Nightingale Conant

MENTAL TOUGHNESS

Log and Guidebook

DR. JAMES E. LOEHR and PETER J. McLAUGHLIN

Training to Achieve and Command the Ideal Performance State

What is Mental Toughness?

Here's the constellation of feelings which signal that you've reached the *Ideal Performance State*:

High Energy - This is the single most important ingredient and the most misunderstood. Energy fueled from the positive emotions is loose, calm, and free of anxiety.

Mental Calmness - "White moments" are characterized by a sense of inner stillness and quiet, almost a sense of performing in slow motion. This is in sharp contrast to the typical notion of "psyching" oneself into a fast, accelerated mental state in anticipation of a challenge.

Relaxed Muscles - Physical tenseness undermines performance; tight muscles consume excessive energy.

Freedom from Anxiety - Anxiety leads to physical and mental tension and provokes an undesirable shift in focus from the performance itself to its outcome.

Self-Confidence - Self-confidence enables you to transform potentially threatening or undesirable situations into challenge, and to remain calm and poised when adverse circumstances might otherwise evoke panic, anxiety, anger, or tension.

Optimism - This is simply the strong belief that whatever the challenge, you will find a way to meet it. Top performers are confident that they will never run out of options.

Enjoyment - When you find joy in something, you perform it well. When it ceases to be fun, performance suffers. If you think that you enjoyed it because you did it well, you've got it backward—you did it well because you enjoyed it.

Effortlessness - When your mind and body are working in harmony with each other, performing takes on an effortless feeling.

Automaticity - Your action is automatic, almost intuitive or instinctive. The right responses come naturally, without hesitation or deliberation. Performers often refer to the "paralysis by analysis syndrome." They begin to focus on the mechanics, and as they concentrate on one part of their performance, the rest suffers. During a performance, your instinct is always more effective than conscious, deliberate thought.

Alertness - Finest hours always include an extraordinary awareness and a heightened sense of self. Athletes know the positions of their bodies and of the players around them; they perceive who is likely to do what. You will accurately sense the pulse of the surroundings, but simultaneously stay riveted to the task at hand.

Control - Performing well is invariably associated with the feeling that you are in control of yourself, rather than being controlled by the situation. The real focus of control is from within.

Focus - A mixture of calmness and positive energy that characterizes the Ideal Performance State allows you to focus on the performance itself, not on the score, profits, or possible repercussions.

Introduction: An Overview

This guidebook and training log serves as your companion to the cassette program, *Mental Toughness Training*. Early sections provide the information and support to help you build your own personal "Mental Toughness" training program. The log portions contain reminders, research, helpful graphics, and forms to complete. All support this major premise:

As a performer, you have the ability to control your emotions and activate the *IDEAL PERFORMANCE STATE*, no matter what situation you find yourself in.

THE THINGS YOU'LL LEARN

- The ideal balance between carbohydrates, fat and protein in your diet (Section VII)
- The key to performance (Section I)
- The surprising results of the latest research on stress (Section III)
- How to begin using Mental Toughness strategies to ensure improved performance (Section IX)
- How exercise helps you adjust the chemical balance in your nervous system (Section V)
- Knowing what it takes to become and stay Mentally Tough (Sections IX, X)
- How to enter, enjoy and benefit from the State of Fun (Section VIII) ... plus much more!

IDEAS FOR LEARNING

To get the most benefit from this guidebook and log, we suggest you listen to the complete cassette program at least once. Then, on the second listening, follow along in this guidebook. This will help reinforce the material and will provide an opportunity for taking notes on how to design your own personal training program.

After a second listening, you'll be ready to put Loehr and McLaughlin's techniques to work in a consistent, methodical way. You'll know what Mental Toughness is all about.

THE RIGHT TRAINING

In 1977, Dr. James E. Loehr, an internationally acclaimed sports psychologist, director of sports psychology for the Bollettieri Tennis Academy, and coauthor of *Mentally Tough*, began research on athletic performance. He systematically interviewed hundreds of athletes at all levels—from junior high school to professionals—to determine what was really going on when athletes used terms like "pumped up," "treed," "wired," "psyched," or "playing over my head."

Peter J. McLaughlin expanded the research into the business community, first in Denver, and then on a national basis at the Center for Peak Performance in Hilton Head, South Carolina.

Peter and Jim found a remarkable consistency in the descriptions of performers' finest hours. They discovered that the essence of what they would later call the "Ideal Performance State" was a constellation of feelings falling into 12 distinct categories, covered in the audiocassette portion of this program.

Training—the right kind of training—helps athletes achieve a maximum level of performance, and it can help you do the same! Your Mental Toughness Training can start a way of life that will lead to new levels of personal performance and that uncommon result: WINNING.

A FINAL THOUGHT

We'd be remiss if we didn't leave you with this final thought regarding Mental Toughness. Mental Toughness is about having more fun in everyday life, controlling your reaction to life's stressors, enjoying the *process* of excelling in your work and living up to your potential as a performer ... whether in the boardroom, the shop or at the speaker's podium. And now ... let the training process begin!

—The Editors

PART ONE: THE GUIDEBOOK

Section I: Biochemistry of Performance

Our research showed that the components of the Ideal Performance State were the same regardless of the nature of the performance. Athletes, businesspeople, artists—all described the same basic elements: physical energy, mental clarity, and emotional calm.

Most revealing of all, however, was the pivotal role of emotions. The Ideal Performance State is partly states of body (relaxed muscles, high energy) and partly states of mind (mental calmness, alertness), but it is the emotional state (enjoyment, freedom from anxiety, optimism, self-confidence) that is the critical, all-pervasive link.

Emotions drive performance. This simple, but profound, truth is a function of the way the human body works. Neurophysiologically and biochemically, the limbic system—*the seat of human emotion*—is literally the link between the body and the mind.

This system, a collection of glands and processing centers at the core of the brain, acts as a central switchboard for the central nervous system connecting the brain to the network of nerves throughout the body. Messages from other parts of the body to the brain go through the limbic system, and when the brain responds, again, the impulse goes through the limbic system.

It performs this communication function through the secretion of two categories of chemicals: (1) neurotransmitters, which carry impulses (or signals) across synapses (or gaps) between nerve cells, and (2) hormones, which are carried through the bloodstream to glands and nerve centers to evoke a particular response.

Your emotional state, and thus much of your mental and physical ability to perform, is a reflection of the balance of neurotransmitters in the limbic system. In fact, your emotional state and the chemical balance within your limbic system are two ways of looking at the same phenomenon. Emotional chemistry affects perceptions and the transmission of thoughts and actions—the essence of *performance.*

The critical understanding which many performers miss is that *they are physically and chemically different when they change emotional states.* Emotional states are not something extraneous; they are at the core of your perceptions and responses. When you go from happiness to anger, from nervousness to calm, or from boredom to excitement, you change your biochemistry. And this affects your alertness to what is going on around you, your perception of those events, and your physical responses to those events.

PHYSIOLOGY OF ENERGY

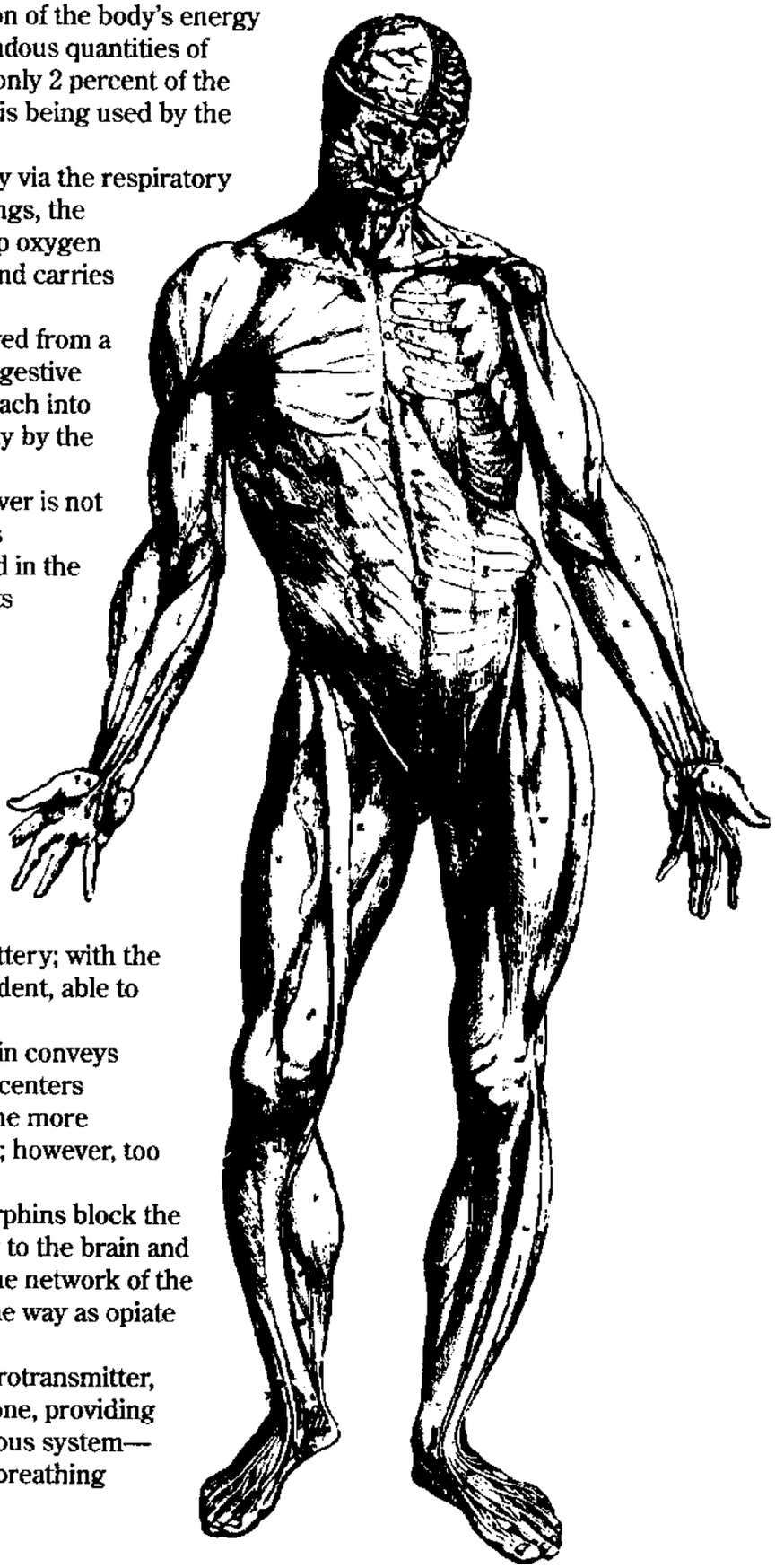
Energy. The key to performance is energy fueled from the positive emotions. Energy, both mental and physical, results from the combustion of glucose and oxygen (analogous to the combustion of gasoline and oxygen in the cylinders of an automobile engine).

Brain. The brain uses a huge proportion of the body's energy relative to its mass, thus requiring tremendous quantities of glucose and oxygen. While representing only 2 percent of the body's mass, a fourth of the blood supply is being used by the brain at any given moment.

Oxygen. Oxygen is supplied to the body via the respiratory process. As blood courses through the lungs, the hemoglobin in the red blood cells picks up oxygen molecules inhaled from the atmosphere and carries them to the muscles and to the brain.

Glucose. Glucose, a simple sugar derived from a variety of foods, is produced during the digestive process. As food passes through the stomach into the intestines, glucose is picked up directly by the blood on an "as-needed" basis.

The body does not store glucose; whatever is not consumed immediately during digestion is converted to glycogen, a starch, and stored in the liver. Between digestions, the liver converts glycogen back to glucose at a steady rate determined by the body's *usual* demands.



BIOCHEMISTRY OF EMOTIONS

Norepinephrine. Both a hormone and a neurotransmitter, norepinephrine stimulates mental processes as well as pulse and respiration. Without any in your system, you are asleep; with too little, you are sluggish and lethargic; with too much, you are angry, tense and jittery; with the right amount, you are energized and confident, able to perform at the top of your form.

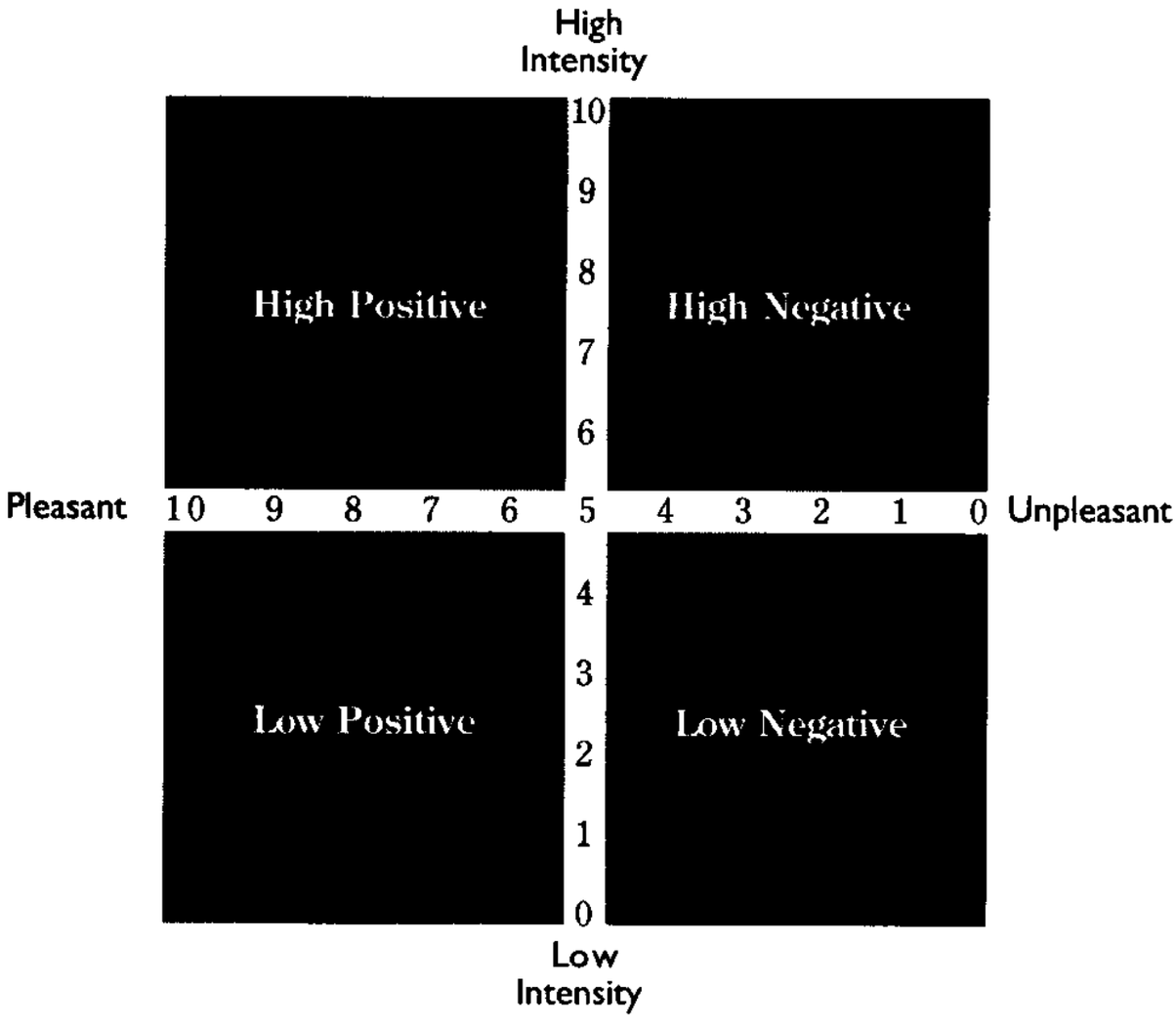
Serotonin. A neurotransmitter, serotonin conveys impulses between nerve cells in the brain centers responsible for pleasure and relaxation. The more serotonin, the more of these good feelings; however, too much will cause you to become sleepy.

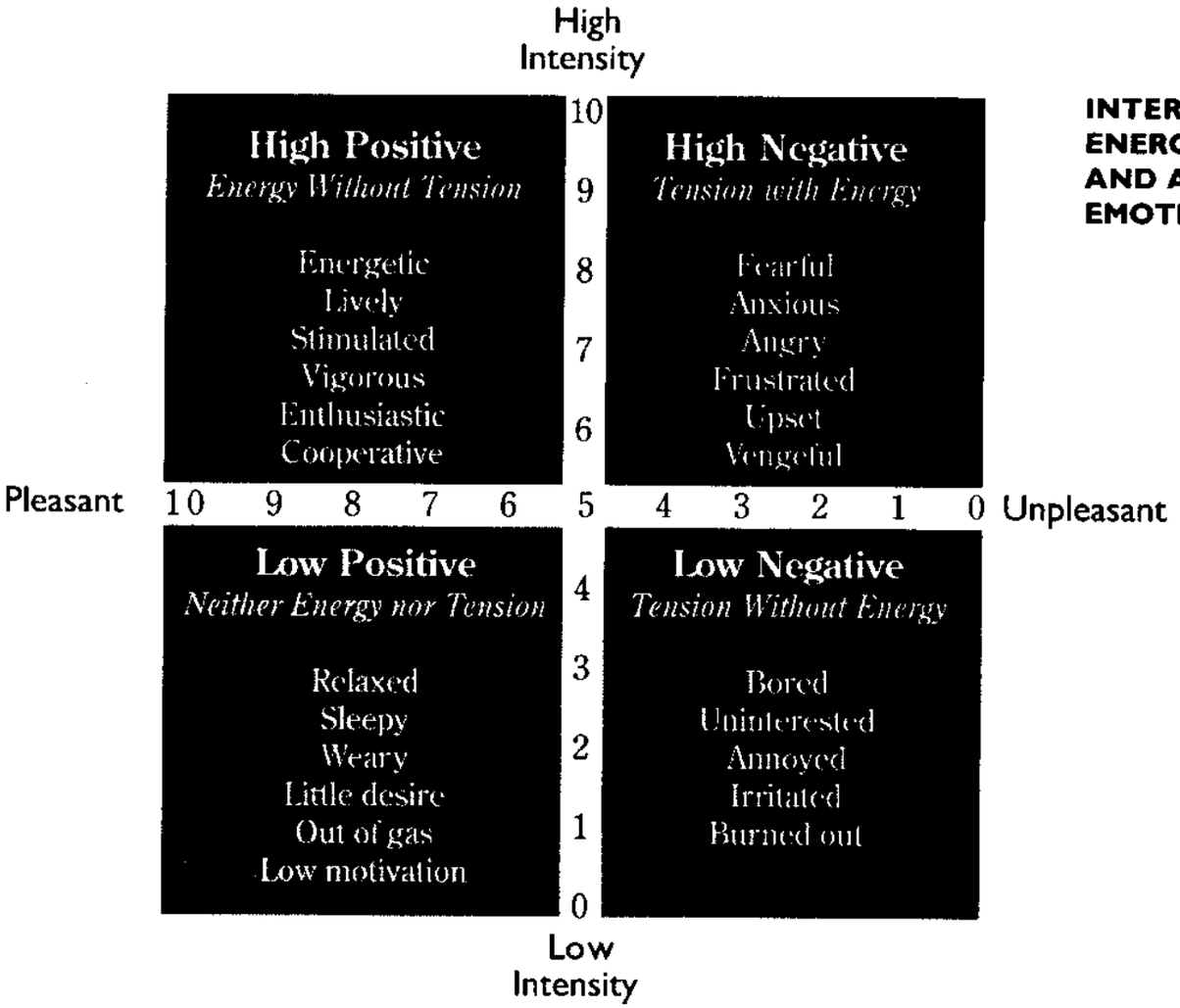
Endorphins. A neurotransmitter, endorphins block the transmission of pain signals from the body to the brain and stimulate the pleasure centers. Through the network of the nervous system, endorphins work the same way as opiate drugs.

Epinephrine. Both a hormone and neurotransmitter, epinephrine (adrenaline) is the fear hormone, providing energy by stimulating the autonomic nervous system—heartbeat quickens, blood pressure rises, breathing becomes more rapid.

Section II: Internal Energy States and Associated Emotions

How to do you find your energy state?
The ability to summon a massive flow of intense *positive energy* when meeting a challenge—being Mentally Tough—will consistently bring you to victory in any performance situation. This intense level is what we call "High Positive" energy. Being able to move into this state (and stay there for the duration of your performance) requires awareness of your energy "state" during any given time. The graph below illustrates how you can determine your Internal Energy State. Simply rate the ***intensity*** of your energy from 0 to 10. Then, rate how this energy *feels*—from unpleasant to very pleasant—from 0 to 10. Connect the two numbers with a line. The line will fall in the cell that represents your Internal Energy State for that moment. Refer to the cassette side "Positive Energy: The Fuel of Mental Toughness."





INTERNAL ENERGY STATES AND ASSOCIATED EMOTIONS

GETTING TO KNOW YOUR INTERNAL ENERGY STATES

Every strategy in this program is geared to one end: to give you a means of moving from one Internal Energy State to another so that you can perform consistently at the top of your range.

That means staying on the positive side as much as possible, but it doesn't mean staying in the High Positive when you're not performing. The Low Positive is the state of rest and recuperation. It is just as important to know how to move into the Low Positive as it is to know how to move into the High Positive.

But none of those strategies will do you much good if you don't know where you're starting from.

Your first strategy, then, is to become familiar with how you feel and respond in each of your four Internal Energy States. Everyone is different: Some people, in the High Negative, merely snarl; others feel compelled to attack fellow citizens with crowbars.

In the space below, describe your most memorable times in each state (the High Positive hour when you were brilliant, the High Negative saloon brawl, the Low Positive week in Hawaii, etc.). Write how each occasion felt. How intense was it? How energized did you feel? How pleasant was it? Were your muscles relaxed or tense?

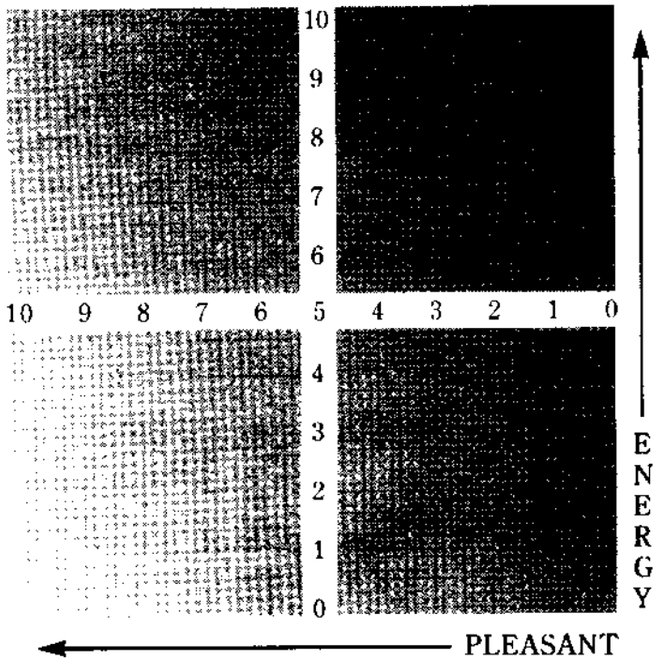
HIGH POSITIVE (Finest Hour)

LOW POSITIVE (Most Pleasant Relaxation)

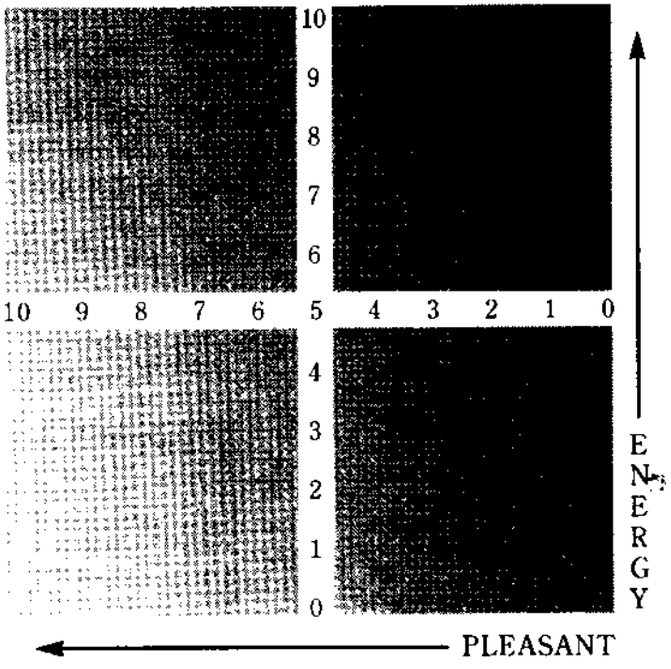
HIGH NEGATIVE (Fear and Loathing)

LOW NEGATIVE (Depressed and Defeated)

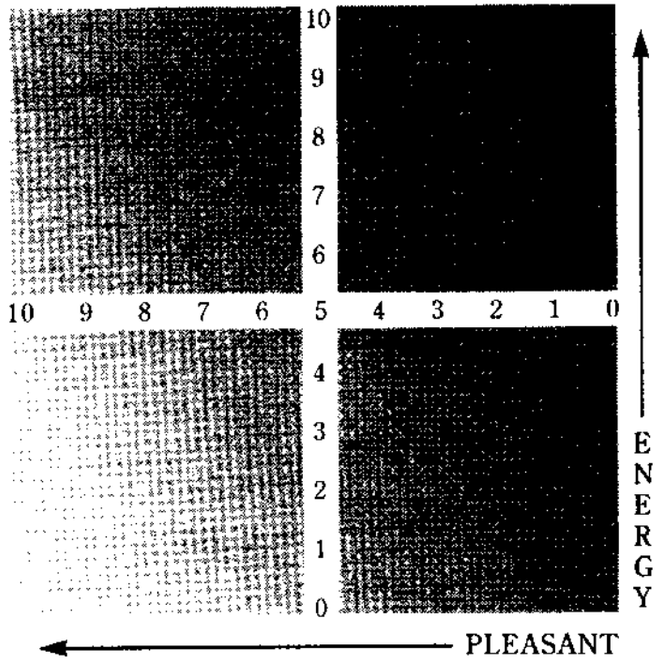
Plot your Internal Energy States for various times of the day.



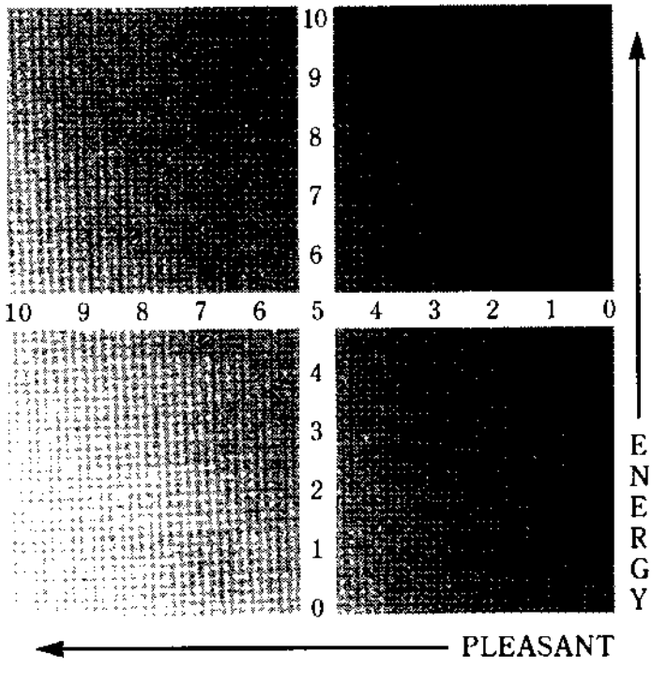
Waking Up



Mid-Morning



Mid-Afternoon



Currently

Now that you're familiar with your extremes in these states, record your Internal Energy States for a day: an hour after you get up, mid-morning, just after lunch, late afternoon, and after dinner. Whenever you notice a major shift in your mood, note that as well.

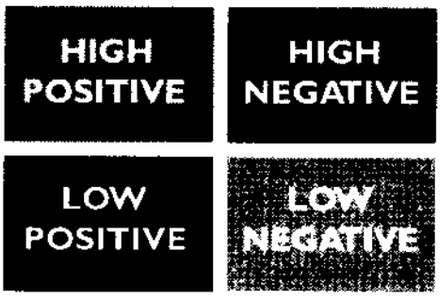
Being aware of your Internal Energy State is essential, because the strategies of Mental Toughness are designed so that you can move from state to state. Unless you know what state you're in and what state you want to be in, those strategies won't do much for you.

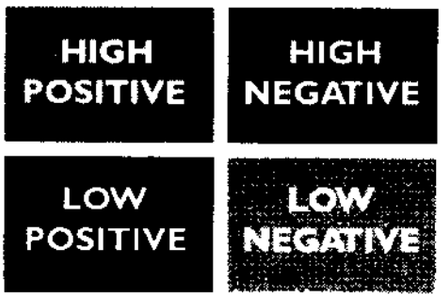
DAILY ENERGY MONITOR

Place an "X" in the box for the appropriate Energy State.

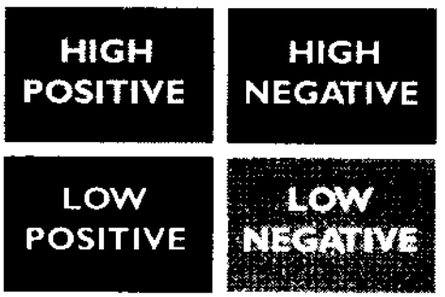
Date_____

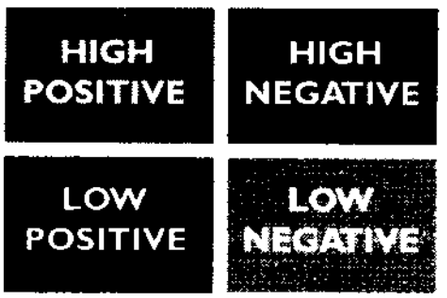
Time_____ Time_____
Activity _____ Activity _____





Time_____ Time_____
Activity _____ Activity _____





Time_____ Time_____
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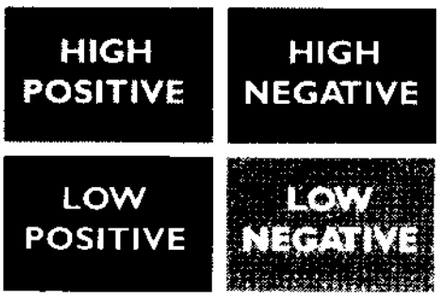
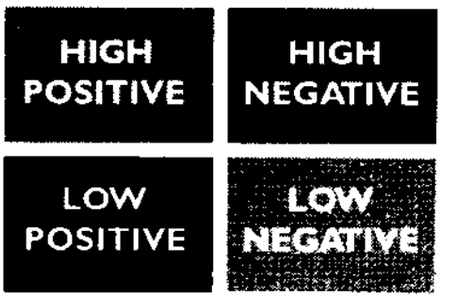


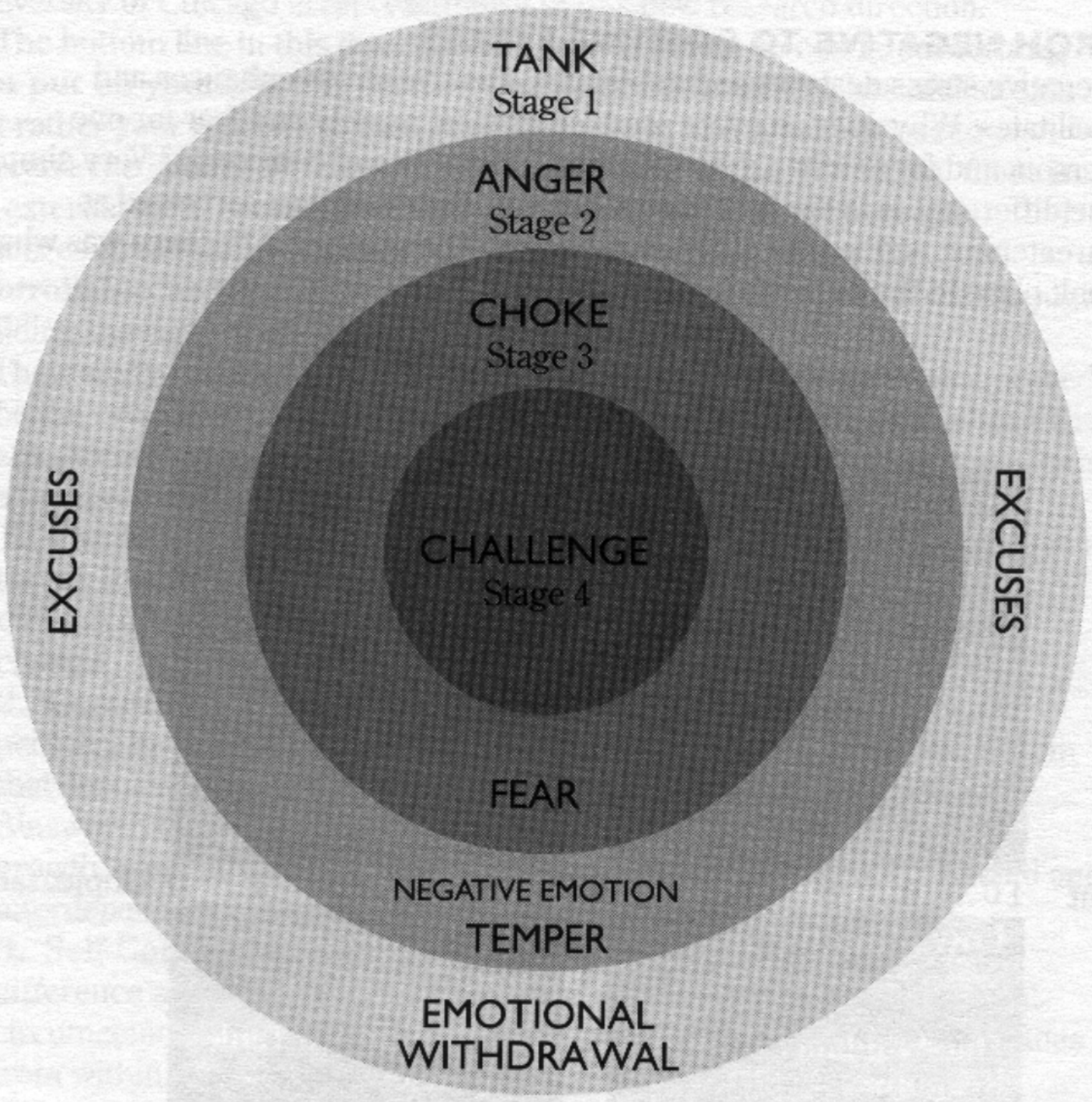


TO TANK: In the face of problems, you withdraw energy and commitment (find excuses for not trying).

TO BECOME ANGRY: In the face of problems, you allow your energy to turn negative (angry, upset, temper).

TO CHOKE: In the face of problems, you become nervous or afraid. (This is actually a sign of real progress.)

TO BECOME CHALLENGED: The key to being Mentally Tough! In the face of problems, you find yourself investing more positive energy. You have come to LOVE solving problems!



STAGE 1
Low Energy

STAGE 2
Negative Energy (Anger)

STAGE 3
Negative Energy (Fear)

STAGE 4
Focused High

Positive Energy

Common *physical signals* of negative stress include:

Tight muscles
Fast pulse
Low energy
Breathing problems
High blood pressure
Digestion problems

Common *mental signals* of negative stress include:

Anxiety
Resentment
Anger
Fear
Hatred
Distrust and suspicion
Negative attitudes
Loss of interest
Frustration
Frantic feelings

Section III: Stress and Peak Performance

THE MEANING OF STRESS

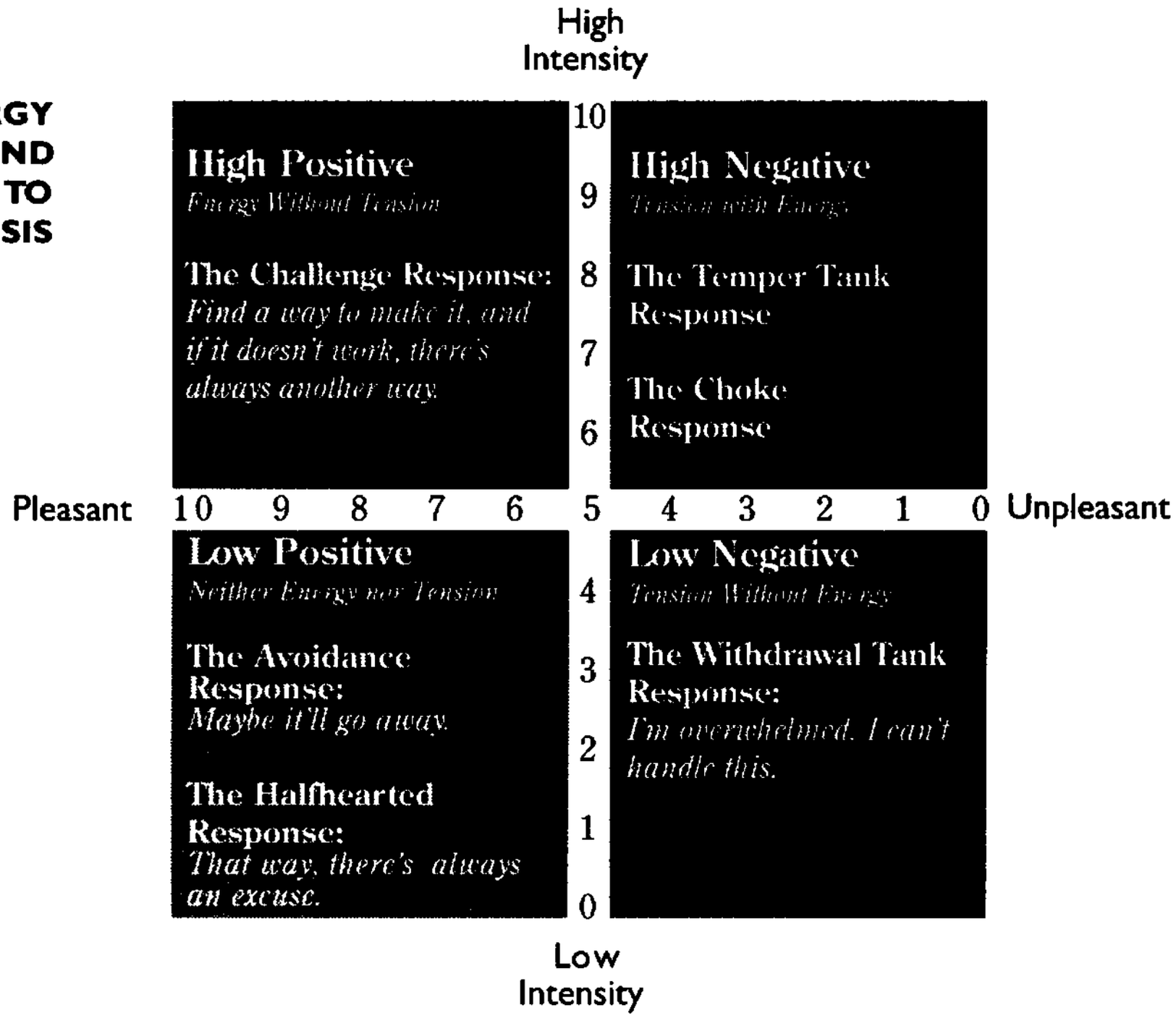
Stress is an inherent fact of life. It has been and always will be a necessary part of living. Stress by itself is neither harmful nor helpful. It simply is. The pressures and stresses of the modern world are very real. In the final analysis, it is your response to stress that determines whether it is good or bad. Negative or bad stress leads to heart attacks, ulcers—health problems of all kinds—poor attitudes, loss of desire, poor concentration and low performance levels. For more information, listen to the cassette side "Stress: It's Your Reaction."

Some people thrive on stress. It actually enhances their lives. Rather than becoming victimized by it, they become positively energized and challenged by it. For them, stress brings excitement and enriches their lives and performance. For this select group of people, the stresses of life are not to be feared or avoided. On the contrary, stress often becomes their spice of life.

FROM NEGATIVE TO POSITIVE STRESS

Negative stress destroys and debilitates. Positive stress enhances and facilitates. Why does an event produce tension, anxiety and fear for one person, and for another, determination, calmness and conviction? Very simply, the difference is in the perception. For one, the event was perceived as threatening, and for the other, challenging. The primary difference was what took place in the person's head.

INTERNAL ENERGY STATES AND RESPONSE TO STRESS AND CRISIS



A popular belief over the past several years has been that change equals stress. The assumption has been that certain external events inevitably cause stress, and the more of these events or changes you encounter, the greater the burden of your stress. The assumption also implied that all stress was essentially negative and should be avoided to ensure optimum health, both physical and psychological. Individuals who experienced a large number of changes in their lives or who had recently experienced several predefined stressful events were headed for trouble, both physical and psychological. The implied message was that to ensure optimum health, one should avoid change and stressful events.

THE DIFFERENCE IS IN YOUR HEAD!

Recent research in the area of stress, however, has spearheaded a new, much more exciting model. The new model has proved to make not only research sense but also practical sense and provides exciting new answers to puzzling old questions. Work done by Suzanne Kobasa and Salvator Maddi at the University of Chicago is representative of this new research direction.

The bottom line in this direction of research is that **stress is something you put on yourself**. It is not the event itself that produces harmful stress but rather your reaction to the event. The way in which you choose to perceive the situation is the ultimate determining factor. The fact is, there is no external force operating against you. The power is in the perception, and that is controllable by building the right belief system. **Stress is controllable**, and one of the most important dimensions of control is through building the right attitudes.

Their study revealed that it was not so much the external event that proved to be the crucial variable, but rather **the attitude the person had about the event**. According to their research, the hardy or stress-resistant personality is one that is characterized by the following three attitudes:

1. **Challenge**: The ability to view adversity as an opportunity rather than a threat. It is the belief system that enables a person to be challenged in difficult or tough situations. It is also characterized by an openness to change.
2. **Commitment**: The ability to invest a high degree of energy and personal involvement in work, family and social life. It is the belief system that enables you to get involved and avoid personal alienation. (George Ainsworth-Land, a noted scientist and authority on stress and personal growth, contends that a person's willingness to get involved, connected and interdependent is strongly linked with health and longevity.)
3. **Self-Control and Direction**: It is the belief that you can make a difference and that you can control your own life regardless of external circumstances. It is the feeling that the locus of control for your life comes from within.

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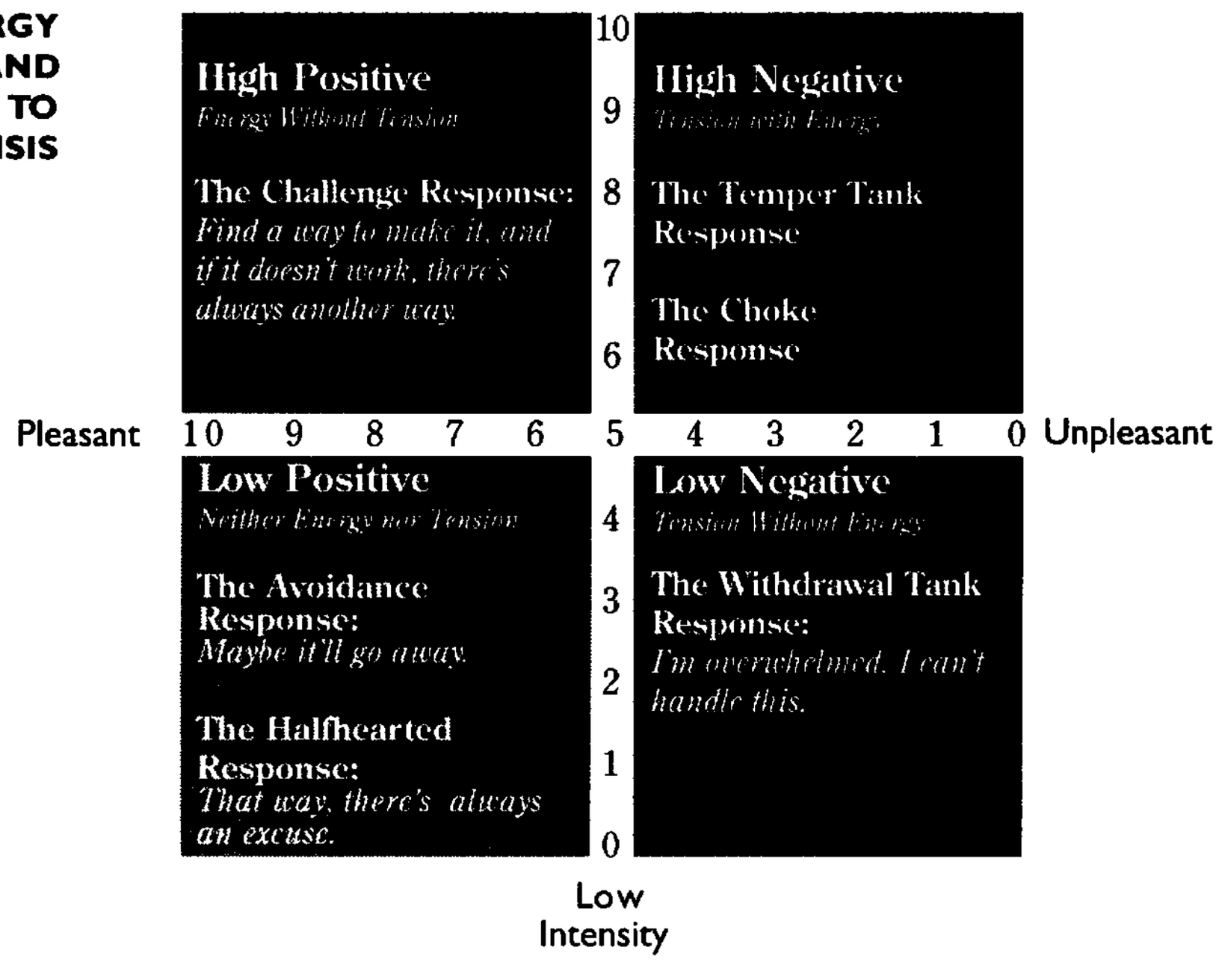
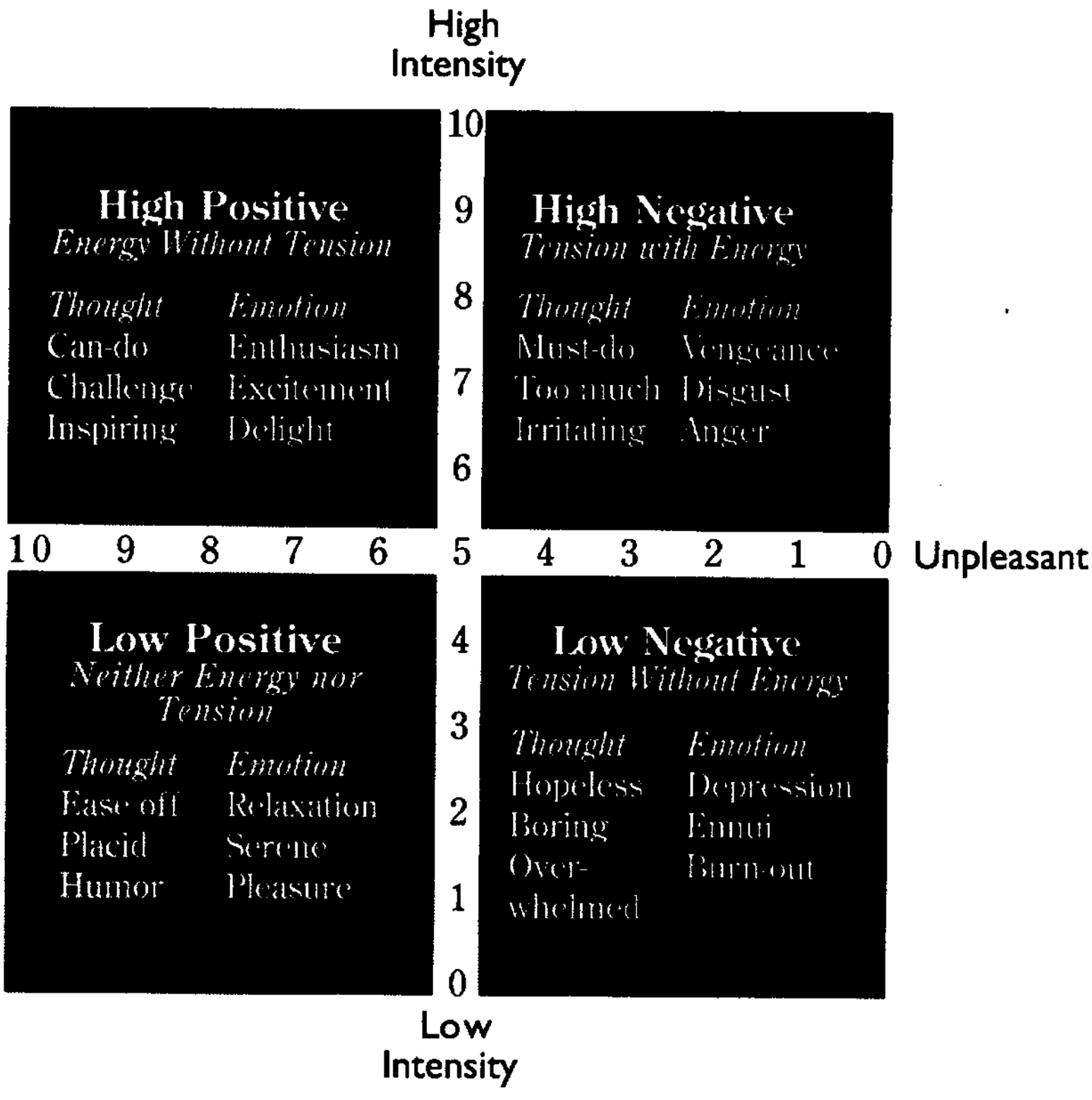


Section IV: Attitude, Motivation and Visualization

ATTITUDE

The biochemical changes that occur as a result of positive emotions make you different: faster, smarter, better at solving problems, calmer, yet full of energy. Those changes start with a positive attitude: *"Despite what I have been told about emotions, I can change my emotional state."* Then comes the essence of Mental Toughness: *"My attitudes and my emotions are intimately connected, and I assume full responsibility for my attitudes."* Having a positive attitude leads to an improved emotional state in which you perform at your best. For additional input, listen to the cassette side "Attitude: Emotion Follows Thought."

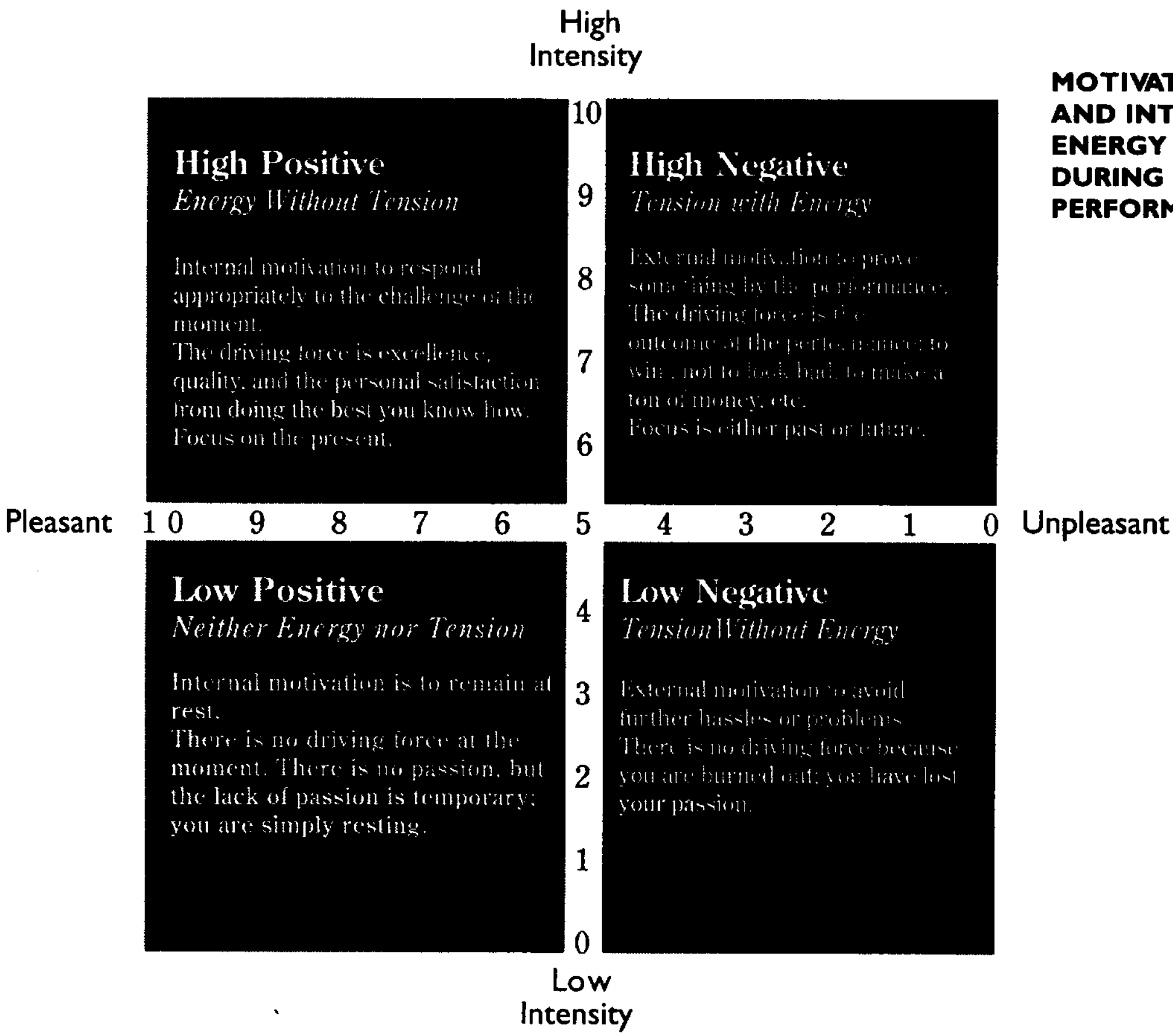
ATTITUDE AND INTERNAL ENERGY STATES
(Relationship Between Thoughts and Actions)



MOTIVATION

Great performances are not motivated by external factors, but by an internal passion, a joy in the performance itself. What motivates you to start performing isn't really important. What motivates you *while* you perform is what determines the quality of your performance. Mental Toughness is the ability to summon the internal motivation necessary for being at your best.

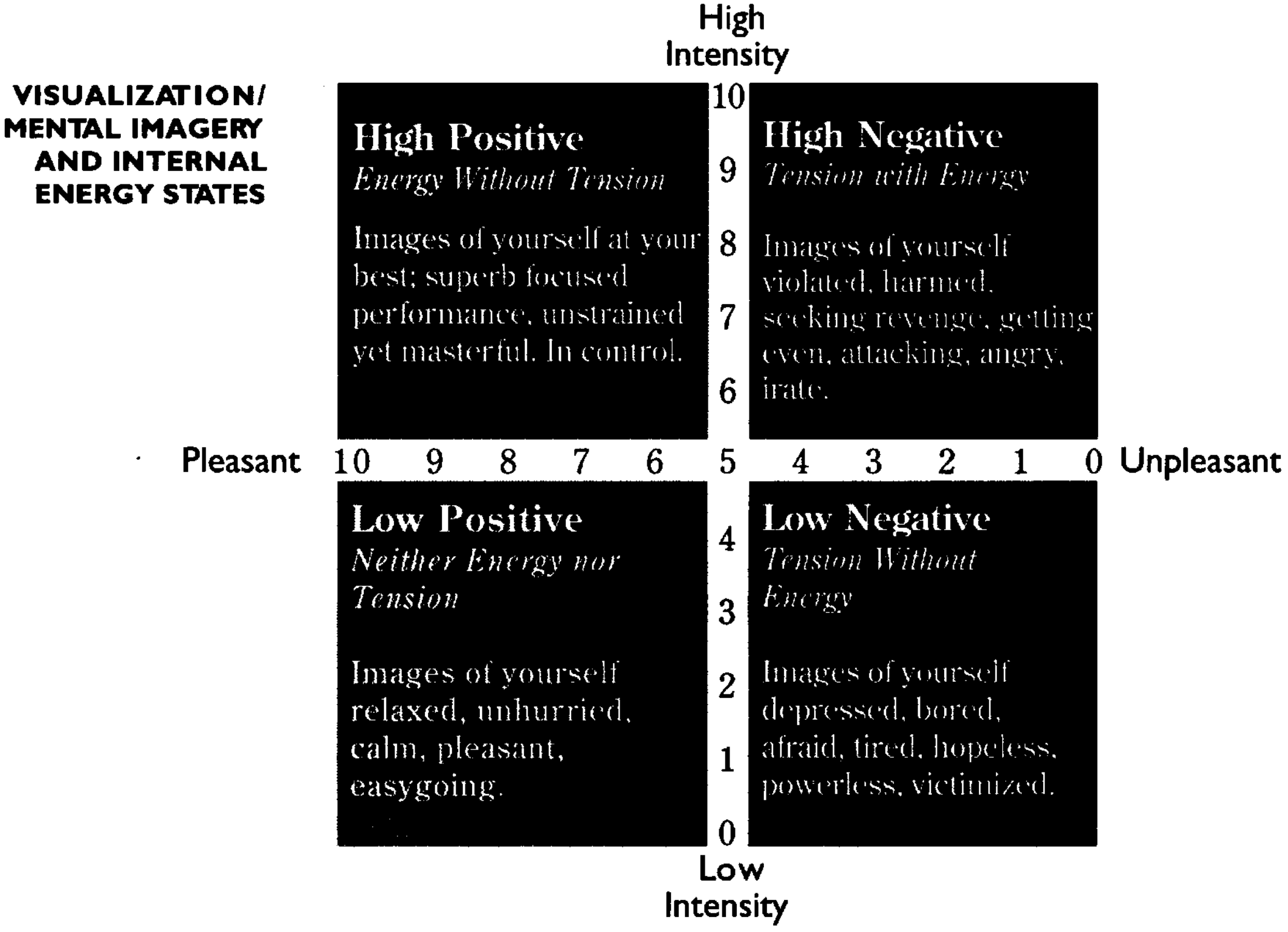
MOTIVATION AND INTERNAL ENERGY STATES DURING PERFORMANCE



VISUALIZATION

The chemistry of billions of cells throughout your body—especially those in your central nervous system—will change in response to *what you imagine.* When you produce images in your mind, you are in command of the changes taking place in your body. Each Internal Energy State has corresponding mental imagery; you can move from state to state by evoking the proper imagery through visualization.

VISUALIZATION/ MENTAL IMAGERY AND INTERNAL ENERGY STATES



Section V: Exercise and Mental Toughness

The direct relationship between physical stamina and mental performance seems to have escaped many people who should know better. Even some who are committed to an exercise program see its benefits as primarily physical. Millions of others continue to cherish an assumption as old as it is false. They believe that the mind and body are distinct and unrelated entities; that it's brain versus brawn, mind versus matter.

The fact is that physical exercise—in addition to many other wonderful things—helps adjust the chemical balance in your nervous system. Exercise functions as a stimulant, causing an increased production of endorphins, the built-in "opiates" that reduce pain, enhance pleasure, and make you feel relaxed. Knowing how and when to exercise is like owning an inexhaustible stock of powerful, yet safe, mood-altering drugs. The drugs and their effects are always under your control because they are part of the standard equipment that comes with every human nervous system.

Motion controls emotion.

EXERCISE LEADS TO TWO PRIMARY GOALS

1. **Aerobic Fitness**

   Aerobic fitness is the ability of your body to take in, transport and utilize oxygen. Aerobic fitness is a powerful contributor to your physical and mental health. The benefits of regular aerobic exercise include reduced risk of heart attack and heart disease, improved blood circulation, improved respiration, increased capacity for managing stress, increased self-confidence and self-image, improved body image, increased positive energy, less fatigue, increased emotional stability, and increased resistance to disease.

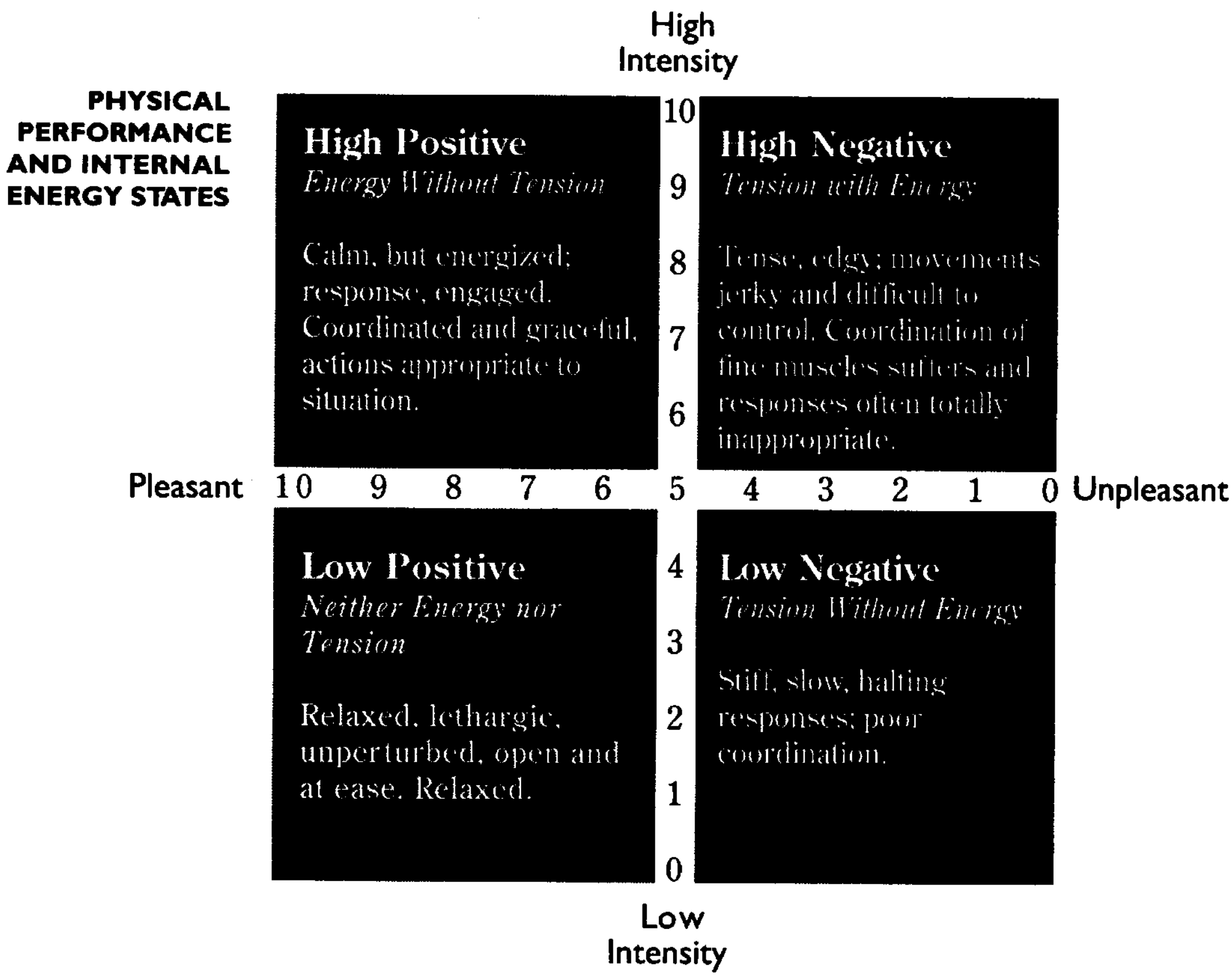
2. **Muscular Fitness**

   Muscular fitness simply involves increasing the strength, flexibility and endurance level of the muscles themselves. Maintaining proper muscle tone improves self-concept and body image; reduces the risk of injury from your regular life activity; helps prevent common physical ailments, such as lower back problems; helps to prevent many of the common problems associated with aging; and builds self-confidence—to mention just a few.

Time and priorities. Most people are aware of the health, beauty and athletic benefits of exercise. Unfortunately, these have not proven effective motivators—the U.S. Public Health Service estimates only 20 percent of the adult population exercises regularly. The problem is one of time and priorities. Moment to moment, business and family matters are more pressing than our desire to look better or to play a better game of tennis, and unless we have had a medical scare or a manifest health problem, we assume we have time to address the health issue later. In short, exercise gets squeezed out.

Exercise and mental performance. This would change rapidly if people understood the link between exercise and mental performance. While difficult to measure scientifically, the overwhelming consensus among those who exercise regularly is that the time is more than made up for by increased productivity. Consistently cited effects include:

- Higher energy
- Clearer thinking
- Heightened mental alertness
- Increased stamina
- Improved concentration
- Enhanced creativity
- Reduced stress
- Greater confidence



The physiology of aerobic exercise. These benefits are explained by the effects of aerobic exercise on the production of the body's energy fuels, glucose and oxygen, and on certain neurotransmitters. Aerobic exercise—running, swimming, cycling—uses large muscle groups in repetitive fashion, forcing you to breathe deeply on a consistent basis. The effects are as follows:

- *Lower resting heart rate conserves energy and increases stamina.* As the heart muscle grows stronger with regular workouts, it becomes more efficient in pumping larger volumes of oxygenated blood.
- *Greater concentration of oxygen in the blood heightens mental energy.* An aerobic program increases red blood cells, which carry oxygen to the brain, from an average of 5 million per milliliter to 8 million.
- *Increased respiratory efficiency increases oxygen to the brain.*
- *Increased glucose production increases the steady flow of energy.* Between digestions, the liver provides energy by converting glycogen into glucose based on the body's habitual glucose demand. Aerobic exercise raises the habitual glucose demand, thereby raising the "steady state" flow of energy.
- *Increased norepinephrine provides energy without tension.*
- *Increased endorphins enhance pleasure and relaxation.*

Popular Aerobic Activities:

Jogging or running

Swimming

Running in place on a small trampoline

Bicycling

Stationary bicycling

Bench stepping

Stair running

Skipping rope

Aerobic dancing

Aerobic swimming

PHYSICAL FITNESS RECOMMENDATIONS:

1. Don't make physical fitness a crash program. Make it an integral part of your life. Physical fitness is a lifestyle, not a new fad or pastime.
2. The best route to physical fitness is the one you enjoy most.
3. Make up your mind that your efforts will be fun and enjoyable—and they will be!
4. Set realistic objectives. Don't go for the moon the first month.
5. Keep a regular written record of your efforts.
6. If you decide to give it a try for a couple of weeks and see how it goes, IT NEVER WILL! Make a commitment to include physical exercise as part of your regular lifestyle.
7. An optimal fitness program for you is one that best reflects your needs, your goals and your interests.
8. Use your exercise time to help generate increased positive energy. This means fun, positive attitudes and enthusiasm. In the final analysis, it all boils down to **how you think**.

DON'T BE FOOLISH!

Prior to initiating a responsible exercise program, experimenting with various aerobic exercises, or taking any cardiorespiratory fitness tests such as the Step Test, you should consider the following health questions:

1. Do you have any history of heart or respiratory problems?
2. Have you in the past or are you currently taking any medication for your heart?
3. Do you have recurring heart or chest pains?
4. Have you ever been diagnosed as having high blood pressure?
5. Do you have any medical conditions that may be aggravated by exercise?
6. Are you unaccustomed to exercise and seriously overweight?
7. Are you over 60 and unaccustomed to exercise?

If your answer to any of these questions is yes, it is important that you consult with your physician prior to initiating an exercise program.

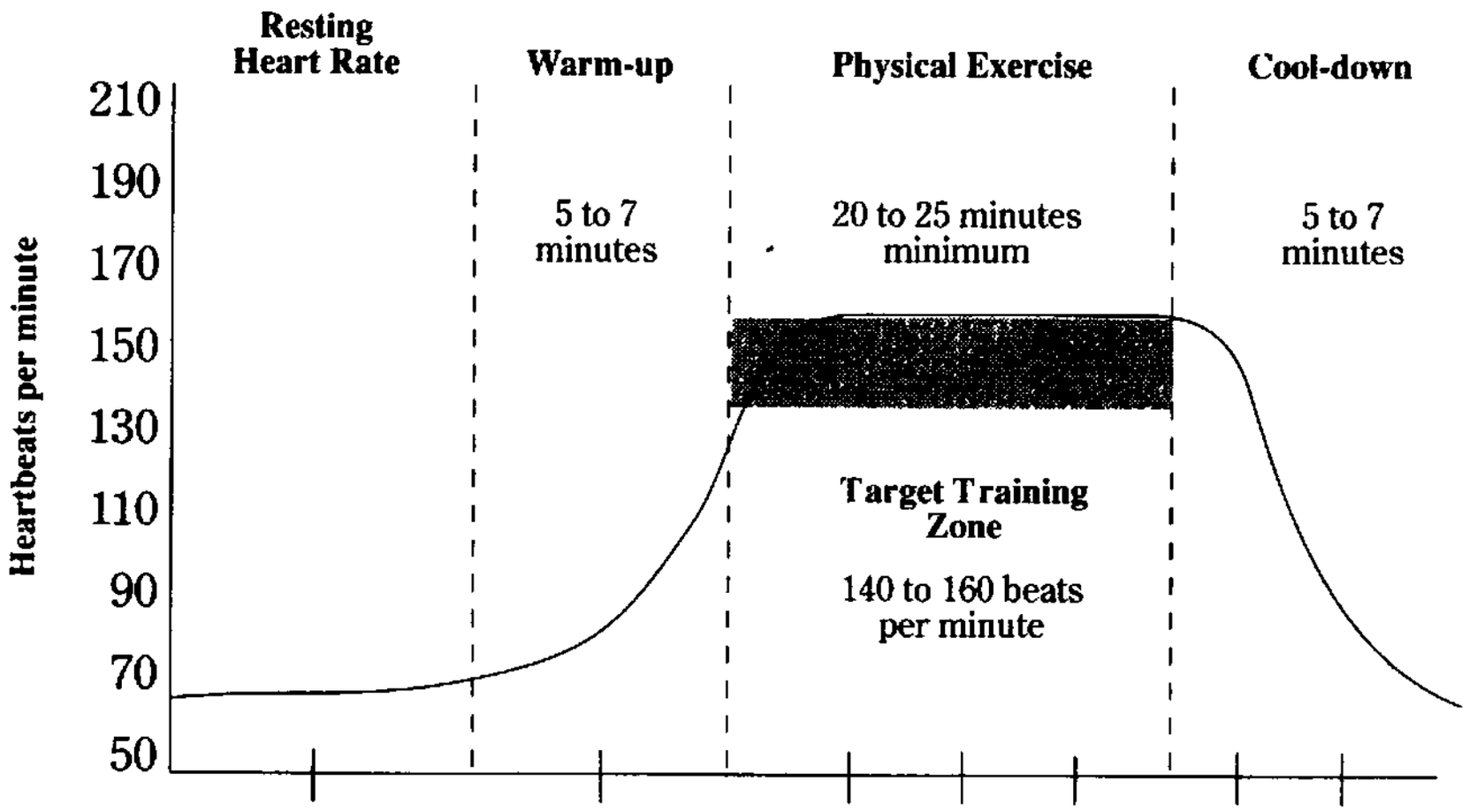
The graph below illustrates a number of important considerations concerning responsible aerobic training. They include:

1. Always begin your exercise with a good warm-up. This involves a gradual buildup of physical activity. This gives your body time to begin adjusting to the increased work load. Stretching exercises and calisthenics are excellent warm-up activities. Start slowly and gradually move to more vigorous activity as your body temperature, circulation, heart rate and respiration rate increase. Experience shows that the warm-up should last about five minutes. The warm-up is particularly important in preventing injury and soreness.

2. To obtain maximum benefit from the exercise, it should be maintained for a period of from 20 to 25 minutes with your heartbeat maintained within your target training zone during the entire 20- to 25-minute period.

3. Always finish your exercise with a gradual cool-down period. Again, this provides your body with an important adjustment period and is also related to injury and soreness prevention. This is a particularly good time to do stretching exercises, as your muscles are thoroughly warmed up and loose.

AEROBIC TRAINING CONCEPT



ESTIMATED TRAINING ZONES

	Low Fitness	Medium Fitness	High Fitness
Age	*Heartbeats Per Minute*		
70	108 - 126	126 - 135	135 - 147
60	114 - 133	133 - 143	143 - 155
50	120 - 137	137 - 147	147 - 160
40	126 - 142	142 - 153	153 - 165
30	133 - 147	147 - 157	157 - 172
20	140 - 152	152 - 163	163 - 178

Another technique for estimating target heart rates during exercise is as follows:

220 minus your age times 0.80

If your age is 42, you would compute your target heart rate like this:

220 - 42 x 0.80 = 142

Aerobic Fitness Requires Three Things:

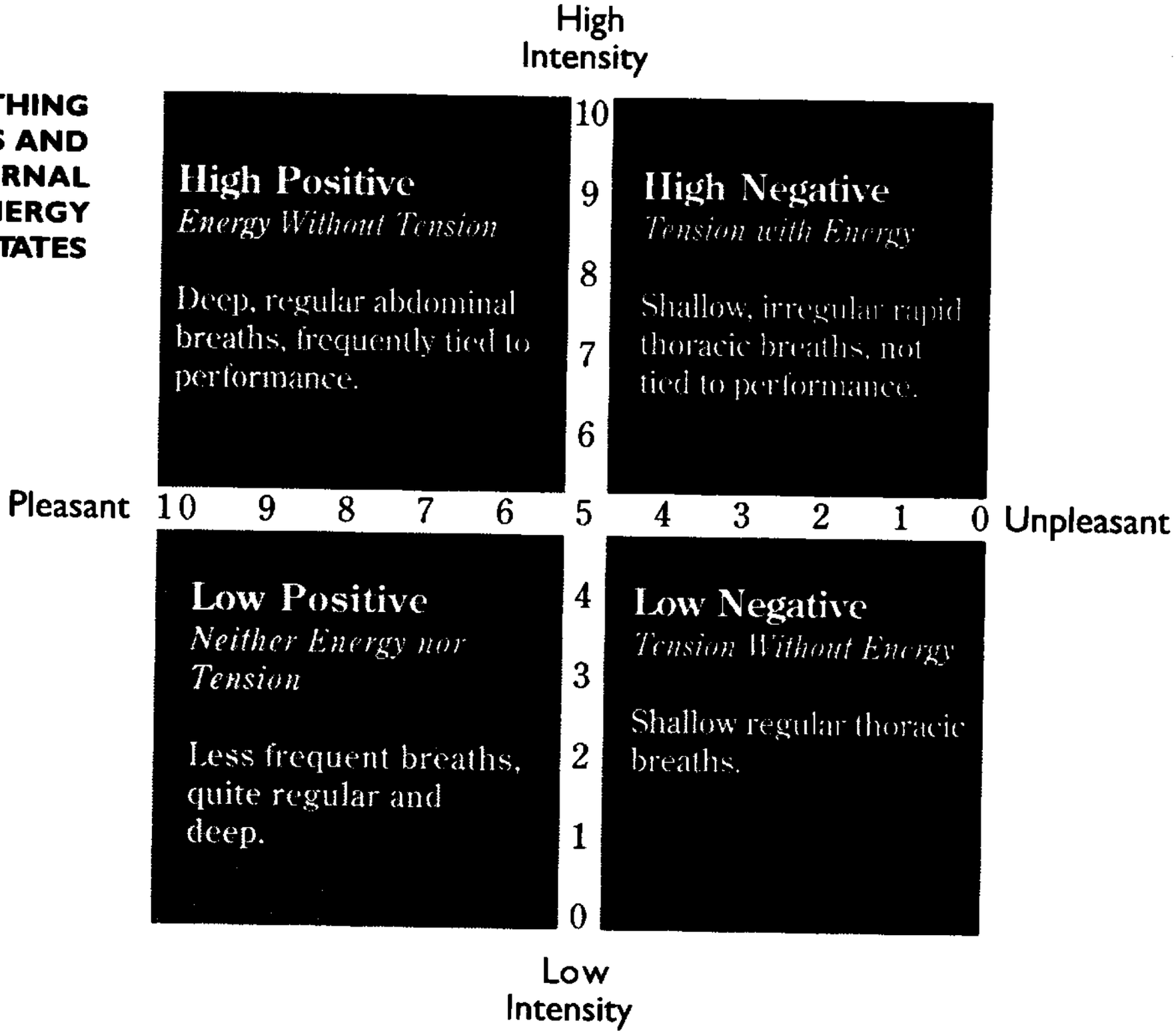
1. Frequency—three to five times a week minimum.
2. Intensity—60 to 80 percent of maximum heart rate.
3. Time—a minimum of 20 minutes with heart rate in the target zone.

Based on this information, assuming you have no complicating heart or respiratory problems, you would achieve moderate aerobic fitness by maintaining your heart rate between 142 and 153 beats per minute for a period of at least 20 minutes. The research in this area indicates that your aerobic fitness level can be maintained by exercising in the prescribed manner three to four times per week.

Section VI: Deep Breathing for Peak Performance

Although the importance of breathing is reflected in our vocabulary and in common lore, few people pay attention to breathing; it just seems to happen. But breath control is a key component of emotional control and hence performance control, for each of the Internal Energy States has a typical breathing pattern.

BREATHING PATTERNS AND INTERNAL ENERGY STATES



SOME BREATHING IDEAS

KAPALABHATI: THE ENERGIZING BREATH

1. Sit in a comfortable position.
2. Do one or two minutes of the deep abdominal breathing.
3. Inhale fully.
4. Expel short, forceful exhalations through the left nostril while pulling in your abdomen with each exhalation.
5. Repeat full inhalations 10 times; any inhalation between exhalations should be involuntary and passive.

6. Inhale fully.
7. Exhale fully.
8. Inhale about three-quarters lung capacity and hold it as long as comfortable. Then exhale. (If you have a history of heart disease, high blood pressure, or stroke, release the breath slowly instead of holding it. A person with epilepsy should never deep-breathe rapidly.)
9. Repeat Steps 4-8 through the right nostril.
10. Finish by repeating Steps 4-8 simultaneously through both nostrils.

Some people experience emotions pouring out. They feel much freer and calmer. No longer at odds with themselves, they are again free to function optimally and with full clarity of mind.

THE CONTROLLING-PAIN-WITH-IMAGERY BREATH

1. Keep your eyes closed throughout.
2. Begin abdominal breathing.
3. Imagine tension leaving your body, like a vapor or a stream of color, with each exhalation.
4. Imagine relaxation coming in with each inhalation.
5. Move parts of your body as you breathe, if it helps to release any general tension.
6. Imagine your incoming breath traveling to the area of pain and filling it with calmness.
7. Imagine the pain flowing out with each exhalation.
8. Allow yourself, through crying or sighing, to release any emotion related to the pain.
9. Continue Steps 5-8 for five to 10 minutes.
10. Feel the movement of your breath again.
11. Stretch your arms and legs.
12. Open your eyes when you feel better.

Practice this technique when you do not have pain; if pain comes, you can easily shift into the relaxation pain-releasing mode.

LAUGHTER: THE REVITALIZING ACTIVITY

Laughter is another natural breathing technique, and it has a cleansing and revitalizing effect similar to that of Kapalabhati. It originates in the solar plexus, the abdominal area that was considered by the sages to be the "seat" of bodily energy.

Norman Cousins has written that he literally laughed his way back to health after being at death's door. He watched hours and hours of comedy films.

In Japanese terminology, Cousins merely stimulated his *hara* center over and over again, raising his healing energy and effecting a "miraculous" recovery. (The *hara* center is two inches below the navel; it is where the upper and lower halves of the body are joined.)

Laughter shifts the frame of mind from anxiety and negativity to self-confidence and joy. Health practitioners have found the positive attitude of joy and self-assuredness to be an important element in true healing. Laughter is no laughing matter.

Section VII: The Food and Mood Connection

Like exercise, diet and nutrition concerns focus almost exclusively on health and beauty, and to a lesser extent athletic capabilities. Almost never is the connection made between the foods you eat and your moment-to-moment performance at the office. Yet, the fact is that what you eat, how much you eat, and when you eat change the chemistry of both your digestive tract and your nervous system. This, in turn, affects your mental energy and emotional state. Refer back to cassette side "Your Diet: The Food and Mood Connection."

Glucose—when there is too little. We have seen the importance of glucose as an energy fuel for the muscles and the central nervous system (particularly the brain). Glucose is produced most efficiently during the digestion of food, particularly complex carbohydrates. To accelerate the process in times of need, epinephrine must be pumped into the system. While this speeds up the conversion process, it also speeds your pulse, makes you breathe shallowly, and builds nervous tension.

Glucose—when there is too much. The system also has a mechanism to ensure that glucose levels do not rise too high. Glucose thickens the blood and at excessive levels would overtax the heart. To protect against this, the pancreas secretes insulin which rapidly decreases glucose levels by (1) accelerating the conversion of glucose into glycogen, and (2) changing the muscle cell walls so they will absorb glucose more rapidly. Unfortunately, insulin does not affect the nerve cells—the muscles get more energy but the brain does not. And when the glucose level drops as a result of the insulin, your performance reflects it—you are tired, nervous and depressed.

Keeping glucose in balance. Obviously, maintaining balanced glucose levels is critical to peak performance. However, many of us unwittingly follow eating patterns that guarantee substandard performance. Our strong suggestions:

- *Eat breakfast.* Your energy demands rise when you do. If you eat breakfast right away, your brain and body will start getting their glucose from the food as it is digested.
- *Graze; don't gorge.* The key to mental performance is a continuous supply of glucose to the nervous system throughout the day. This means that digestion should occur slowly and continuously. That does not happen with three big meals a day. Instead, eat small meals at regular intervals, about three hours apart. We call this "grazing."
- *Cut back on sugar.* Chemically, common sugar (sucrose) is merely two glucose molecules jammed together. Upon entering the bloodstream, it spikes glucose levels, inducing the insulin reaction described above. Your muscles feel energized, but only for a short period before the outpouring of insulin reduces glucose below even its original levels. And your brain is starved.
- *Eat foods rich in complex carbohydrates, particularly at breakfast.* While the body can convert proteins and fat into glucose, if necessary, it is far more efficient at converting carbohydrates into glucose.

NUTRITIONAL ANALYSIS OF COMMON FOODS

	Quantity	Calories	Protein (G)	Fat (G)	Cholesterol (1 mg)	Sodium (1 mg)
Hamburger (regular)	100g	286	24.2	20.3	95	47
Hamburger (lean)	100g	219	27.4	11.3	95	48
Steak (sirloin)	100g	408	22.2	34.7	95	60
Liver (beef)	100g	229	26.4	10.6	438	184
Bacon (Canadian)	100g	277	27.6	17.5	216	2555
Veal	100g	216	27.1	11.1	101	80
Chicken (light meat)	100g	166	31.6		80	64
Potatoes (mashed with milk & butter)	100g	94	2.1	4.3		331
Potato Salad	100g	145	3.0	9.2		480
Potatoes (peeled & boiled)	100g	65	1.9	.1		2
Mayonnaise	100g	718	1.1	79.9	70	597
Margarine	100g	720	.6	81.0	65	987
Butter	100g	716	.6	81.0	250	987
French Dressing	100g	410	.6	38.9		1370
Blue Cheese Dressing	100g	504	4.8	52.3		1094
Italian Dressing	100g	552	.2	60.0		2092
Milk (whole)	100g	66	3.5	3.7	14	50
Milk (2%)	100g	59	4.2	2.0	9	61
Eggs (large)	100g	163	12.9	11.5	504	122
Eggs (white only)	100g	51	10.9	0	0	146
Ice Cream	100g	193	4.5	10.6	40	63
Doughnut	100g	391	4.5	18.6		501
Danish Roll	100g	422	7.4	23.5		366
Caramel Candy	100g	399	4.0	10.2		226
Sugar Cookies	100g	444	6.0	16.8		318
Apple Juice	100g	47	.1	0		2
Grapefruit Juice	100g	41	.5	.1		1
Orange (fresh)	100g	49	1.0	.2		1
Pear (fresh)	100g	61	.7	.4		2
Lobster	100g	95	18.7	1.5	85	210
Shrimp (boiled)	100g	91	18.1	1.2	150	140
Halibut (broiled)	100g	171	24.2	7.0	60	134

Time and Food	Calories assigned to: Carbohydrates	Fat	Protein
7:00 A.M.			
2 slices whole-wheat toast	112		
1 tablespoon margarine		101	
8 oz. tomato juice	46		
1 banana	105		
Total Breakfast Calories: 364			
10:00 A.M.			
1 apple	81		
2 oz. unsalted corn chips	253		
Total Midmorning Calories: 334			
12:30 P.M.			
Tossed salad:			
1 cup lettuce	10		
1 tomato	33		
3 crackers	40		
1 tablespoon Italian dressing		69	
1/2 avocado		162	
8 oz. skim milk			86
Total Lunch Calories: 400			
3:00 P.M.			
1 orange	62		
1 bran muffin	104		
4 oz. plain yogurt			70
Total Afternoon Calories: 236			
6:30 P.M.			
6 oz. white wine	137		
8 oz. broiled chicken			180
1 whole-wheat roll	90		
1 tablespoon margarine		101	
5 oz. steamed asparagus	35		
1 large baked potato	145		
1 oz. sour cream		62	
Total Dinner Calories: 750			
Day's Total Calories: 2,084			
TOTALS	1,253	495	336
Percentages	60.1	23.8	16.1

FOOD AND MOOD WORKSHEET

Directions: Log an average workday's food intake.

Date_____

Time	Food	Quantity	Calories	*Calories of:* Carbo.	Fats	Pro.
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____

Energy State
while eating: _____ *1 hour later:* _____ *2 hours:* _____ *3 hours:* _____

____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____

Energy State
while eating: _____ *1 hour later:* _____ *2 hours:* _____ *3 hours:* _____

____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____

Energy State
while eating: _____ *1 hour later:* _____ *2 hours:* _____ *3 hours:* _____

____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____
____	_____	_____	_____	_____	____	____

TOTAL CALORIES	_____	_____	____	____
Percentage of calories from:		_____	____	____
Target percentages		**60** Carbo.	**25** Fats	**15** Pro.

Section VIII: Humor and Creativity

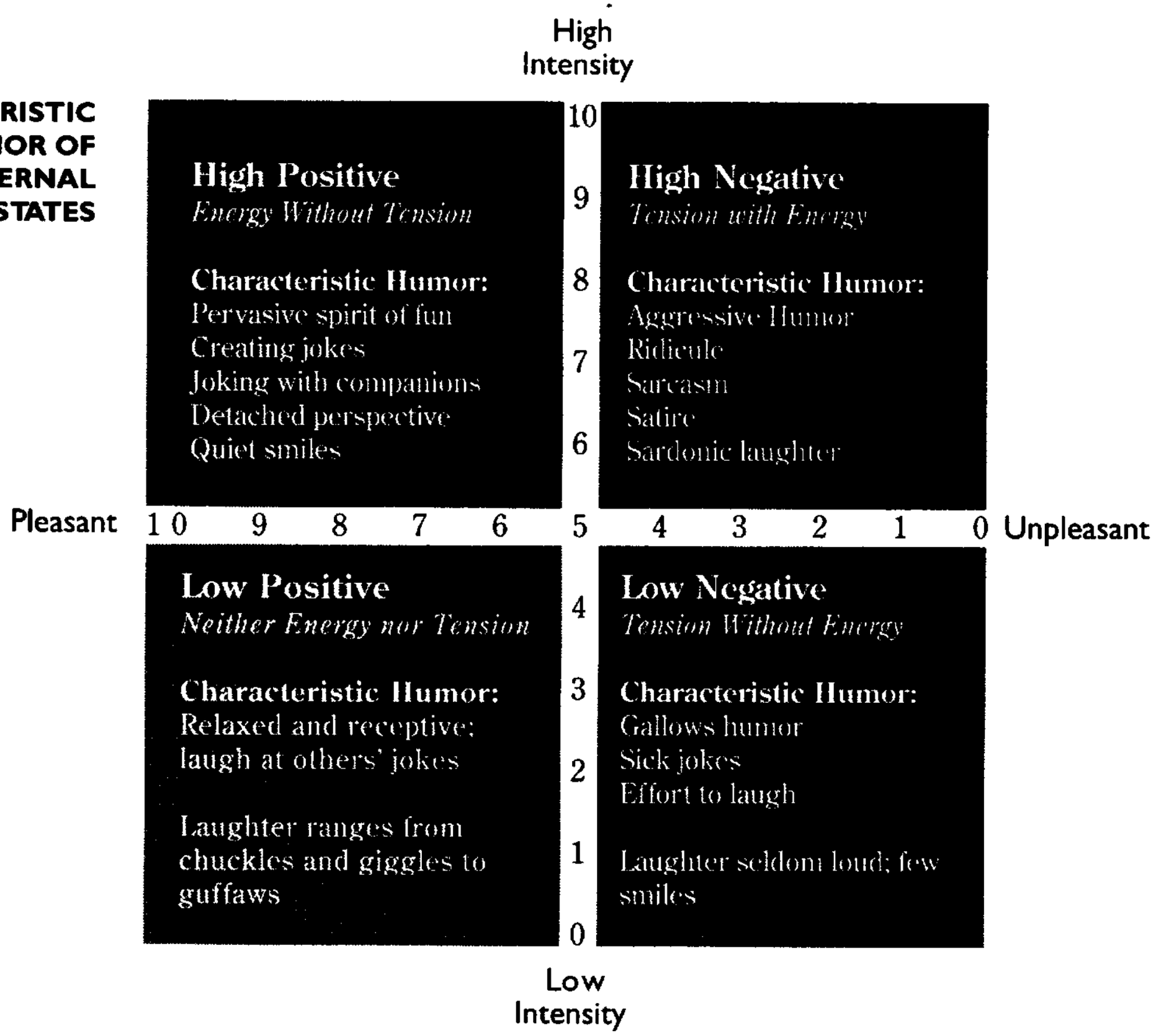
Like the other strategies for controlling your emotional state, humor enables you to move almost effortlessly from one Internal Energy State to another in most cases. Each state has a characteristic kind of humor; moving from state to state can be as simple and pleasant as finding a new source of mirth.

When you're using the energy without feeling any tension, you're in the High Positive State. Hearty laughter can carry you into the High Positive State; the laughter disappears as the performance ensues. But the feelings that led to the laughter will remain, for the High Positive State has its own form of internal humor.

A High Positive performance occurs in a State of Fun. The sense of joy that accompanies every great performance can even be accompanied by mirthful laughter.

Getting to the performance, however, requires preparation and practice and a lot of hours that don't provoke much in the way of laughter.

CHARACTERISTIC HUMOR OF INTERNAL ENERGY STATES



Things are humorous only if you are in the State of Fun—a peculiar shift of values takes place—disagreeable things become pleasant. Beginning at age 10, we are taught to repress the State of Fun. The repression starts in school, which is "serious business."

The State of Fun affects us in several ways:

PHYSIOLOGICAL

Laughter alternatively relaxes and tightens your muscles but leaves the body, at laugh's end, in a state of relaxation and limpness. It affects the body much the same as exercise—norepinephrine is secreted, which in turn stimulates the production of endorphins—the body's "opium." This is the reason why laughter reduces or eliminates pain.

PSYCHOLOGICAL

All humor betrays grievances. Individually and culturally, we tend to laugh at things that are beyond our control. Our state of mind affects our humor patterns:

Low Negative—Gallows humor. An effort by the powerless to make the intolerable more bearable. Laughter is forced.

High Negative—Cynical, sarcastic, ridicule humor. A potent form of aggression and hostility. When deployed in a company, this form of humor is a deathblow to morale. Recipients become defensive; trust is undermined.

Low Positive—Relaxed, receptive humor. A reliable way to relax and remain alert. You tend not to create jokes, but respond heartily to the humor of others.

High Positive—Hearty, mirthful humor. A pervasive spirit of fun and an ability to joke with others. A sense of joy. Allows one to create a "playframe" around problems. Good-spirited humor establishes rapport and builds teamwork.

SOCIOLOGICAL

The communication environment is completely changed by positive humor. A humorous remark can defuse anger and defensiveness and open up lines of communication. Laughter is contagious; it creates group energy.

PART TWO: THE TRAINING LOG

Section IX: Ritualizing the Mental Toughness Strategies: Preparing for Training

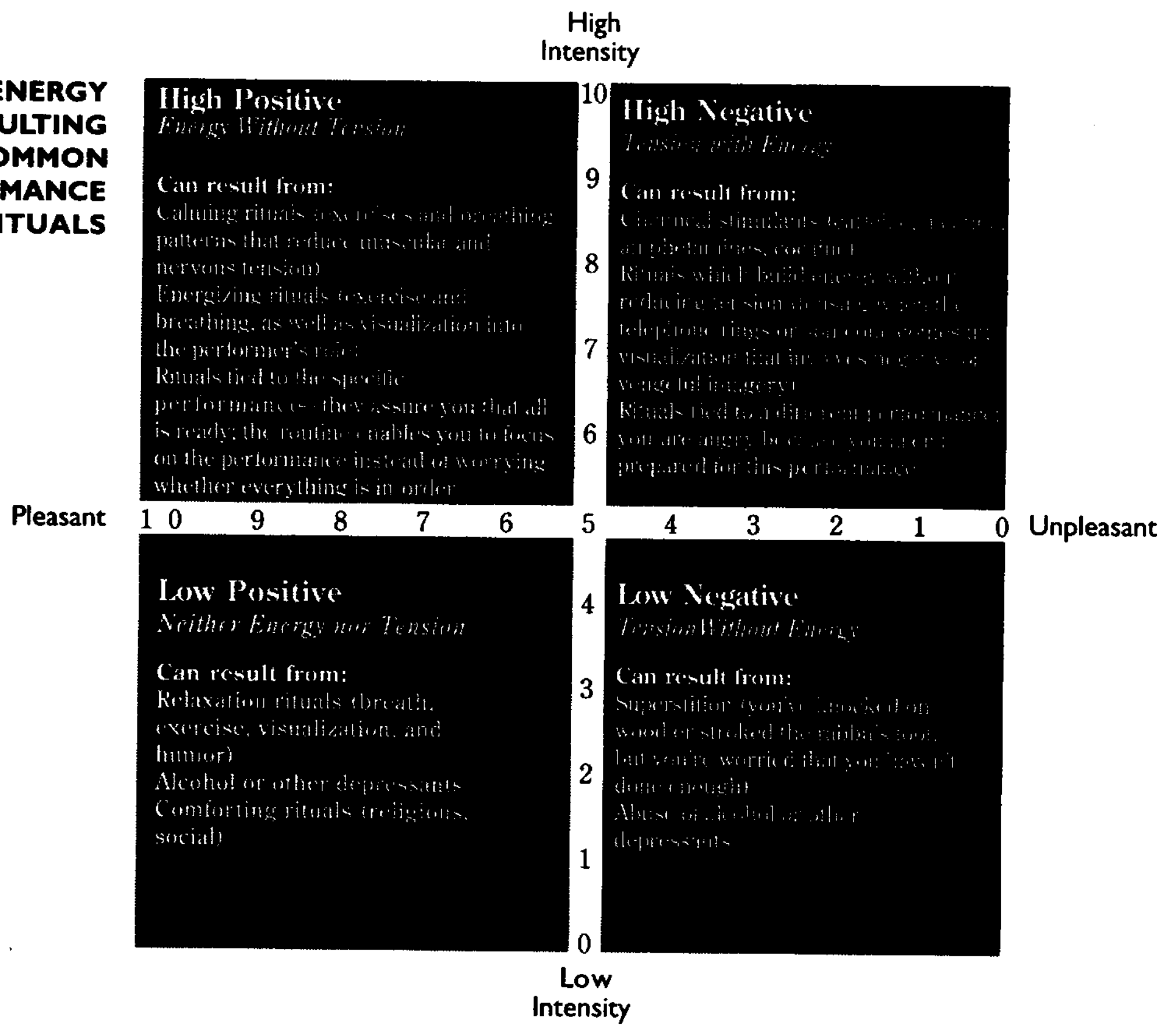
RITUAL

Major league hitters wiggle and stretch, wave their bats, and shuffle their spikes until they are set for the first pitch. An entrepreneur swears that his ideas will dry up if he does not spend 40 minutes each working day immersed in hot water, starting at 7:15 A.M.

Performers use rituals to prepare for performances.

The first step in building your performance rituals is to know when—in what situations—you now rely on rituals (good, bad, or superstitious). If you always reach for a snack or knock on wood in a given situation, then that situation represents a potential source of stress—a challenge. Monitor your Internal Energy States closely to see whether your ritual is working for you or against you.

INTERNAL ENERGY STATES RESULTING FROM COMMON PREPERFORMANCE RITUALS



Then experiment with the strategies of emotional control—especially humor, breath control, exercise, and visualization—until you develop the short sequence of strategies which will move you into the High Positive State so that you are at your best when you meet the challenge.

TRAINING PREPARATION

The Daily Performance Monitor, which appears on the next 10 pages, should be kept for a full workweek. Be as specific in your entries as possible. The goals of this "pretraining" week are:

1. To be able to identify the emotional conditions and Internal Energy States that you experience in various performance situations.
2. To begin using Mental Toughness strategies in performance situations (remember, that's *any* performance situation, regardless of the consequence of the potential outcome).
3. To start turning the healthy habits of the peak performer into daily rituals.
4. To discover ways to balance the stress, or *work*, load in your everyday life with proper periods of rest, or *recovery.*
5. To begin using techniques that help transform your energy state to the High Positive, allowing you to spend more of your valuable time in the Ideal Performance State.

Remember, in the area of diet, don't neglect foods that *you really like.* There are plenty of foods that can be prepared in "light" ways (the reality is this: far more foods are good for you than bad for you). Regarding exercise, experiment with various kinds of activities and find the ones that are right for you—exercise should be fun.

If you have questions about diet and exercise—and how they affect your health—it might be wise to check with your physician. Also, there are plenty of good books available on these subjects.

At the completion of this pretraining workweek, take a close look at each day's "grades." Notice improvements, especially those in Internal Energy State Control and overall performance. Make notes concerning specifics.

SECTION IX

DAY ONE

DAILY PERFORMANCE MONITOR

Date_____

INTERNAL ENERGY STATES

1 hour after rising _____ Late morning _____
Early afternoon _____ Late afternoon _____
Evening _____ Comments _____

_____

_____

REACTIONS TO PERFORMANCE SITUATIONS AND POTENTIAL STRESS

1. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

2. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

3. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

4. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

5. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

VISUALIZATION AND IMAGERY

Description _____
Result _____
Description _____
Result _____
Description _____
Result _____

EXERCISE

Aerobic Exercise Type _____ Duration _____
Type _____ Duration _____

Other Type _____ Duration _____
Type _____ Duration _____

BREATH CONTROL

Occasion _____
Breathing Method _____ Result _____
Occasion _____
Breathing Method _____ Result _____
Occasion _____
Breathing Method _____ Result _____

FOOD, MOOD, AND SLEEP

Hours slept on preceding night _____
Mood at waking _____
Meals and Snacks _____
Time _____ Contents _____
Time _____ Contents _____
Time _____ Contents _____
Time _____ Contents _____
Time _____ Contents _____

HUMOR AND CREATIVITY

Positive Humor/Negative Humor
Number of mirthful jokes told or created _____
Number of good laughs at mirthful humor _____
Number of malicious or gallows jokes told or created _____
Number of occasions that it caused laughter _____
Comments _____
_____

ENERGY EXPENDITURE/RECOVERY

How you balanced your stress (work) and rest (recovery)
The "work" _____ The "recovery" _____
The "work" _____ The "recovery" _____
The "work" _____ The "recovery" _____

GRADE THE DAY (A-F)

Attitude _____ Humor, creativity, and problem solving _____
Motivation _____ Concentration _____ Confidence _____
Management of Positive Energy _____ Overall Performance _____
Comments _____
_____
_____
_____
_____

DAY TWO

DAILY PERFORMANCE MONITOR

Date_____

INTERNAL ENERGY STATES

1 hour after rising _____ Late morning _____
Early afternoon _____ Late afternoon _____
Evening _____ Comments _____

_____

_____

REACTIONS TO PERFORMANCE SITUATIONS AND POTENTIAL STRESS

1. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

2. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

3. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

4. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

5. Event _____

_____

Internal Energy State prior to event _____
Mental Toughness strategy _____
Energy State during performance _____

VISUALIZATION AND IMAGERY

Description _____
Result _____
Description _____
Result _____
Description _____
Result _____

EXERCISE

Aerobic Exercise Type _____ Duration _____
Type _____ Duration _____

Other Type _____ Duration _____
Type _____ Duration _____

BREATH CONTROL

Occasion _____
Breathing Method _____ Result _____
Occasion _____
Breathing Method _____ Result _____
Occasion _____
Breathing Method _____ Result _____

FOOD, MOOD, AND SLEEP

Hours slept on preceding night _____
Mood at waking _____
Meals and Snacks _____
Time _____ Contents _____
Time _____ Contents _____
Time _____ Contents _____
Time _____ Contents _____
Time _____ Contents _____

HUMOR AND CREATIVITY

Positive Humor/Negative Humor
Number of mirthful jokes told or created _____
Number of good laughs at mirthful humor _____
Number of malicious or gallows jokes told or created _____
Number of occasions that it caused laughter _____
Comments _____
_____

ENERGY EXPENDITURE/RECOVERY

How you balanced your stress (work) and rest (recovery)
The "work" _____ The "recovery" _____
The "work" _____ The "recovery" _____
The "work" _____ The "recovery" _____

GRADE THE DAY (A-F)

Attitude _____ Humor, creativity, and problem solving _____
Motivation _____ Concentration _____ Confidence _____
Management of Positive Energy _____ Overall Performance _____
Comments _____
_____
_____
_____
_____

Section X: Training for Mental Toughness

USING THIS 28-DAY MONITOR

By now, you know what it takes to become—and stay—Mentally Tough. The principles in the cassette program and this training log are simple and direct. Implementing those principles requires persistence, dedication, and monitoring. Refer to the cassette side "Action Plan," if needed.

To monitor your progress toward full implementation of these strategies, we strongly recommend that you photocopy the following "Training Monitor" and fill it out each night for the next 28 days. It'll take only 10 minutes or so each evening to assign yourself a letter grade between A and F. An added benefit will be this: Reflection on your "performance day" will give you insights in designing specific strategies for upcoming events.

Close monitoring and "grading" of your routines and rituals are not mere exercises. You are in training, a vital process to track the relationship between your daily rituals and the quality of your performances. At the same time, you are charting progress (in many areas) as you incorporate patterns of Mental Toughness into your everyday life. This is the exact same method we use with executives, entrepreneurs and athletes during one-on-one consulting.

A special note here. As Marshall McLuhan said, "The price of eternal vigilance is indifference." In other words, for maximum results in your program (and to avoid "indifference," or burnout), use your common sense and judgment. Life should not become Spartan, regimented and dull as a result of being in Mental Toughness training. For most of us, weekends are usually not times of "high performance," so give yourself a break and find creative ways to rest from the previous week and prepare for the upcoming one. Remember, performing well is a **result** of *feeling good*, of being in the right emotional state. The joy of successful performance outcome happens because of the kick you got out of the performance **process**. The key is to enjoy the trip.

No mentor or coach can stay at your side and advise you how to be at your best for each performance; it's a skill that you must develop on your own. The strategies of Mental Toughness are tools, and this training period will show you how these tools affect your performance every day. A challenging—and rewarding—world lies before you.

TRAINING MONITOR

For Week of ____________________

Training Day No. ____________________

	M	T	W	TH	F	SA	SU
1. Diet (A-F)							
2. Meals "grazed" sensibly (A-F)							
3. Hours of sleep							
4. Quality of sleep (A-F)							
5. Visualization exercises (minutes)							
6. Quality of visualization (A-F)							
7. Use of humor (A-F)							
8. Use of daily rituals (A-F)							
9. Quality of deep breathing (A-F)							
10. Stretching (minutes)							
11. Aerobic exercise (minutes)							
12. Machines, weights or similar (minutes)							
13. Work/rest balance (A-F)							
14. Attitude today (A-F)							
15. Motivation today (A-F)							
16. Concentration today (A-F)							
17. Confidence today (A-F)							
18. Internal Energy State control today (A-F)							
19. Rate today's overall performance (A-F)							

SUMMARY: How did my Mental Toughness improve this week? ____________________

NOTES: ____________________

Section XI: Following Up

After your 28 days of training are up, what then? Ideally, you will be well on your way to internalizing the day-to-day strategies of Mental Toughness, making them regular habits in your life. Your personal grading system has provided a "progress report" of the training period, and you now have a pretty good idea of the strategies that work *for you* in specific performance situations. You have, hopefully, experienced the **feelings** associated with peak performance: the "rush" of putting your skills to work in better and more efficient ways; the enjoyment in problem-solving; the focus and self-confidence that abounds when everything seems to be going "just right."

Your 28-day training period is over. The progress you make in refining your Mental Toughness skills from now on depends on you. Here are some ideas that will help in maintaining your program, ways to help incorporate your new habits into your active lifestyle.

DIVERSIFY

Winners don't stay winners if they're in a rut. Vary what you eat. Explore new food combinations. Find new ways to ritualize occasional "preperformance" meals. Try new restaurants. Indulge in the rare candy bar (better that than to "hold out" for a seeming eternity, only to end up bingeing). Generally, be creative with your eating.

Vary how you exercise. True, consistency is a virtue in physical activity, but if you're like most people, the same routine for too long will lead to disinterest—possibly exercise burnout. Substitute one of your aerobic workouts with a Saturday afternoon at the park with the family. Run, fly kites, chase foul balls—use your imagination. Treat yourself.

Go outside and off by yourself, and have some special deep-breathing time. Visualize the successful outcome of important events that are coming up. Play games with your spouse, kids or friends, and make up new rules. Or create your own game, and let the group help make up the rules. Watch comedy movies on video. Or turn on the TV, turn down the sound, and make up your own "dialogue." Using your creative and problem-solving abilities in new ways—away from your normal workplace—will freshen and strengthen your skills and help prepare you for the potentially stressful situations of the week ahead.

IN SUMMARY

As long as you aspire and achieve, practice and perform, there will remain a gap between what you want to be and what you are, a world of frustrations that beset you as you seek sustained excellence.

Your journey is not an easy one, and it will never end.

The key is to enjoy the trip.

We have given you the most accessible and most powerful of the many tools you can use to maintain and enhance that control while filling your reservoirs of personal energy. With the strategies of Mental Toughness, you have the power to narrow the gap between what you are and what you want to be.

No matter how long or arduous your journey, you will enjoy every step.

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