



Garuda Research Institute
providing people with opportunities



Mental Training and about Winning

An Introduction

Your Mental Scorecard.

The Mental Scorecard is not about scoring with the opposite sex, but about learning how to avoid repeating the same mistakes again and again. Einstein defined once insanity as: *repeating the same behavior and expecting different results.*

We are all familiar with the situation where we are in some sort of conflict and want to reach an agreement but have difficulty letting go of our own ideas and behavior. We repeat the same arguments - perhaps from different angles but basically they are the same. And when this doesn't help the arguments become sharper and we resort to raising our voices. What we actually are doing here is enhancing the exact same behavior that was part of creating the conflict in the first place - yet with the expectance that this behavior will in fact solve the conflict.

According to Einstein's theory we are acting insane.

Do you recognize this situation? Perhaps even from a relationship? You disagree and then the argument begins. If you do not listen, adjust or change behavior you will not come closer to each other - on the contrary.

The Leader's Mental Scorecard.

The exact same happens when working together and in management situations. One's arguments are repeated, they become sharper yet it does not solve the conflict. For the manager is often becomes a matter of cutting through and giving an order: *that's it and that's that way I want it - end of discussion!* In approximately 999 out of 1000 this is a poor solution.

But why do we have such difficulty meeting each other? The answer lies in our personalities.

The security oriented manager.

This manager has a need to feel that he is in control and must have facts to rely on. He needs to know the details and where he is according to plans. He likes to see things and work on any issues based on where he is. If he begins to feel that he is losing control and the facts are disappearing from him, he will not argue for less control, fewer details and looser planning. On the contrary. He will have a tendency to repeat his usual behavior only this time with enhanced strength. More control, more details and stricter planning. The same happens for many others as well.

The performance oriented manager.

The performance oriented manager is the type of person for whom satisfaction, happiness, and self affirmation lies in being ahead of others, being faster and achieving bigger and better results. Here impatience rules, chances are taken and rules are bent. It is all about results. If he does not get any results he will still view matters from where he stands. In other words he will **not** argue for spending more time on research or for being more security oriented or in any way reduce his ambitions. On the contrary. He will try to

make things move along even faster in order to catch up. He will cut more corners and take more chances - not fewer.

It is difficult to get these 2 types to meet. In general it applies that if something is at stake and means a lot to the individual and the pressure rises, than the ability to change behavior is often opposite equally proportional to the importance of doing so. Again we fall into Einstein's trap.

Not couples-therapy.

In order to act in a constructive manner it is necessary to know where we are ourselves. Next we need to find out where others are. Then we need to learn how to move ourselves, learn how to change behavior. The most important remedy for this is not therapy but mental training. Mental training is not about diving deep down into the psyche but about learning to see and direct a process towards the goal which we can imagine. Once we have learned this we can strive towards practicing this in the real world.

This is where the Mental Scorecard comes into the picture. Maybe it is even more so a matter of scoring oneself.

The idea behind the Scorecard came from the thought of creating a tool to better help people work together and as a method for coaching and developing managers. Later it proved that the concept was also great for golfers' mental training.

The Golfer's Mental Scorecard.

The coach for the Danish Golf Union, Magnus Landström is convinced that having a good technique does not guarantee great results if the player chooses the wrong solutions when under pressure. *Only experience and mental training can help the player keep his cool, subdue the nerves and play optimally when under pressure. This is really where the Mental Scorecard is an invaluable tool,* says Magnus Landström.

Do you recognize yourself?

Landström noticed that many of the amateur players usually pick the same solution even though the situation varies and that rarely leads to the optimal results. For example many players want to be able to hit the ball far, because if that goes well they have a good chance of reaching a good score. Unfortunately though, the further you hit the ball the greater the risk for hitting it awry. And then you end up with a lousy score anyways. But the next time there is an opportunity to so, still many golfer try to hit the ball far - in spite of their own experiences.

Even though we may really want to, we have difficulty choosing other solutions than those that every now and again give a kick or feel of success. We choose solutions and see opportunities and limits in accordance to our personality and temper.

Slave to our personality.

Our personality is the only tool we have to achieve the goals we set up and to achieve the joy, happiness, satisfaction and life quality that we hope and strive for. In the meantime

the personality operates as a prison to many. We are or become slaves of our own personality. A great many people spend a lot of time and energy trying to keep unhappiness at bay by maintaining status quo - instead of seeking happiness and developing their action patterns.

The reputable psychologist, professor and management coach from INSEAD, Manfred Keit de Vries says: *we cannot change people's personality, but we can teach people to change behavior in certain situations for shorter periods of time.*

And that is actually what it all is about in relationships, when working together, in management and in golf - and now also for the players of the Danish national handball team.

The Handball Player's Mental Scorecard.

Ulrik Wilbæk, coach and sports chief of the Danish National Handball Association has also taken the mental scorecard into play.

The more a player feels he is under pressure the more he seems to limit his alternatives to only what he is best at. He does this because; this is normally what gives him success. The player is simply following his personality, his instinct and chooses the solution that he feels most comfortable with - even though it may be totally inexpedient for the situation. *But by using the Mental Scorecard we can develop the players' abilities to keep their cool and make the best decisions and play efficiently when under pressure. We don't want to change the player in any way, what we want is to give him some tools to optimally solve the situations he comes across on the course,* says Ulrik Wilbæk.

It begins with a dream.

Very little of what has been created by man and very few of the goals achieved by man did not begin with a thought, a vision or a dream. The golden rule is that what you haven't mentally pictured yourself, heard, seen, felt on your inner screen you will rarely be able to achieve in real life.

Your dream of a better relationship begins by you picturing on your inner screen the behavior necessary for you to realize your dream. If you do not mentally picture yourself acting differently than you usually do, then the chances of doing so in the real world are quite limited.

The same applies to the handball player and to the golf player. If the player does not in his own inner world see, hear or feel how he carries out a certain technical detail or picture himself carrying out some other solution than what he usually does when under pressure - then the likeliness of him being able to do so and act efficiently when under pressure is very little.

The difference between winning and losing.

In handball it applies that unnecessary suspensions easily can cost that goal that makes the difference between winning and losing the game.

Therefore, if a player knows that he becomes aggressive when he disagrees with the judge's decision and that these situations often end with a suspension, then the only way to change his reaction is to visualize and practice a different sort of behavior.

To avoid suspension it is not enough for the coach to tell the player not become aggressive. This does not help the player change behavior. No, he needs to visualize, see, feel the alternative behavior on his inner screen before he can have any realistic hopes of carrying this behavior out in practice - this holds especially true if he is under pressure. The player must have a rehearsed plan B.

Of course the same applies to managers. If the result oriented manager has **not** pictured himself in the process of lowering his ambitions on his inner screen and slowing down giving himself time to examine matters, than it is not very likely that he will be able to do so in real life. The manager also needs to have a plan B. It applies to all of us that ***we are and become what we think and the only alternatives we have are the ones our thoughts open up for us.*** If the sportsperson has not seen himself as a winner and in advance felt the feelings of success than the likeliness of him becoming a winner is very small.

The same holds true for the manager as well as the rest of us. We need to see, feel, sense and register this mentally before it can happen in real life.

I wish you welcome to the Academy and a great learning process,



Finn Havaleschka



Finn Havaleschka has developed the Leader's Mental Scorecard, which is used for coaching and management development. Using the same methods he has also developed the Golfer's Mental Scorecard for the Danish Golf Union and the Handball Player's Mental Scorecard for the Danish Handball Association. The principles behind these tools described in this article have also been described in 2 of his books. See Finn Havaleschka, ***The Golfer's Mental Scorecard***, published by Garuda, 2003 and ***The Leader's Mental Scorecard***, published by Garuda, 2006.

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