Energy for performance.

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ORDINARY PEOPLE DOING EXTRAORDINARY THINGS
Ironman® athletes have extraordinary passion for what they do. Yet, most of them are ordinary people maintaining successful careers while training on average 20 hours per week for a grueling competition that starts with a 2.4 mile swim, followed by a 112 mile bike ride, and culminating in a full 26.2 mile marathon.

In developing the Ironman® Advisor program, Janus Labs® sought to identify the techniques of “elite performance” in sport and translate them for investment professionals into actionable processes and tools that they can use to manage their energy, achieve greater life balance and build rituals for success.

WHAT IS AN IRONMAN® ADVISOR?
Advisors are the ultimate athletes due to the extraordinary demands placed on them—longer work hours, limited training, constantly performing, no off-season, high accountability, and career longevity.

In order to perform at peak levels in this grueling career, the Ironman Advisor must learn to implement a variety of energy (not time) management techniques.
Our partners

HUMAN PERFORMANCE INSTITUTE™
In our search for the right partner for this program, we came to the performance experts at the Human Performance Institute (HPI), formerly known as LGE Performance Systems, who have a proven track record for improving the productivity of elite performers. Headquartered in Orlando, Florida, the company was co-founded by renowned performance psychologist Dr. Jim Loehr, author of 13 books including the national bestseller “The Power of Full Engagement” and Dr. Jack Groppel, an internationally recognized authority on human performance, fitness, and nutrition, and author of “The Corporate Athlete.”

The Human Performance Institute's science-based approach to fully engaging people's talent and skill grows out of over 30 years of experience in the arena of high performance. Their clients include an array of world-class performers from the worlds of business, sport, medicine, law enforcement and military including Special Forces and FBI Hostage Rescue teams.

IRONMAN®
Ironman® is the No. 1 user-based sports brand in the world and has been a respected name in triathlon since its inception 30 years ago. It is regarded as one of the world's most challenging endurance events.

As corporate sponsor of the seven full-distance U.S. Ironman races, Janus established the “Janus Charity Challenge,” a fundraising program that encourages triathletes to raise money for the nonprofit organization of their choice. The program has raised more than $34 million since its inception in 2001 (through 2008).

HPI’S SPORTS CLIENTS
Over the years, the Human Performance Institute's client list has included an extraordinary cross section of elite athletes including:
• Mark O’Meara (golf)
• Jim Courier and Monica Seles (tennis)
• Jim Harbaugh (football)
• Mike Richter and Eric Lindros (hockey)
• Grant Hill (basketball)
• Eddie Cheever, Jr. (race car driving)
• Ray “Boom Boom” Mancini (boxing)
• Dan Jansen (speed skating)
Train in four dimensions

MANAGING ENERGY IS THE KEY TO EXTRAORDINARY RESULTS

We Become Extraordinary

We Develop

PHYSICALLY
- Purpose beyond self interest

MENTALLY
- Organize our lives and focus attention

EMOTIONALLY
- Capacity to manage emotions

SPIRITUALLY
- Fundamental source of fuel

Physical: What is the quantity of energy you have available (how full are your energy reserves)?

Emotional: What is the quality of your energy (negative vs. positive)?

Mental: What is the focus of your energy (scattered to laser sharp)?

Spiritual: What is the force of your energy (passionate, committed, connected to deep values)?

Multitasking is the enemy of extraordinary energy:
- Partially disengaged in everything
- Counterfeit engagement

Multitasking is the perfect example of managing time, not energy. It is the simultaneous processing of two or more unrelated tasks. For example, talking on a cell phone while driving a car or talking to a client and checking email. You’re not fully engaged in either task and partially disengaged in both. Therefore, multitasking does not lead to being extraordinary at anything.

BUT: it’s ok to multitask in things that are not important. For example, reading the paper and watching television or driving your car and listening to a sporting event or music.

Tip

When you’re on the phone with a client or someone else important to you, turn off your computer screen. A constant stream of emails can be distracting and diffuse your focus from the conversation and the person that matters most.
Stress and recovery

“I have learned how to manage my energy. I used to just focus on managing my time. I work really hard for 1 hour or 1½ hours. Then I take a break. It can take 5 to 15 minutes to recharge. It’s kind of like the interval training that an athlete does.”

A.G. Lafley, Chairman, President and CEO Procter & Gamble*

*Quoted in Fortune Magazine: “Secrets of Greatness–How I Work” (March 2006)

Tip

Try breaking up your work into manageable “sprints” followed by periods of strategic recovery. For example, get up and move or stretch every 90 minutes, exercise over the lunch hour or eat lunch away from your desk.

Stress is the stimulus for growth, and recovery from stress helps retain your capacity to generate even more energy. The stresses or “storms” in our lives take us out of our comfort zone, push us beyond our normal limits and therefore are the stimuli for new growth. In sports, this is a concept that’s easy to understand. Example: in order to grow a muscle, it must be exposed to more stress than normal by progressively lifting heavier weights.

It is the proper recovery from stress that prevents burnout.
Managing physical energy: the glucose story

**SURVIVAL-BASED EATING**

*What happens when you eat too much?*

Over-fueled: tired, sleepy, unmotivated, bloated, sluggish, unfocused and storing fat.

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**OPPORTUNITY-BASED EATING**

Strategic fueling: energized, stable moods, focused, thinking clearly, in control, patient, fueling brain and muscles and burning fat.

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**Tip**

- Always eat breakfast
- Don’t exercise on an empty stomach
- Eat in a series of sprints: only what you need for the next 2-3 hours of your day
Strategic eating

PEACE SIGN MEALS
➔ Sustained energy (low glycemic)
➔ Balance of nutrients (physiological needs)

EAT LIGHT AND EAT OFTEN
➔ Stabilizes blood glucose levels
➔ Improves metabolism
➔ Improves energy levels, brain function and mood
➔ Maintains muscle mass
➔ Prevents excess fat storage
➔ Which do you prefer - waste or waist?

PORTION
➔ 5 handfuls of food
  • Grains: 2 handfuls
  • Fruits and/or vegetables: 2 handfuls
  • Protein: palm of hand/1 handful
**Strategic snacking**

**USE GLYCEMIC INDEX FOR SUSTAINED ENERGY**

Glycemic index

<table>
<thead>
<tr>
<th>Level</th>
<th>Time</th>
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<tbody>
<tr>
<td>Low</td>
<td>(~2 hrs)</td>
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<tr>
<td>Moderate</td>
<td>(~1 hr)</td>
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<tr>
<td>High</td>
<td>(~30 min)</td>
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Ideal blood glucose level

**SNACKS ARE THE BRIDGES BETWEEN MEALS**

- Eat low glycemic snacks
- Snacks should be 100-150 calories
Strategic movement

**BEST PRACTICES:**

**Daily Movement**
- Every 30 to 45 minutes: small movements (stretch, stand up)
- Every 90 to 120 minutes: large movements (walk, climb stairs)

**Aerobic Training**
- Minimum of 3 cardiovascular workouts per week
- 30 to 60 minutes
- Alternate between levels of high and moderate intensity in 3 minute intervals (see example)

**Resistance Training**
- Minimum of 2 days per week (non-consecutive)
- 20 to 45 minutes
- 1-2 sets per exercise; 8-12 repetitions using a challenging weight

**Flexibility Training**
- Minimum of 2 to 3 days per week
- 5 to 10 minutes after each exercise session

**MOVEMENT STIMULATES ENERGY PRODUCTION**

The foundation of full engagement is physical energy. The physical energy requirements of the body are met through glucose and oxygen. Movement and exercise play vital roles in the delivery of oxygen to the cells through increased circulation.

Long periods of minimal or no movement tend to lead to low energy levels, fatigue, disengagement and decreased performance. Improved fitness translates to more endurance mentally and emotionally, as well as faster recovery from stress. Links by researchers have been made between physical fitness and improved concentration, improved problem solving, leadership effectiveness, improved decision making and error reduction. Increased fitness helps you to perform better at work and improves your quality of life outside your office.

**INTERVAL TRAINING: THINK QUALITY, NOT QUANTITY**

Interval training allows you to exercise at higher intensities than you could normally sustain for a given period of time by interspersing short periods of high intensity with short periods of low intensity. Recent research suggests interval training can improve your level of cardiovascular fitness as well as your body’s potential to burn fat.

**EXAMPLE OF A 30-MINUTE INTERVAL TRAINING SESSION:**
- 3-minute warm-up
- Four 3-minute work intervals at high intensity combined with four 3-minute recovery intervals at low intensity
- 3-minute cool-down
Taking action: what’s your mission?

CONNECTING TO PURPOSE FUELS ENGAGEMENT
Without a clearly defined mission that matters beyond survival, without clarity in your ultimate destination, the relentless storms of everyday life become overwhelming.

MAKE THE CONNECTION
➔ We are a mission-specific species
➔ We function best when we are on a positive mission that deeply matters to us
Building rituals

OUR LIVES ARE FUNDAMENTALLY RUN BY HABIT

5% Conscious and self-regulated
95% Non-conscious and automatic

MANAGE ENERGY BY HABIT, NOT SELF-DISCIPLINE
Human beings are creatures of habit. Virtually everyone possesses the same amount of self-discipline—not much! Individuals who appear to have more self-discipline are simply those who possess more positive and constructive habits or rituals in the 95% range of automatic behavior that runs their lives. Once rituals become embedded in your habit structure, almost no self-discipline is required to execute them. This is why athletes practice the same plays, or movements over and over to create automatic behaviors during the stress of competition.

KEYS TO BUILDING RITUALS
➤ Link change to a primary value
➤ Invest extraordinary energy for 30-60 days
➤ Focus your energy on what you want, versus what you don’t want
➤ Be precise in time and behavior
➤ Create a support network, tell them what you’re up to
## Meal planning

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<th>Day 3</th>
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<tr>
<td>Fruit/vegetable</td>
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<td>Protein</td>
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<tr>
<td>Snack ideas</td>
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<td>Snack ideas</td>
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<th>Day 1</th>
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<tr>
<td>Fruit/vegetable</td>
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<td>Protein</td>
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<td>Snack ideas</td>
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</table>
Glycemic index examples

LOW GLYCEMIC FOODS
- Apples
- Beans
- Cheese
- Cherries
- Chickpeas
- Cottage cheese
- Dried apples
- Dried apricots
- Eggs
- Grapefruit
- Green vegetables
- Hummus
- Jerky
- Kimchi
- Lentils
- Meats
- Milk—skim, 1%, 2%, whole
- Mixed vegetable juice
- Nectarines
- Nutella®
- Nutrition bars
- Nutrition shakes
- Nuts—all
- Oranges
- Peaches
- Peanut butter
- Peanut M&M's®
- Peas
- Plums
- Poultry
- Prunes
- Salad
- Seafood
- Seeds—all
- Soy chips
- Soy milk
- Tomatoes
- Tomato juice
- Tomato soup
- Yogurt

MODERATE GLYCEMIC FOODS
- Apricots
- Baked beans
- Bananas
- Beets
- Berries—all types
- Biscuits
- Breads—high fiber
- Canned fruits
- Cantaloupes
- Carrots
- Carrot juice
- Cereal bars
- Cereals—high fiber
- Chocolate
- Cookies
- Corn
- Crackers—high fiber
- Croissants
- Figs
- Fruit bars
- Fruit juice
- Granola
- Granola bars
- Grapes
- Honey
- Ice cream
- Kiwi
- Mangos
- Muffins
- Oatmeal
- Papaya
- Pasta
- Pastries
- Pineapple
- Potato chips
- Pudding
- Raisins
- Rice (brown)
- Rice noodles
- Sweet potatoes
- Tortillas

HIGH GLYCEMIC FOODS
- Alcoholic beverages
- Bagels
- Baked potatoes
- Breads—low/no fiber
- Cakes
- Candy
- Doughnuts
- French fries
- Mashed potatoes
- Popcorn
- Pretzels
- Pumpkin
- Rice (white, wild)
- Rice cakes
- Rice crackers
- Sodas—regular
- Sports drinks
- Sugar—sweetened beverages
- Waffles
- Watermelon
Recommended snacks

Examples (100-150 Calories)

DAIRY
- Yogurt—low fat
- Cottage cheese—low fat
- Milk—1% or skim
- Mozzarella string cheese

FRUIT
- Apple
- Cherries
- Dried apricots
- Grapefruit
- Orange
- Peach
- Pear
- Plum
- Prunes

PROTEINS
- Hard-boiled eggs
- Nuts—peanuts, almonds, walnuts, cashews, pecans, pistachios, sunflower seeds peanut butter

OTHERS
- Beans
- Green vegetables
- Tomato juice
- Trail mix w/nuts or seeds

COMBINATIONS
- Banana & peanut butter
- Whole grain crackers & peanut butter
- Whole grain bread & peanut butter
- Cottage cheese & fruit
- Raisins & peanuts
- Tuna & crackers
- Celery & peanut butter
- Yogurt & granola
- High fiber cereal & milk
- Bread & cheese
- Yogurt & berries
- Pita & hummus
- Grapes & cheese
- Strawberry & nutella

NUTRITION BARS/SNACKS
- Balance Bars®
- Clif® Bar
- Genisoy®
- Glenny’s
- Kashi
- Power Bar®
- Promax™
- ProtoSource
- Pumpkorn®
- Zone Perfect®
Mission sample

ULTIMATE MISSION

Extraordinary father to my two daughters, extraordinary son to my parents, extraordinary husband, extraordinary leader at work, and in my community, whose character, honesty and compassion for others is beyond reproach.

TRAINING MISSION

Become more engaged with my wife at home and clients at work.

MOST IMPORTANT RITUALS SUPPORTING YOUR TRAINING MISSION

1. Review mission first thing every morning
2. Find two things to compliment Sandy on everyday
3. Date night with Sandy every other Saturday
4. Be more engaged in the time together with Sandy
5. Workout between 5:00 and 5:45 am 5 days a week
6. Home for dinner at least 3 times per week
7. Listen more and talk less in time with clients
8. One-on-one lunch with new client every Thursday
9. Thank assistant for hard work and contributions at least once every week
10. Devote 10 minutes of weekly meeting for staff to discuss matters affecting their work/life balance
Mission

ULTIMATE MISSION


TRAINING MISSION


MOST IMPORTANT RITUALS SUPPORTING YOUR TRAINING MISSION

1. ____________________________ 6. ____________________________

2. ____________________________ 7. ____________________________

3. ____________________________ 8. ____________________________

4. ____________________________ 9. ____________________________

5. ____________________________ 10. ____________________________
# Daily training log sample

**My mission:** To be more energized and engaged in the afternoon at work and with my family at home.

**Date:** May 22 - 28

<table>
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<th>Rituals</th>
<th>S</th>
<th>M</th>
<th>T</th>
<th>W</th>
<th>T</th>
<th>F</th>
<th>S</th>
<th>Notes</th>
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<td>Eat until satisfied, not full</td>
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<td>5</td>
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<td>Break every 90 to 120 min.</td>
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<td>5</td>
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<td>Exercise</td>
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<td>5</td>
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<td>Exercise intensity</td>
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<td>Drink water - carry water bottle</td>
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<td>Small portions during lunch/dinner</td>
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<td>Snack every 3 - 4 hours</td>
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<td>1</td>
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<td>Quality of sleep</td>
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<td>4</td>
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<td>No multitasking with clients</td>
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<td>No multitasking with family</td>
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<td>5</td>
<td>2</td>
<td>1</td>
<td>5</td>
<td>3</td>
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1 = not successful  5 = very successful
# Daily training log

My mission: ____________________________ Date: ____________________________

<table>
<thead>
<tr>
<th>Rituals</th>
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