like to make the following statements to avoid any liability issues in connection with this book:

All suggestions, hints, and tips were stated to the best of my knowledge and beliefs.

Personal notes and information are solely intended for self-development purposes.

Statements and information mentioned here cannot be recommended from a medical point of view.

The use of martial arts techniques require expert instruction by qualified trainers.

I assume no liability for damages which may occur, directly or indirectly, from application and utilization of tips, advice, and information mentioned in this book.

Using emotions to express yourself

Some managers think they need to distinguish themselves with loud or excessive verbal displays. They forget that silence can also be an effective tactic. Communication with others is minimal when you are silent. When you talk you generally attract attention. But who says that voicing your opinion loudly is better than not speaking? There is a proverb that says: »Silence is golden, speech is silver.« Being silent in the company of others, makes listening to them unavoidable. You can find out a lot this way – information about people, about what they do and what is important to them. This way you can get a fairly good impression of others. It's different when you are busy talking. When you talk, you express yourself. When you talk and shout at the same time, you are displaying your emotions as well as transporting your message. There are some people who have to express their emotions often. For the most part they are unable to listen, or they forget to listen. And there are some people who barely talk even though they know a lot. This makes others think that they are limited in some way.

So, of course the question here is – is it better to be silent or to express yourself?

Both are important. People who listen a lot find out a lot. And people who talk to others express themselves

I have been actively involved in Martial Arts for the past 4 decades. During which time, for example, I have executed millions of kicks. Despite the enormous physical exertion the training involves, or precisely because of this, I'm still in good health.

and tell them what they are about. Talking – in terms of opening up to others – and being silent are equally important. To hold one's own nowadays, one must be able to do both in a well-balanced way.

People who are silent often have reflective personalities. They listen to what is going around them. Silence coupled with a straightforward attitude, radiates strength. People like this, appear confident.

People who voice their opinions loudly make others listen up. The stronger they express themselves – for example by being loud – the more attention they will receive. For instance, somebody who shouts is someone who can express emotion, and somebody who is silent is someone who is more self-examining. Athletes often experience these two extremes. This is especially true in Martial Arts.

During a martial arts work-out inner silence is required. The powerful movements, with all their force and controlled breathing, require concentration and display confidence. And then emotion comes into play. As soon as one of the techniques begins or comes to an end (this depends on the type of combat exercise) a powerful yell, a kind of battle cry will sound. With this yell comes a sense of release. It not only liberates you from your opponent, but also from everyday routine and it releases all of your inner strength. It con-



Son Jong-Ho, Classic Taekwondo
Grand Master, actually believes
that you can cope with the physical
exertion until the age of 70.

For those of you who know him,
you are well aware that he has
set the fitness standard rather high.
Although he is quite older than me,
he is capable of breaking fist-sized
stones with his bare hands.

centrates your power. The combatant has made his
greatest physical effort.

Everybody has heard of the term »battle cry«, but
strangely it is not often found in dictionaries or en-
cyclopedias. This could be an indication that many
people have difficulty with emotions, expressed for
example in verbal highs and lows. But if you seriously
think about being silent and being loud, you will come
to the conclusion that expressing yourself emotionally
can feel good. Good for body, mind and soul.

The advantages of communicating with others

Nowadays, communication has never been easier.
Print, radio, TV, and digital media are ideal ways to
communicate. But still there are many managers who
are not heard or misunderstood.

Especially people who are at the head of an enterprise,
organization, institution, association, club, etc. should
be heard and/or understood. Because the most impor-
tant task a manager has, is to give promise, hope and
energy to the people he works with. But if they are not
aware of him or do not understand him, then he can-
not achieve this task. So it's not surprising if employe-
es are less than a hundred percent efficient in their
work.



Lots of bosses do not recognize the advantages of communication. In fact, they often neglect the company's communications department because it is not directly linked to business volume and profit. Concentrating only on sales and distribution, however, is short-sighted. It's merely a »flash in the pan.« It's like fighting a war with combat units alone. Not exchanging sufficient information with the supply units leads to miscommunication. And as a consequence the combat units only receive perfunctory support. This is no way to win a war.

People fully commit themselves if they feel accepted and understand why they are doing something. The feeling of being accepted is conveyed by managers who attend to others. This can be quite strenuous for supervisors handling a large department.

They are often pressed for time and so cannot be in all places at all times. Good managers are aware of this and therefore make extensive use of all means of communication. And in order for the communication to be professional, additional communication experts are hired for support.

So, in the long run, this is the only way a manager can successfully shape his own department and the company as a whole.

Our body has enormous performance potential, we just need to push it along a little.

Because:

It's your body and you only have one!

We treat what is valuable to us carefully.

For example, our new cars, our computers, a new dress ...

But, if we look around us closely, we could get the impression that our own body is not as valuable. Yet, we have only one body and it is irreplaceable.

- Tip: Encourage conversational partners.
Make clear statements in discussions.

Often, it's the little things that lead to success or failure. A near miss is still a hit, and a near hit is still a miss. Taking this into consideration – little things can be worth a lot. Our vocabulary contains words that drive people or which make binding statements. And yet, many people do not know these words.

You are in a meeting with your co-workers. A lot of good suggestions are made on how the company can continue its successful development. At the end, everybody goes their own way and nobody knows what needs to be done – who, what, when, and how.

What's the reason for this? In this case no clear statements were made, despite the fact that all of the suggestions were sound and tangible.

»We need to offer our products to target group XY . They should also keep track of competitor X...«

Who is **WE**? Who is **THEY**? In this situation nobody is addressed or made to feel responsible by either the word **WE** or the word **THEY**. So, who would be surprised if nothing gets done?!

I and **YOU** are words that bind.

Our body and mind should be of equal importance; our body cannot exist without our mind and our mind is worthless without our body. If you don't do anything for either one they will just vegetate.

»I will approach this and this target group. Mr. Smith, you can keep track of competitor X...«

The words **I** and **YOU** carry an obligation and a sense of action. Using them doesn't seem too difficult. But if you pay attention to everyday situations, you will notice that there are a lot of »makers« who fail to say these little words.

So make sure that you are aware of the meaning of the words: »**WE, THEY, I, YOU**« and use them deliberately and purposefully.

When managers share knowledge

Knowledge equals power! Many managers know this, so they work and act accordingly. They think that what they know, but others don't know, gives them an edge, gives them power.

The consequence is that some executives only share what is already common knowledge, or knowledge that – in their eyes – brings no disadvantage to them. But does this make them strong managers?

A lesson life teaches us is: you cannot be truly rich until you give. This is also true for power. Strong managers don't mind sharing their knowledge because they stand above these kinds of things. Weak managers are



afraid to pass on information. They believe sharing knowledge will give others power.

Most people can instinctively tell if they are dealing with a weak manager. Instead of focusing on the person they are talking to, weak managers only concentrate on filtering their information, and can thus be easily detected.

Life is a give and take. This is especially the case for communication. In order for it to work, both things have to happen in a balanced manner. And because this is a general rule amongst most people, weak managers receive less information than strong managers. Thus strong managers – whether they want to or not – gain more and more power.

The kind of employee a manager needs

What kind of employees do managers want? For many the answer is clear. Managers want high-performance employees. Smart, intelligent, confident, quality and quantity conscious, ambitious, determined... Increasing sales is easy with employees exhibiting these traits. Fame, recognition and wealth can be achieved in no time. This makes managers happy. That is why these attributes rank highly on their lists. Everything else is irrelevant. Or is it?

For many people, activities between the body and mind are not the same, especially during the first decades of life where more importance is placed on the mind. Schools and vocational training play an important part in the development of the one's intellect, consequently neglecting physical training.

Often times they realize too late that values are also important. For the most part, it's not until somebody's caught with their hand in the till, one is cheated or bid against that the real significance of values is truly appreciated. Values like honesty, trustworthiness, sincerity, tolerance, straightforwardness, strength of will...

They ensure an amiable cooperation and create a society worth living in. But nowadays values barely count. Why? Because many people have forgotten about them!

We don't realize what's really important until it's too late. What's left is a ruined reputation, one's credibility is lost and the great job is down the drain.

So make sure to look closely and scrutinize all interactions. Forget about the pretenders and show-offs. Socialize with or choose only people that have values and live accordingly. Then consider their performance, acumen, intelligence...

Weak managers want to be lied to!

Strong managers and leaders respond to all sorts of information – the good and the bad. What about weak leaders? They want be lied to!

So many people make it a point to take special care of their cars, but at the same time are neglecting and wearing out their own body. Cleanliness and physical training are being ignored while overeating and drinking become part of the daily routine. From time to time and sometimes even regularly, we add toxins to our body. So, it is a good thing that our body has a cleansing and regenerating process.

Good news makes us happy. It makes us feel good. We enjoy hearing it – indeed, it can inspire us and fill us with energy.

Bad news makes us think. It can make us feel sad. Hearing it makes us uncomfortable.

Working in a management position requires a number of different skills. One of them is determination. As a result managers tend to have very strong egos. A strong ego drives things forward.

Superiors who cannot control their ego will refuse or barely listen to bad news that affects their area of authority. It's because they take bad news personally.

This type of manager will react aggressively. Or they will create an environment that does not allow bad news to be heard. They surround themselves with yes-men, people who will only tell them what they want to hear. Managers like these want to be lied to.

And this causes their leadership abilities to suffer. Having only partial information, they will be lacking the necessary information platform and thus be unable to make sound decisions.

Therefore, always be open to all sorts of news and information. This will make you a real leader.



Managers, Employees, and the »Praetorian Guard«

We have to change in order to succeed in the economy. Executives say that a lot when business isn't doing well. And, as a consequence, more and more companies are being reinvented far from the reality of daily business.

And everything that was achieved through years of adjusting and adapting the various processes suddenly no longer counts.

A whole number of different measures are taken: the executive ranks are reduced, organizational structures reorganized, unprofitable business areas sold, employees outsourced, internal processes changed.

Extensive support is hired to make sure this is all done correctly and efficiently. Outside experts, consisting of lawyers and young professionals, surround the CEO and take over. As a result, an executive staff emerges which eventually becomes a separate, protected entity within the company.

This leads to employee discontentment in many companies. Thus cutting off the communication between the employees and executive staff.

Eventually, our own physical self-healing powers will fail and then we end up looking for a doctor, whose diagnosis is not often questioned, although we know that no one is perfect. A false diagnosis, lack of information, or a surgical error can cause irreparable damages.

Therefore, you shouldn't accept a diagnosis at face value. Get a second opinion and make your own decision about your body.

They become discouraged, which in turn creates a further loss in revenues.

In the long run, this kind of change in the company will not guarantee success. It destroys corporate culture and has a negative socio-political effect.

Managers who distance themselves like this from their employees are bound to lose their respect. They isolate themselves. Just like some Roman emperors who had their praetorian guard to protect them against their own people. This did not make them very popular.

Therefore, change should be carried out by everybody in the company.

And, existing structures should only be changed if they are really out-dated. Major changes should be tackled step by step.

The experience of long-standing employees is especially important for business processes. Refusing to hold on to this knowledge is giving away valuable know-how.



3. Essential factors of personal success

Before getting into the essential factors of personal success for managers, I would like to say a few words about myself and the initial thoughts behind my theories.

My education is that of a banker. I have a degree in banking management. I was responsible for various departments in a credit institution with over 500 employees, where I had a leading position in training, sales and marketing.

I also gave classes as an associate professor in different institutions and companies. I was particularly involved in the conduct of sales people and executives.

I have been practicing Martial Arts like Judo, Karate, Taekwondo, and Aikido for over 40 years.

Practicing Asian Martial Arts for such a long time, automatically gets you immersed in the values and virtues of those who practice this sport. This has also happened to me. And I believe that Asian Martial Arts have given me valuable insight that has proven very helpful in my job.

Keep in mind how special and unique
your body is!

Maintain and preserve it

I also believe that my family, friends and co-workers have profited from it. They knew that they could rely on me and that in difficult times they would find a loyal supporter and ally in me.

The word »combat« is often considered synonymous with attack and aggression. And who wants to be called an attacker or aggressor?!

But there are many who don't know that Asian Martial Arts teach the opposite.

The philosophy focuses solely on defense; respectively self-defense.

For example, this can be seen in the sequence of movements called Katas or Hyongs in Karate and Taekwondo. They are a fixed set of fighting techniques that are performed against an imaginary opponent. Similar to the compulsory dance in figure skating.

Each Kata, each Hyong starts with a defense technique. This proves the defensive nature of Asian Martial Arts. At the same time, it trains your memory. For instance, there are over 25 Hyongs each made up of an established sequence of movements ranging between 20 to 100 techniques, altogether this totals more than 1000 techniques that have to be memorized in the correct order.



When seriously challenged, the force of a martial arts technique is determined by the severity of the attack. An opponent can be taken out without serious injury in martial arts that do not use weapons, like Karate and Taekwon-Do.

This is different when weapons are involved. For example, Aikido reflects the fighting technique of the Samurai.

The Samurai were a special warrior caste in Japan that emerged in the 12th Century. Their task was to protect the land and its people. They were the guardians of the established order.

Usually the Samurai were loyal and dutiful in their military service to their master, a sovereign.

They were the masters of their art, for the Samurai were the most effective and deadliest sword fighters in Asia.

The long sword, also known as a katana, was the mark of the Samurai and one of his most important weapons.

Every samurai and every one of his opponents knew that once the katana was drawn from its sheath, there was no turning back. Then it was a matter of life or death. One of the fighters would not survive the fight.



Arm and reinforce your body against
external influences.

Before the fight, there was little opportunity to think things through.

An opponent had the chance to come around before the fight began. The first twenty centimeters of the katana were drawn very slowly from the sheath. If the samurai could not detect any sign of yielding from his opponent, then he would finish drawing his sword at lightning speed and flash into action.

Given such little time the samurai had to think about his life and the consequences of a fight long before drawing the katana.

People, who face death, face life differently. They do not burden themselves with foolish everyday thoughts.

Virtues and values that are important for survival take on a special meaning.

Being in extreme situations and making extreme efforts are the best ways to recognize what is truly important and what really counts. This is the case for other sports as well. A marathon runner knows that he will not stand a chance if he does not train rigorously well before the race.

Since Asian Martial Arts is my sport, it's only natural



that I would choose the Samurai as an example for the things that are essential in our lives.

Killing the opponent was not the crucial factor here. The samurai had to do this to protect the lives of the others and their own. No, the crucial factor was the way of life that was important for survival. And what the samurai thought was important to survive, was passed on from generation to generation. This is how their code of conduct, called Bushido, »the Way of the Warrior,« came into being. Many of it can be found in the values of Asian martial arts.

I would like to go into some of the Samurai characteristics, values, and virtues that were/are necessary to survive in battle. And since we all have some battle to fight in life, especially those of us who are responsible for others, many of these things can be useful for us today.

Energy

Life is all about energy! Nothing works without energy. That's why it's important for us to think about where energy comes from and how we can tap into it.

Strength and energy always come from the center of things. This also applies to people. A person's energy is concentrated in the strength of their body, mind



and emotional well-being. This is important to know when fighting.

Many people are not aware of the great power and energy they have within them.

Someone, who is aware of this tremendous power and energy within oneself, will be able to achieve great things.

For instance, did you know that human bone is five times stronger than steel?

This is often demonstrated during martial arts performances. Boards and large pebble stones are broken and shattered with one's hand or foot.

Just because our bones are five times stronger than steel, this does not mean that I can break a steel plate with my hand.

Let's suppose that humans could live to be a hundred years old with increased exercise and a healthy lifestyle. A robot made of steel, for example, would not last very long as a gymnast. The strain would take its toll on the material it's made of, causing it to become brittle over the years.

In comparison human bones are constantly regenerating. In Thomas O. McCracken's »Atlas of the Human

If you have good intentions for your body, then please consider the following Buddhist quote:

Knowing and not acting
accordingly means:

Not knowing yet.

Anatomy« for instance, it says that bones are made up of living tissue that stores calcium and other minerals, and that creates blood cells. Bone tissue consists of cells and the substance that holds them together (matrix), which in turn consists of 35% protein, especially collagen (provides flexibility) and about 65% mineral salts, especially calcium and phosphate salts that are important for bone strength. This combination makes bones five times harder than steel.

Somebody with this knowledge is aware that their bones are pretty resistant. Somebody who doesn't know this and handles them with extreme care will miss out on the enjoyment of their body's possibilities.

The same goes for our muscles. The less they are used the less they can perform. Having to wear a cast after breaking a leg is the best example for this. After 3-6 weeks the muscle mass has been reduced so much that the leg is much skinnier than its healthy counterpart.

Therefore it is important to expose our bones to a certain amount of pressure. Sport is one way to do this. Your bones will become stronger on their own. It's like the structure of a tower crane. As soon as the cargo's weight increases the structure has to be reinforced. Our body does this automatically.



In contrast, people who expect little of themselves, maybe because they think that they aren't good enough, will not be able to achieve a high level of performance within their range of ability. They are often not even able to achieve normal performance levels.

So, if you want to achieve a high performance level you have to believe in your own energy first.

Belief alone is not enough: you also need to have push and drive.

I have achieved this with martial arts; exercising three to four times a week. When this collided with work or family time then I would exercise at other times. Working out at six thirty in the morning or going jogging at night after ten thirty.

In addition, each traditional martial arts movement has been devised with scientific depth. The permanent and powerful repetition of techniques teaches you to master all difficulties with patience and resolve. This gives you the feeling that you can withstand any adversary anywhere anytime.

Somebody who is serious about traditional martial arts will respect other people. They know that the best way to solve a conflict when threatened with violence is to find an amicable solution.

Standing water stagnates.
Running water lives.
Apply this knowledge to your body.



Exercising on the verge of your performance limit also requires a tremendous amount of concentration. This physical and mental effort encourages you to constantly be aware of what you are doing. Conscious living is the consequence, and living like this automatically makes you more content with yourself and your life.

Once you have achieved this, you can influence your surroundings in a strong and positive way.

Not only your body and mind have to be fully present when you are a leader and manager, but also the presence of your soul is vital. Often managers are surrounded by authority-abiding employees who tell them what they want to hear. Here it is better for the executive to accept the role of a loner. You can have many friends – but then who are your true friends?

Be aware of your daily or even hourly fitness level when using up your energy. Be aware of your biorhythm.

Regulate the use of your energy. For example don't rush from meeting to meeting. On the one hand it is not healthy and on the other hand people will notice this, putting your steadfastness at stake.

You can gain time and breathe easily by delegating tasks and concentrating on what's essential.



Concentration

Becoming distracted during battle could have been fatal for a samurai. A samurai thus always had to be fully concentrated on himself, his opponent and his technique.

It is important to be completely aware of your adversary during combat. In particular you have to look at your opponent's face or rather in the eye, because his eyes will react first before he makes his move. This makes him predictable.

Maximum performance can only be achieved by focusing totally and completely on a person or thing. The more disturbances there are the less you will be able to concentrate. That's why it is important to try and concentrate only on one thing or one person at a time.

If you lack concentration you are prone to make mistakes. You run the risk of not achieving your goals. Everybody knows that – and still we often forget. So, why do we forget? And what can we do about it?

Concentration means being fully alert. For instance you are concentrated if you focus all of your thoughts on one thing, one process, one person.



We do not forget people or things that are very important to us. Often what means less to us is what we tend to forget. So if we forget to concentrate on something, then it is because it's not so important for us at the moment. And the reason for this is, what we are doing then is of no importance to us. What is or isn't important, however, is also determined by the consequences. And these can occasionally be greater than we think.

Therefore, we should always try to be fully concentrated on what we do. You can practice this. I try and do this when I exercise, mainly during a martial arts workout – but without contact.

Non-contact Martial Arts require a great amount of concentration during the entire workout in order to avoid injuring the other fighters. And the stronger your physical performance is challenged the stronger your concentration has to be.

When practicing individual techniques you can reduce the risk of injury through concentration. When practicing with a partner – and this includes practicing a form, since it represents fighting against an imaginary adversary – you have to focus your full attention on your opponent.



Water is life.
Water gives energy.
Water can maintain life.
Water is strength.
Water can destroy.

A lack of concentration could have cost people their lives in the times of Asian sword fighters. That's why it was and still is so important during combat.

You can train your concentration. The frequency and intensity of the exercise determines the amount of success. Regular martial arts practice makes you aware of how important being concentrated is. The stronger this awareness is, the more focused you will be.

Working, driving, hiking... – paying full attention to what you are doing will reduce the risks.

Concentration is important in everyday life too. For instance, when initially shaking hands with somebody. I maintain eye contact as long as I am holding on to the person's hand. This person is the most important person in my life at that moment. If you look– or more precisely focus – on the next person before the handshake is over, than you are signaling to the person with whom you are shaking hands with that they are not important to you. And you never know what consequences this could have. Nevertheless, would you want to be regarded as insignificant?

So remember: the most important person in your life should always be the person standing in front of you at the moment. Concentrate on this person!



A boxer who disregards this advice during a fight will definitely feel the consequences.

Besides which, looking someone in the eye radiates confidence.

Courage and Willpower

The time of katanas is over. Today we have to face the swords of communication. These can also be lethal. There are enough fighters amongst us who won't hesitate.

So courage and willpower are still in demand today. People who possess these two virtues and live accordingly are role models in our society.

They are the kind of people who admit to having made a mistake, even if this has dire consequences. It's about responsibility. Being responsible means taking a stand.

Mistakes will always happen. Everybody makes mistakes. Employees make mistakes too. But managers who do not support an employee who's made a mistake, will lose their standing with them and with their other employees very quickly. Word spreads fast when a boss doesn't stand behind his employees.

Bosses are also allowed to make mistakes. Often they are forgivable if they happen in daily routine or in

Standing water dies.
It loses its energy.
It loses its strength.

operations. Strategic mistakes are unacceptable. At a crossroads, choosing a path that leads to ruin can be of existential importance. A manager cannot afford this kind of mistake.

Using your initiative to promote change in your company also displays courage and willpower. Nowadays many let outside companies take care of this. Studies and surveys are commissioned, when actually it's the managers who have the best employee know-how. And they know that they will not get a better survey. But if things are not working properly than they can argue that everything possible was done. A survey is costly, but then it's not the manager who's paying for it. This clearly lacks courage.

Don't let anybody twist you around. You are a personality. When you act or make a decision, always see yourself supporting your decisions in front of a camera or microphone.

Honesty

People were the center of life for the Samurai. Material things were secondary to them. That is why they treated people with respect and courtesy, honesty and fairness. Thus, they were very well respected.

Fairness, for one, is considered to be a sign of strength.



Unfair fighting on the other hand is a sign of a person's weakness. Samurai had to radiate strength because this intimidated their opponents. Even today fairness is still considered a sign of strength. A manager can gain esteem this way. Employees are more willing to follow this manager.

Samurai were known for always being loyal to their master. If need be they would risk their lives for him. Nevertheless, they had their own personality and would not stray from their path (code of honor).

Honesty is especially important for managers. Being honest towards your employees, your clients, the press and in advertisement should be paramount.

Being exposed as a fraud can cost you dearly.

It is better to employ people who are less talented but honest, than people who are highly talented but dishonest. So, when hiring somebody find out if they are honest!

Modesty

Many people think that modesty is all about renouncing material things. Of course, it's highly commendable if you can manage to refuse going along with many of the foolish displays of wealth that exist.

Water is, like mankind, a part of nature.
What is true for nature can be
transferred to humans.

But living modestly doesn't mean having to give up all material things. A samurai's katana was definitely not modest.

No – living modestly is a way of life. Not always wanting to be at the center of things, having a sense of reserve. You will be more successful if you act this way. Martial Arts teaches you this. For instance, the Karate guru Gichin Funakoshi said: »Don't think about winning, instead think about not losing«. If you already see yourself winning, then you will lose because you are distracted. Anybody can experience this in their own sport.

In daily communication it's the little things that make the difference between modesty and arrogance. For example, you step into a CEO's office who is sitting behind his desk. After some conversation you can tell who is being modest and who is showing off. The modest one will offer the person standing in front of him a seat or will get up to be on the same level. The show-off will remain in his seat.

And the communication should be a verbal, non-aggressive conversation.

I can communicate negative content to someone without hurting them by using I-related messages for instance.



In an I-related message, I communicate my feelings, perceptions or impressions. I talk about myself. This substantially reduces the risk of hurting someone else.

Example: I have noticed that ... (without judgment). Then I convey my impressions or feelings on the subject.

Try to avoid bringing up your own opinions and judgments.

You-related messages like: »You are too insistent« will provoke an aggressive reaction.

Politeness

As a manager you have to respect everybody no matter what their social standing, nationality or wealth is. This should be obvious to an executive. Some of this is even written in our constitution.

Being polite is also appropriate in everyday life, day in and day out. Being respectful to the old and frail; holding the door open for someone; opening the windows in the morning to air out the office for your colleagues.

Or verbally during discussions: don't say »... that's not right«, gently convey the other opinion instead.

You can learn a lot about
your body by observing water.
Standing water cannot cleanse itself,
so it slowly dissipates.

Furthermore, the rotting process is
accelerated when toxins are added to
stagnant water. If there is no supply of
clean water, the water is without life.

Agree, before stating your opinion. But agree in such a way that it is credible. An understated way of agreeing could be: That's right. – I understand. – Good of you to bring this up. – It's good of you to speak openly about this. You can head off almost any verbal attack in a positive way by using these four examples. Like a levee that gently wards off a wave instead of breaking it.

WHAT you say is also very important. But almost as important is HOW you say it. The tone you use is crucial here. It plays a major role in having your statement come across as friendly and polite.

Example: You hear that an acquaintance has said something disagreeable about you. You look into this and find out from him that he did not say it like this.

What was said was misinterpreted. When something is interpreted the wrong way it's often the tone that's critical. The words are heard but the inflection isn't. And that's important because people react 80% to the tone. That means that only 20% relate to the content. The person you are talking to interprets what you are saying mainly by the tone you use.

The next example will prove this. It's a short sentence with 5 words. The sentence has a different meaning depending on which words you emphasize.

Running water stays clean. It is alive.
The faster it moves the
stronger it becomes. Toxins don't pose
a threat. They are simply washed away.

The sentence is: »The pen belongs to me«. The emphasized word is in bold.

1. **The** pen belongs to me.
(It's this pen – not the other pen)
2. The **pen** belongs to me.
(It's the pen – and not the book)
3. The pen **belongs** to me.
(The pen is my property – I haven't borrowed it)
4. The pen belongs **to me**.
(The pen belongs to me – not someone else)

As you can see, a different emphasis can make even short messages have different meanings. So make sure to always pay attention to how you are saying things. Be critical about anything you hear from third parties!

Calm and Composure

People who are calm and composed give a sense of security. And a feeling of security provides a sense of well-being. Calm and composure are signs of strength.

There is a higher risk of making mistakes if you are nervous or hectic. Everyone probably knows this for themselves.



It's especially important to make others feel secure when you are a manager or executive. It puts employees at ease. They can work more making fewer mistakes.

Instructions and information that is passed on by management should be communicated in such a manner that won't affect workers unnecessarily. A manager should be able to put himself in his employees' position in order to understand how their messages are interpreted.

Executives who instead of filtering information pass it on ad verbum are generally weak. They create confusion amongst their employees. And this can cost companies their productivity.

If you have a clear head, i.e. are not under stress, than you can contemplate and concentrate on what is essential. That's why it's important not to burden yourself with tasks that can be carried out by others. They may even be better at it than you are. This is also the reason why others should be involved in operations – so that you can give yourself some breathing room to achieve or maintain the necessary calm and composure you need to manage the company.

Don't try and do everything yourself. Let your employees take care of things. And help out or intercede when they cannot manage the tasks they are given.

For those who would like to be physically fit, they should make sure that there is a stable and efficient exchange of fluids. You should drink water that is fresh and clean regularly.

There is a term called MCA »Maximum Credible Accident« that is used in nuclear power plants. If you consider an MCA to be the outcome of your decisions than you will never be nervous about making them. This is because you have already accepted the worst thing that could happen. Things can only get better from there. And so while the measures you have decided are being taken, you can remain calm and composed.

You can also remain calm and composed when you know how to tackle and solve a problem; because problems and tasks burden people. And some problems and tasks actually suffocate them. Here are some tips that helped me solve problems during my time as an executive:

1. Don't try and reinvent the wheel. Look and see what others have done or are doing.
2. Check to see what is already available and work from there.
3. Some problems or tasks cannot be handled at once. Approach them step by step.
4. Not every problem or task requires a huge amount of work. Concentrate on the essential. Often LESS is MORE!

For example, those who move a lot
perspire a lot, accelerating the
exchange of fluids.
This quickly breaks down toxins.

5. Take a look at the problem or task from a different perspective. Remember: a cup can be half full or half empty.

6. Don't allow yourself to get boxed in when looking for a solution. If need be disengage yourself from a system or concept. A salesman for example, who is trying to convince his client about a product's advantage and is not making progress with the system or concept of »the product,« can switch to the concepts »company« or »benefit to one's self«.

A problem's significance can vary from person to person. So be aware that a big problem for you may not be as major for somebody else. If you are dealing with a problem that is too big for you, go to someone you trust to talk to about it.

Look for someone you trust if necessary.

► Conclusion: Work through points 1-6 if you have a problem or task that needs solving.
This will help you find a solution.

Managers often have to hold talks or give statements in front of a group of people, and so stage-fright can sometimes threaten your composure. I have some advice here as well to help you deal with it.



But first a word of comfort: Most speakers suffer from stage-fright; even good ones. Some never lose it. Others have, or at least that's what they say.

Stage-fright can be helpful. It stimulates and frees hidden reserves. A tip!

Talk, talk, talk!

Use every chance you can, to talk before your speech. For instance, with friends and acquaintances during the reception. You can slowly reduce your stage-fright by talking a lot. Talk loudly and clearly. Keep the intellectual lead during conversations. Talk, talk, talk to warm up for your speech.

Relax!

You are well prepared. You're aware that anybody can talk about what they know. That's why you don't need to think about your subject all the time. If you do, you run the risk of beginning your speech in a cramped manner. Concentrate on your surroundings.

Breathe calmly!

Make sure your brain has enough oxygen. Concentrate on your breathing. A few seconds before your speech switch your attention from focused breathing to what you are going to say, especially to the first few sentences, which you have memorized well.

Energy is important for many things;
for humans too.

A battery, for example, is capable of
creating light with its energy.

Light is vital for life.

If the battery is empty,
a lot of things die.

People with a lot of energy
are capable of doing a lot.

They give others strength.

But, giving others strength
also weakens us.

Therefore, we need to regain
the lost energy.

Concentrate

on your audience. Try to put yourself in their position.
Look at the people you are addressing.

Perseverance

A martial artist's main credo is: Never give up! Practice
constantly. Then nobody can beat you.

What's proven and tested during exercise practice can
also count in real life.

You can achieve physical and mental strength through
regular practice over a long period of time. Experienc-
ing a great number of combat situations made the
Samurai able to react very quickly, both mentally and
physically. Success depends on endurance and perse-
verance. Good samurai warriors knew this.

So, if you stick to your path you will achieve your goals.
In your professional life this means staying focused on
your aim and not letting others deter you, even if you
are not advancing as fast as they are. Some people are
bound to give up, making you one of the winners in
the end. Managers should persevere throughout their
lifetime.

Nowadays, there are many executives and even politi-
cians that distinguish themselves with actions alone.



They put up a dazzling show and then move on to implement another measure. This is more interesting and brings greater attention with the public.

This is deplorable though if in the meantime things that have been created with a great effort are neglected and slowly turn to pieces.

For instance, after completion of a building project, there are many prominent figures who enjoy being at the center of attention during inauguration festivities. Understandably this can very attractive.

But later very few of them bother with the building projects in question. A deteriorating building is understandably not a very appealing subject.

Being constantly committed though is really praiseworthy. Help to bring attention to people like this. They deserve it.



Just as we give our energy to others,
we can also regain it from
others.

Life is a give and take!



4. How to succeed if attacked

I have been practicing Martial Arts for more than forty years now. I never talked about it during the first thirty years. One reason for this was that as an adolescent I was often provoked by so-called rowdies. Despite all provocations though, I managed to get out of situations without any serious violence.

Like I already mentioned, most people associate Martial Arts with aggression and accordingly with harshness and brutality. In my opinion, their ignorance is to blame for this, because in all Martial Arts the opposite is true. It's undeniable, however, that there is the occasional black sheep amongst martial artists.

Most of the Martial Art schools live by a code of conduct similar to that of the Samurai. This includes, for example, respecting others and especially your teacher, never using your martial arts abilities unjustly, advocating peace and justice as well as helping to establish peace in the world.

In a nutshell: martial artists are protectors. But they only act when others or they themselves are attacked. This is an iron law, and it's good that it is one because you never know for sure if you are interpreting things



the right way. Even George W. Bush, former president of the United States, was wrong in his assessment of the second gulf war crisis, and in my opinion made a very big mistake with his preemptive strike.

You're probably asking yourself: »What does this have to do with business?«

Our world is not an intact place. Especially not on management level. History is full of aggressors. And there are lots of people who are unable to stand up to them. So it's good if there are also people out there who successfully stand up for others, particularly in everyday life.

There's danger lurking everywhere. I don't have to openly be at war with someone.

And believe it or not, » open economic warfare« is also promoted in Europe.

In most cases because of deterrence, learning to fight and successfully waging war, help to establish freedom and peace. This should always be the objective of martial arts schools and military academies. In general this is the aim of progressive countries and people who respect personal rights.

Amazingly though, there are schools that openly

Your energy should only be given to
those who deserve it. Make
sure you get energy in return.

encourage and teach destruction. I'm talking about schools of economic warfare.

The techniques and tactics that are taught and trained here cause damage to other companies. True to the motto: Another one's loss is my gain.

This tactic is morally justified in the current global economic situation. Since growth is difficult, power-hungry companies opt for crowding out the competition. They want to gain market shares that others lose, by whichever way possible.

In one such case, the »Saarbrücker Zeitung« reported a while ago: »The UK's largest mortgage bank on the brink of a crisis – targeted misinformation is enough to cause UK's largest mortgage bank HBOS billions in damage«.

What kind of person causes destruction out of greed for profit? What kind of people teach ruthless managers about economic warfare? What about global responsibility? What about responsibility towards others?

We should all feel a little guilty about this, because we all want the highest possible return on investment. This naturally has an influence on business executives and the decisions politicians make.



Conclusion: Anybody can be exposed to an attack nowadays. But I should be able to defend myself if I'm attacked, using all means available. Then I can strike back. Somebody who knows this might be deterred from attacking me.

Therefore, I would like to share some martial arts tactics with you that may help you to defend yourself or your company. This is also a matter of trust; and please never use them to strike first.

Tactical maneuvering when attacked

Combat tactics

- **Surprise** – Your opponent should be lulled into a sense of security, then he will become careless.
- **Evasion** – Create an opportunity for your opponent and then evade the attack so that it misses its mark. The ruse must seem authentic. Right after evading him counter-attack.
- **Home advantage** – It's easier to fight on familiar ground.



- **Always be prepared** – Be on the alert at all times and ready to fight. Never turn your back on your opponent.
- **Act quickly** – Don't hesitate if the decision to fight has been made, instead attack with full force.
- **Constantly aggravate your opponent's weak, vulnerable side.**
- **Go for broke** – Concentrate on the one decisive strike.
- **Wear them down** – Keep attacking the same area.
- **Intimidate** – Use authority to bluff.
- **Don't corner them** – Leave a way out for your opponent – or at least let him believe there is one, because people who have been driven into a corner can develop an amazing amount of energy.
- **Aim your weapon at the head** – it drives home the point better, than aiming for the knees.
- **Don't feign an attack on areas that you want to strike.**

**Life is not worth living without
physical movement!**

Humans need food to survive,
but they also need to be
active. Humans would die without food,
but also without physical activity.

In other words, our body
and mind would wither away without
physical activity.



**The connection between
»Martial Arts-Exercise-Training« and business**

In today's high-technology world, mental training is often given more consideration than physical training. In many schools 2 to 4 hours of physical education a week is sufficient.

Lack of exercise though will catch up with you in later years, because exercise and healthy nutrition are the alpha and omega of a healthy life style. You don't need a university degree to know this. Centuries of life experience have proven it.

Exercise and mental training complement one another ideally, because working out a lot will also help achieve a mental balance.

Asian Martial Arts in particular teach us about the connection between body and mind. These observations can be transferred extremely well to professional life.

There are many executives, especially Asian managers, who take advantage of this knowledge.

The following points are meant to illustrate this. These Martial Arts tips were compiled with the help of Hannelore Purzer, 4th Dan Classic Taekwondo.

Since many people from industrialized countries are well informed about eating and drinking, we do not need to expand on it. They are more likely to have trouble refraining from eating and drinking too much.

It is different when it comes to physical movement. Only a few are really concerned about physical exercise, mental exercise (thinking), or inner exercise (breathing).

Problems occur if these needs are not adequately met or met at all. Thus, many who do not exercise enough end up turning soft.

► Stance

(Martial Arts) exercise

Make sure that your posture is right – back straight, shoulders back, head high – when you are practicing combat techniques. Keeping your spine straight will enable you to contract or relax your muscles instantly when necessary. This will allow you to react quickly.

Career/Business

A person with good posture radiates confidence. They and their opinions are regarded with respect. The opposite is true for people who go around with their eyes lowered. They are regarded as insecure or submissive.

► Tranquility

(Martial Arts) exercise

Life is about opposites: man/woman, day/night, peace/action.

A successful exercise plan depends on having rest periods from physical activity. Only muscles that have had time to relax can achieve maximum performance during practice. The best ratio between rest and exercise is different for each person, so they have to find out for themselves what is best.

Career/Business

Strength lies in peace. Leaders especially should be aware of the special meaning inner peace can have, be-



cause if they can transmit a sense of calmness, then they will not confuse their employees. They in turn can fully concentrate on the work at hand, and put all of their energy into it, which benefits the manager.

► **Eye contact**

(Martial Arts) exercise

While practicing with a partner you should always look them in the eye, since their eyes react before they make their move. This makes your partner or »opponent« predictable.

Career/Business

A person who makes eye contact radiates confidence. By doing so, they show the other person that they respect and think highly of them. Eye contact is especially important when shaking hands, failing to do so will make the other person feel unimportant.

► **Concentration**

(Martial Arts) exercise

The exercises given by the trainer should be carefully followed during the workout. The student should be focused on himself, his »opponent«, his technique. Your body will only be able to learn the exact combat technique if you are fully aware of the movements involved.

Physical movement strengthens both the body and internal organs. Martial Arts, among others, especially classic Taekwondo, used this knowledge to develop correct movement and breathing techniques.

Classic Taekwondo can be learned at any time, no matter the age, fitness level and overall health. It improves one's well-being and zest for life.

Career/Business

Maximum performance is only possible if you absolutely concentrate on the person in front of you or task at hand. In general the stronger the distractions, the less you will be able to concentrate. That's why you should try and focus on only one person, one thing at a time. The person you are facing at the moment should be the most important person in your life. A boxer who disregards this fact will definitely feel the consequences during a fight.

► Endurance

(Martial Arts) exercise

Only regular practice over a long period of time will result in physical and mental combat strength. Experiencing very many training situations enables your mind and thus your body to react quickly and accordingly in a certain combat situation. Success does not come easy here.

Career/Business

If you stick to your path – steadily and constantly – you will achieve your goals. In working life this means not losing track of your goal and not letting others distract you from it; even if you are perhaps not getting ahead as quickly as they are. There are always people who give up along the way, and this will leave you together with the winners. Having endurance is something that you should maintain throughout your entire life.

Physical movement influences our organs, so it is also important to understand how they work in connection with one another.

For example, a straddle or a split can positively influence the human digestive tract, such as the stomach and intestines.

► Distance

(Martial Arts) exercise

It's important to always change the distance between yourself and your sparring partner during practice. This makes it more difficult for your opponent to control you. In addition we need to create the right distance to carry out our counter-attack. This can vary from technique to technique, and so is very specific.

Career/Business

Business communication is either stimulated or limited depending on the distance between the business partners. The wrong kind of distance can create discomfort (as in being too close) or indifference (as in being too far away). Recommended distances: 60 cm intimate distance, 60-120 cm personal distance, 120-150 cm social distance.

► Serenity

(Martial Arts) exercise

Practice fights during a workout should always start off with wanting to physically perform your best. In order to succeed though, you must always keep your options open. Calmly watch your opponent – without fear or pressure – and you will find the right way to beat them.



Career/Business

People who always want to make points at any cost tend to be tense and anxious, making it hard for them to perform at their best. Managers on the other hand should be above this. They should tackle each task with calm and composure. This gives them the greatest chance of achieving high scores.

► Action

(Martial Arts) exercise

During practice your actions should be well thought out. This then ensures that others won't be hurt by them.

Career/Business

Managers should act, not wait and hesitate. Do things today, not tomorrow. Otherwise there's a risk that nothing will happen. Act today!

► Speed

(Martial Arts) exercise

You should constantly work at improving your technique's speed. A fast technique narrows your opponent's possible counter-attacks.

Career/Business

The fastest one reaches the goal first. They save time. Speed pays off in many situations. You can learn to be fast. For instance by working out – physically and



Tightly closed fists, while stretching,
gives your spine extra support.

mentally. Therefore, always check your performance on the way to meeting your goal.

► **Goals**

(Martial Arts) exercise

People who consciously set goals for themselves, perform highly in Martial Arts, not the talented ones. Working out with a goal, helps to strengthen your resolve, courage and willpower. This makes each training session more effective.

Career/Business

You need goals to get ahead. The goals you set for yourself have to be attainable though. That's why it's important to also set milestones yourself on the way to achieving your long-term goal. This will ensure a steady development. So make sure not to let your goal out of sight.



Bones stabilize themselves when they feel resistance.

5. Managers and socio-political food for thought

We are all more or less in control of our own lives. We decide what to make of them. We can decide what we want to do with our body and mind. I can decide how I want to live and what I want to learn.

Still, there are many people who have to do things they actually don't want to do. They are subject to social conventions.

Human behavior is basically selfish. People do what they want to do. Some have such a strong ego that they want to control others. Only what they say counts and many don't even believe that they are acting wrongly.

I have decided that I cannot stand by helplessly and watch. If society is going to force something on me that I'm unhappy about, then I have to try and influence whoever is trying to impose this on me. This means that I will not say »yes« to everything.

There are a lot of people who give up because they think that they can't change anything. But for me, this

In order to stabilize circulation, heart, and lungs, your body should be pushed to its limits 2-3 times a week, even if it is only for 5-10 minutes.

is a sign of weakness and a lack of energy. If you don't even try, you might as well give up altogether.

Managers in particular often have greater possibilities to make a positive difference because of their personality, their social standing.

The best way, however, to get socially involved is to have a clear head. And this is the case if everything is fine with you and your immediate surrounding.

You are at the center of your social framework. And here, just like in Martial Arts it's true that: strength and energy always come from the center, so use your energy to make a difference to those around you.

If you only commit yourself to other social activities outside your immediate circle, then you will eventually lose your energy and thus be consequently weakened.

Of course an entire book or even an entire series of books could be written about the changes our society needs. At this point though, I would like to just point out a few things and encourage you to think about them.

In conclusion: Talk openly about socio-political issues. Don't let anybody keep you from doing so. It's about



having a strong resolve. Since managers are role models, if they don't speak out, who will?

Managers and their power in government

The rule of the people prevails in a democratic state. A group of politicians is elected to govern the country at certain time intervals. But do these politicians actually control what happens in the country?

Of course they do – that's what a lot of people think. The truth of the matter is that politicians pass laws. They want to adopt good laws. They want to make the right decisions.

So, politicians are important. They steer and regulate society.

But, there is another important group of people that steers and regulates. They are the managers, who exercise power in and through their companies. Although they are not generally in the public spotlight, their influence is not to be underestimated.

A lot can be achieved if politicians and managers join forces. But the results of a politician's work can be called into question if managers refuse to cooperate with them or even make decisions that jeopardize politics.

Many new and unknown movement techniques ensure good motor skills.

Many politicians know this. And so they frequently maintain good contacts with business executives. They in turn use this opportunity to influence political decisions.

The following question arises depending on how strong the influence is: Who is in charge of governing the country?

Society should thus focus on politicians and managers alike.

Careful with »young softie managers«

Who hasn't heard of them? Top qualifications. Full of optimism. Always in high spirits. A softie smile for every occasion.

But be careful, because many of them are only interested in their own personal benefit.

Recreation time is optimized. Contacts to long established service providers are suspended.

They only think and act as far as they plan to stay with the company. During this time all of the activities have to shine in a positive light, while at the same time they are always on the lookout for a better paid job.



And what do the others do?

A number of employees recognize the bluff. Subsequently they only do the work that is absolutely necessary.

No effort is made above the average performance level. This could cost our economy billions in losses and damages.

This is the reason why managers with social skills are called for.

Don't fall for the »young softie manager's« bluff. Openly address the weak points, because whoever is accountable for them must take responsibility and correct them. Show the others in the company, that there is such a thing as unselfish commitment.

Do we need elite schools?

People who are very talented, who are able to achieve extraordinary things are definitely very important. People like this can be found throughout the centuries. They come from all social classes. We need people like this. But does this mean we need elite schools?

If you are set and determined to accomplish great things, then nothing can hold you back. History has shown us this.

Protecting the Organs

A person could easily reach 100 years of age.
However, the organs usually fail beforehand.

Bacteria create problems for our organs.
Bacteria are ingested through the mouth and
passed down to our digestive tract.

Nevertheless, this could be avoided.

For years, right after getting up every morning,
I have been taking a sip of vegetable oil,
which I spit out after 15 minutes.
(Of course, in the trash and
not down the drain)

Bacteria that have formed in the mouth
overnight will be washed out with the oil and
therefore no longer able to reach the stomach.

However, this has not been scientifically proven.
If it turns out to be nonsense, at least my
teeth will stay free of plaque longer.
Of this, I am certain.

Nowadays, it probably helps if there are many schools and universities that support further development. Affluent countries should strongly invest here, starting with elementary schools. Classes with a preferably low number of students provide a good basis for further learning and understanding.

Every well-to-do family has gotten the message. They don't scrimp and save on their children's education.

But do we need elite schools? Until now this wasn't necessary. Even Albert Einstein achieved greatness without them.

On top of that, it is very common for an elite group to distance itself from other people. Aren't we running the risk of creating self-centered individuals with elite schools? Don't we have enough of them all ready?

Whoever believes in the advantages of an elite school can go ahead and establish one. But please not with our taxpayer's money. They should be financed privately.

Power and art – a love-hate relationship?

Power! It thrives on materialistic needs. It constantly needs attention. It grows on greed.



Art! It strives to create and form. It's full of life and harmony, light and happiness.

Power is satisfaction. Art is joy. Each one on its own is pretty much on its own. Power lacks joy and art has no real substance.

As a consequence, they both need each other. Power uses art to distinguish itself, and art can secure a livelihood with power.

Together they can earn praise and recognition. After their interlude, they each go contentedly their separate ways. They don't usually remain bound to each other permanently. The differences between the materialistic and idealistic are too great.

What is worth striving for? Art or power?

Many people believe that material well-being equals security. The more things one has, the easier it is to get even more.

Art is abstract, it's beyond material needs. And people too are abstract; they need more than just material satisfaction. When a person dies, they still live on in the minds of others as an idea, a memory, a feeling.

In conclusion: power is generally attracted to art for



selfish reasons. Art needs power to survive. They both need each other. But we have to find out for ourselves which of them is better to live by.

Power-centers and their influence

Power-centers can be found where everything runs together. And the person in charge here calls the shots. So of course there are many contenders jostling to get in.

Suppose there was only one center of power on our planet. Finding a way in would be very difficult because you'd have to assert yourself against many well qualified competitors. A lot of executives would end up on the losers side.

Everybody has the same amount of time: 24 hours. For example, the time given to a ranger is sufficient enough to explore a certain terrain. The smaller the area he has been assigned to patrol, the better he'll know it.

Our planet on the other hand has more than just one center of power; it has many. For instance, there are centers of power in companies and in government.

The thoughts I've just mentioned can be applied to these areas. The larger a center of power is, the further away the leaders will be from its base. Making decisions is negatively affected by this. In addition, there



are many competent people and executives stuck in second, third, fourth, fifth, ... management levels, who are discouraged by this fact. In a smaller power-center, these same managers would find themselves at the top of the corporate ladder, thus increasing their performance level substantially.

Responsible decision-makers should therefore always seek to answer this question:

What is the best size for the company, administration or business?

Openness and acceptance towards other cultures

Living together peacefully is essential to ensure that we can enjoy a good quality of life. If this is not the case, then there will always be winners and losers, vanquishers and vanquished, rulers and subjects.

People need others to lead a meaningful life. We've all grown up in a family, where we were faced with conflicts and where we also learned to solve them. If we were not able to solve them, then a family member would help. We usually accepted this help, because it came from one of our own. Help from the outside is harder to ask for.



A family is the smallest unit of society. And life in a family is similar to life in a company or a society. Help and solutions from one's own ranks are more easily accepted.

In order for human interaction to run smoothly, it's important for us to respect other families, ethnic groups and nationalities. If families from a certain ethnic group are looked down upon by other families, then the harmony in which they live together is quickly threatened.

People obsessed with power should know: Living together peacefully is only possible if each person's culture and the sovereignty of each ethnic group is respected and accepted.

This applies to families and societies as well.

Keep an eye on your children – drugs are on the rise

They are right amongst us, and often they're pretty cool and fun. But when they actually come out and expose themselves, they run into trouble. Nobody wants to have anything to do with them anymore. And the people that live with them say: I never saw it coming. They were always in such a good mood. I'm talking about our drug addicts.



A lot of parents think: my kid wouldn't do that. They've lived with them for many years and fail to notice that their child smokes pot, does weed or takes ecstasy.

People who consider themselves easygoing think: A little weed, where's the harm in that? That may have been once upon a time. Twenty years ago. Today the »trivial« drugs are much stronger; according to experts, 20 times stronger. Older people might be able to handle this, but children and teenagers who are still developing have to take serious personality changes into account.

Here one or two of you might say: This is Germany. We're living in a civilized country. Not that many teenagers do drugs here. Teachers and other people in charge of educating and forming our kids look out for these things.

You should definitely take a closer more critical look at this. Some school teachers may recognize the problem. Others though, may look the other way or ignore it. What can they do about it anyway? If they say: »Let's take care of the situation«, then the school will be shunned. It's not an issue to write home about, even for politicians. So the drug issue is simply ignored, making drug dealers richer and richer. From a socio-political point of view this is a disaster waiting to happen.



Others think: »What the heck! We've got a strong social system!« It's true that there is money for the prevention of drugs, but money alone won't help. Once you're stuck in the whole welfare system then it's really hard to get back on track. People are sedated with medications because others refuse to lend a helping hand. They're lost without the necessary social support. In this case the following question can be asked: How many people in psychiatric care commit suicide every year?

That's why it's important to reach out and support our kids and teenagers! Talk to them. Don't give up on them and leave them alone for example in front of the TV or computer.

Watch your children. Then you will be able to tell if their pupils change. If need be have them take a urine test.

Prevention is also important. Make sure your child has a physical balance. Encourage them to do sports.

Why is the global tendency for violence on the rise?

People litigate until their money runs dry. Managers and politicians receive death threats. Idealists fight until they've drawn their last breath. Suicide bombers



blow themselves up in the middle of crowds. Why do people do this? Is it because of ruthless exploitation, blind bureaucracy, arrogant bosses, and power-hungry politics have robbed them of their prospects, belongings, maybe even their loved ones?

In general, the following should be kept in mind: violence is not the right and proper way to promote your interests. But, there are situations that can justify it, like in the case of self-defense.

What does self-defense mean though to an individual? It's pretty obvious if somebody attacks you and you fight back to defend your life. But perhaps there are other scenarios that might qualify as an act of self-defense? For example, what if somebody destroys your means of existence? Kills a person you love? Destroys where you live? Strictly limits your legal freedom to act?

Of course, the right way to act in all of these cases is to seek legal recourse. But maybe this is simply not an option for you, because perhaps you do not have a supporting lobby, or enough money to enforce your rights, or because your voice is just not heard!

This creates a feeling of helplessness, where the only way out is either to resign yourself or fight back with violence.



We are not machines. We are not robots. We have feelings. If we are hurt, we feel pain. Pain can create special energy. Some people use this energy to retaliate or to seek revenge. As in: »an eye for an eye, a tooth for a tooth«. And now some responsible managers or politicians might ask themselves – How could this have happened? Aren't they aware that maybe they themselves caused this inhumane behavior? Maybe out of greed or lust for power?

Violence creates violence! Let everybody have their means of existence. The wealthy who believe they can get richer by exploiting others, undermine their own posh livelihood in the long run. They will suffer many a sleepless night for fear of losing their fortune. And people in positions of power should heed the voice of the people. Laws have to be made for the people and not against them. Disregarding the will of the people to maintain one's own power makes very little sense.

The gap between the rich and the poor, between the people's representatives and the people themselves must not get any larger.

Millions of Euros a year! – And that earned by work alone!?

Everybody has 24 hours a day, 365 days a years. A lot can be achieved in this time by an individual. Some



even manage to get paid several million Euros a year for their work. And often without having to take much of a risk. I ask myself: is this okay, if on the other hand there are many who are hit with poverty?

What abilities does a person have to have in order to receive millions of Euros a year for his work?

For instance, if we take their physical capabilities into consideration, they would have to be as strong as a cargo crane. They would easily be able to lift a couple hundred tons of weight, earning them a fair amount of money.

Regarding their mental capabilities they would have to – of course without help from others – make millions and millions of Euros in sales for their company to justify their salary.

Do employed managers, who generally don't have to take much of a personal risk, deserve a million Euro income?

Somebody with a yearly income of several million Euros will have it made after a few years, assuming they've lived within their means. If they've invested their money accordingly, they can lead a fairly comfortable life for many decades to come.



Don't get me wrong – I'm not against people earning millions and millions of Euros. However, if they can achieve this through mere individual work without any personal risk, then something is not right in our society. Like I said, we all have the same 24 hours of working time.

It's different if you risk something, like your health or your assets. In this case a million Euro income can be justified.

But managers who use only their physical and mental capabilities to make millions, without taking any personal risks, have lost touch with the rest of the world.

A number of other questions come up: What kind of morals do these executives have? Isn't it understandable if people, who struggle every day to make ends meet, rebel against bosses like these? Aren't these managers earning their money at other people's expenses? By expanding »their« companies, don't employed managers selfishly manipulate their salaries on purpose?

So many questions to think of. It's amazing that these executives are accepted in society.

Doesn't this speak volumes about the standards of a certain social class?



Don't just think about it, draw your conclusions and take the appropriate action!

**A lot of health initiatives create the impression:
»There's a lot of money being spent unnecessarily!«**

The subject of health concerns us all. Ensuring ourselves against illness is something we all do since anyone can get sick, it's a good idea that people pay into a health insurance plan, thus helping each other.

Government and health insurance companies have realized by now, that it makes sense to have a primary health care plan. Yet, are the right measures being taken here?

As the saying goes, »After the horse has bolted, it's too late!« So, make sure to close the stable door in time.

When a person is ill, there should be enough money available for the treatment.

Yet, it is also important to prevent an illness; which is not always feasible. But, in many cases, it is possible. Maintaining one's own health should be a daily challenge for everyone.



And how does society help with health care? What do the health insurance companies and the government do? For instance, health insurance companies award special »bonus points« to those who are especially engaged in physical activity.

So, if someone does something for their physical well-being they are rewarded by others for doing this. It surely goes without saying that I am solely responsible for my own health. Shouldn't it be a part of human nature for everyone to care for their own well-being?

When politicians and those responsible for health care in our country materialistically award people for watching out for their own health, then we could ask ourselves,

»Isn't our society already in bad shape?« »Don't we know life's fundamental values anymore?«

Preventative health care is absolutely important; a lot should be done in this area. This is why you should support people, organizations, companies, and institutions that promote a broader level of physical fitness.

Then we will experience more health, well-being, and happiness.



6. My own personal recommendation – Practice Martial Arts!

Each one of us has desires and goals. And, for those who would like to achieve something, they have to work at it. Attaining your desires and goals, whether they are materialistic or non-materialistic, requires strength and energy, and above all strong willpower.

Act on your goals don't wait around until somebody says, »Do it.« Because if you're always waiting for the »go ahead« you run the risk of missing your chance, and life suddenly passes you by.

Your willpower is crucial! Subsequently, I want to give you an example of how a person can strengthen their willpower. These suggestions apply to non-materialistic values.

I don't want to expand on materialistic values since they are inferior and they are often strongly controlled by human instinct.

A state of well-being is a desire everyone has. But, because of the many materialistic values you have, you



won't experience a good, lasting state of well-being. No – you will only experience this if your mind is clear and you have a good feeling about your body.

The best way to attain this state of well-being is by engaging in sports; in particular, Classic Taekwondo. Because here, not only your body and mind are put to the test, but also your willpower.

The body often reaches its performance limit during the work-out. Hundreds of individual techniques are performed. And, when I've reached my limit, but still want my techniques to be correct and accurate, then strong willpower is called for. Those who manage to get through several work-outs, will – because they feel good – attend other training sessions.

But, that's not all. Since many people want to, and can practice this sport for a long time. And since those who intend on doing just this, they will set a special goal for themselves; to become a master in Taekwondo. And therefore, take on responsibilities. Responsibilities towards Classic Taekwondo and responsibilities towards others. They develop the willingness to support others, to provide them with a state of well-being, and to pass on the Classic Taekwondo philosophy.

The energy you develop will give you a sense of self confidence. This forms and leads to a strong personal-



ity. If your energy should temporarily decrease along the way, you can renew it in the Classic Taekwondo organization, particularly with Grandmaster Son Jong-Ho.

But – remember: your willpower is essential to your success and hence to your well-being and personal contentment. And, this is not only true for sports, but also for your working and private life.

You can certainly experience everything I have described here, in Classic Taekwondo, and surely in other Asian Martial Arts as well, such as Karate or sports in general. Find out for yourself.

