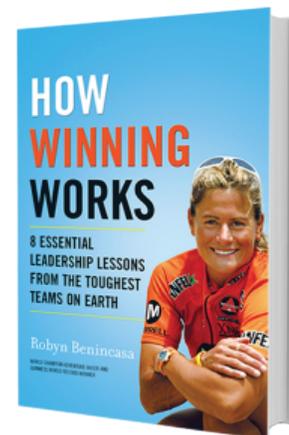




## Interview on How Winning Works

### 1) What was your main motivation for writing this title? What did you learn after having completed it?

The corporate audiences to whom I've been speaking for the last 10 years are deeply touched and genuinely moved and inspired by what they see and feel in my 8 Essential Elements of Human Synergy presentations. So I felt compelled to share what I've learned from the world's greatest teammates about How Winning Works with a larger audience! In my opinion, the ability to build and lead a world class team is one of the most important skills we can acquire for success in every aspect of our lives. As a solo player, we can get very far, but we attain our greatest heights with a world class team around us. We've all got our own mountains to climb in our personal and business lives. And the higher the peak, the steeper the terrain. So our continued success doesn't come from trying harder or reaching UP as a soloist--it comes from reaching OUT to the people around us and creating Human Synergy.



After the galleys on the book were published, I learned that I set out to write a business book, but my business associates and friends who read the first copies reported also discovering a new way to connect to their wives/husbands, the key to fixing a broken friendship, or a new perspective on parenting. How cool is that? My work here is done!

### 2) What do you think drives you to embark on extreme challenges like the EcoChallenge?

Initially, I was driven by the opportunity to capitalize on my strengths (long, silly races of attrition) and to have adventures in places that are wild, beautiful and remote. But very quickly, I realized that the most important and memorable part of an Adventure Race is neither the adventure nor the race--it's the teammates that you bring to the start line. After a couple of frustrating years of trying to put teams of superstars together with inconsistent results, I nearly quit. There were too many egos, too much blame, and ongoing competitiveness within the team. It was all of the things I had hated about team projects my entire life. But in a last ditch effort to reach my personal goal of being on a top team, I reached out to the number one team in the world and asked if they would consider racing with me. I got lucky (opportunity + preparation!) and found myself at the start line in Ecuador with them 6 months later. We became the first American based team to ever win an international adventure race in those nine incredibly grueling but inspired days. That is where my education as a team builder began. And that epic high of completing a challenge beyond comprehension with a GREAT team became the addiction that brought us all back to those ridiculous start lines again and again.



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### 3) Out of all the constructs that make up the word teamwork, which one do you feel is the most important?

"We" Thinking' is probably the most overlooked aspect of teambuilding. Most people think of a team as a group of individuals, moving forward together toward a common goal. But a "we thinking" leader inspires their team to not just walk side by side together--but to literally and figuratively carry one another when they need to. All problems are "ours", and responsibility for success and failure is shared as one. For example, when we race, every team at the front of the pack is utilizing "tow lines" that stretch from the back of a stronger team member's pack to the chest strap of a team member who is slower at the moment, so that the slower person can be pulled along at a faster pace with less effort-- and we can move faster as a team than the four individuals can move alone. We will all be that strong team member and we will all be that weaker team member at some point in the long run, so all egos must be focused on team success versus individual glory. In our day to day life, We thinking is manifested in how we choose to lead our lives: Who is on your team? Is it just you? Is it just your family? Is it your clients? Everyone in your company? We all decide every day who is on our team and who is not. And for the most part, if we're honest, we're all pretty competitive and we tend to operate as soloists. But We thinkers make the conscious and important effort to leave their house every day and see a world full of potential teammates versus a world full of potential competitors. They capitalize on their strengths and barter their weaknesses to their "team". And in doing so, they get a lot further, faster.

### 4) When selecting people to create a team what are the qualities to look for?

I used to believe that skill was the most important reason to bring someone onto my team, but I quickly discovered that the brightest superstars don't create the greatest results in the long run. The greatest teamMATES do. When I'm selecting a team, I look for their aptitude with the 8 Essential Elements of Human Synergy:

**Total Commitment**

**Empathy for and Awareness of Teammates**

**Adversity Management skills**

**Mutual Respect**

**We Thinking**

**Ownership of the outcomes**

**Relinquishment of Ego**

**Kinetic Leadership (The ability to lead based on need)**



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## Interview on How Winning Works

### 5) You mention teamwork as a key to winning, yet there are occasions when it is up to the individual to succeed. What do you recommend for these moments?

Quite often only one person is ultimately responsible for the outcome of team efforts. But that doesn't negate the need for a team. In fact, your ability to be competitive as an INDIVIDUAL depends on your ability to build and lead the world class team that will propel YOU ahead of the competition. A personal example: With my two hip replacements, I've now switched my adventure focus to ultra distance kayak paddling, and in particular, attempting to break all three Guinness 24 hour world distance records ( river lake, and ocean). Two down, one to go. But although the certificate has my name on it and I'm the girl actually paddling the boat, the ability to break those records is the result of putting a world class team of boat builders, training partners, ground crew members, mentors, coaches, sponsors and supportive family members together. That's How Winning Works. :) The principles for building and leading a high performance team are the same, whether it's for team or personal goals. But at the highest levels in any worthy endeavor, the best "team" wins.



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