

Built for
HARD





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Hard is a challenge—
*And you were built
for it*



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Rowing a 2000m Olympic Race

5:30 minutes

*No pacing, no holding back
All-out sprint.*



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Hard is a skill—
*You and your team
have trained for this*



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Hard is the job—
*And you know what
you need to do*

**LOCAL
NATIONAL
GLOBAL
HARD**

Tariffs

New Technology

Markets

Staffing Shortages

Generational
Differences

Economy

Pandemics

Elections

Changing Workforce

Artificial
Intelligence

**YOUR
INDUSTRY'S
HARD**

**YOUR
COMPANY'S
HARD**

**YOUR
HARD**



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HARD IS HERE



*You are built to **lead** through it*

***I have crafted tools and values to help
you endure, achieve more and make
your hard work feel more meaningful.***



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**REPEATING
SUCCESS
IS
HARD**

Fear of discomfort

Fear of judgment

Fear of failure

**HARD WORK
UNCERTAINTY
PAIN**



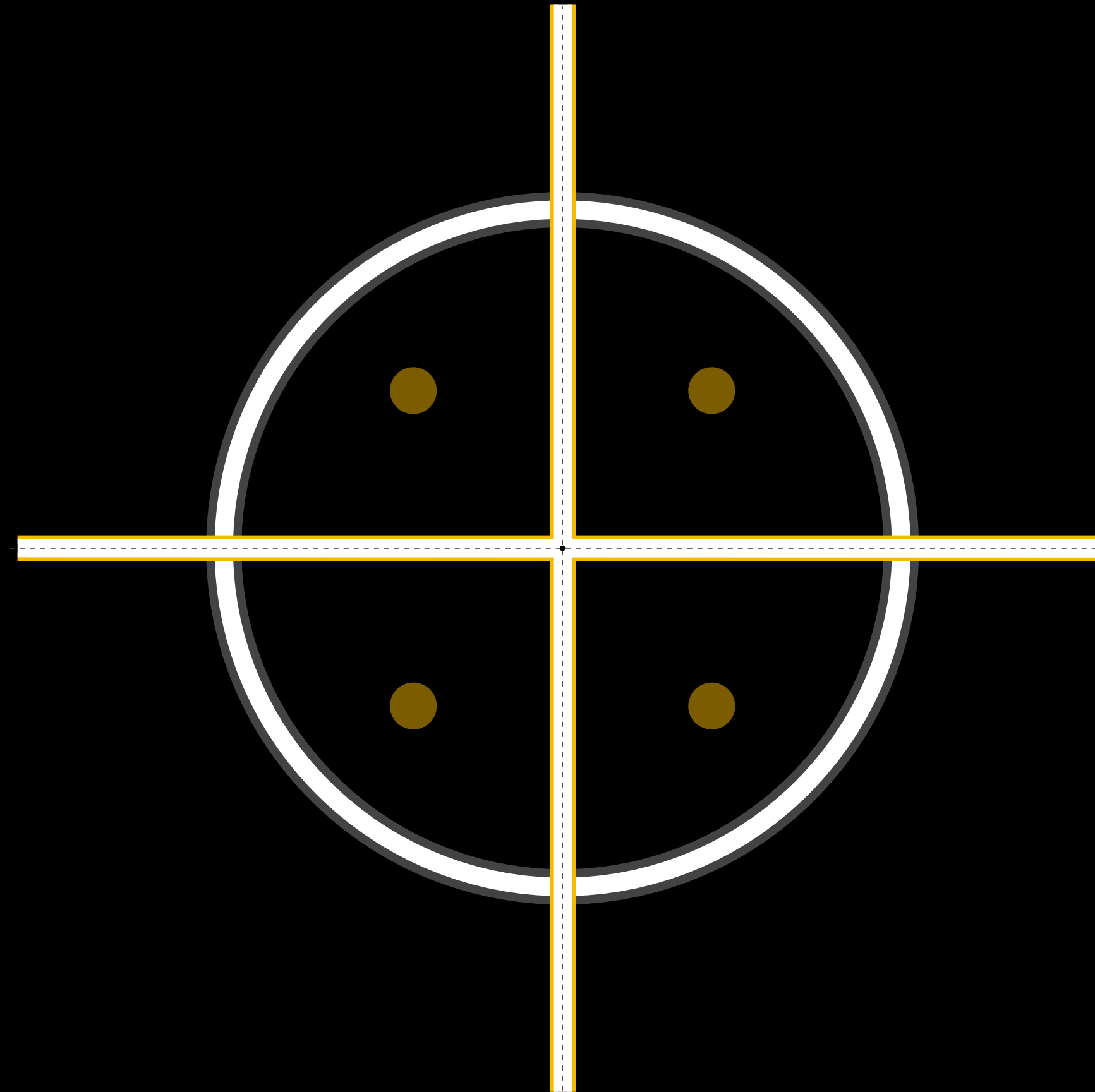
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3 TOOLS + 9 VALUES

PICK ONE

*Find Ideas That
Resonate With
You*



*Take Notes
Write It
Down*

FOCUS

ON BUILDING YOUR LEADERSHIP



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A gift from RBC to you



Reflect upon your challenges
Gain motivation, build resilience
Fortify you for the HARD.



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TOOL #1



Set Mobilizing Goals

When you set goals that build your competence, allow you to have enough autonomy and build relatedness with others, you will succeed.



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COMPETENCE

*(Am I good and getting better?
Do I feel effective?)*

AUTONOMY

*(Can I do it my way?
Do I feel I have choice?)*

RELATEDNESS

*(Am I connected to others?
Do I feel like I belong?)*

MOTIVATION

RESULTS

*Enhanced Performance
Greater Well Being*

AUTONOMY

*(Can I do it my way?
Do I feel I have choice?)*

VALUE Autonomous Intention

#1

When you set goals your way, you achieve more. When you know how you will feel in the process and feel in achievement, you will achieve even more.



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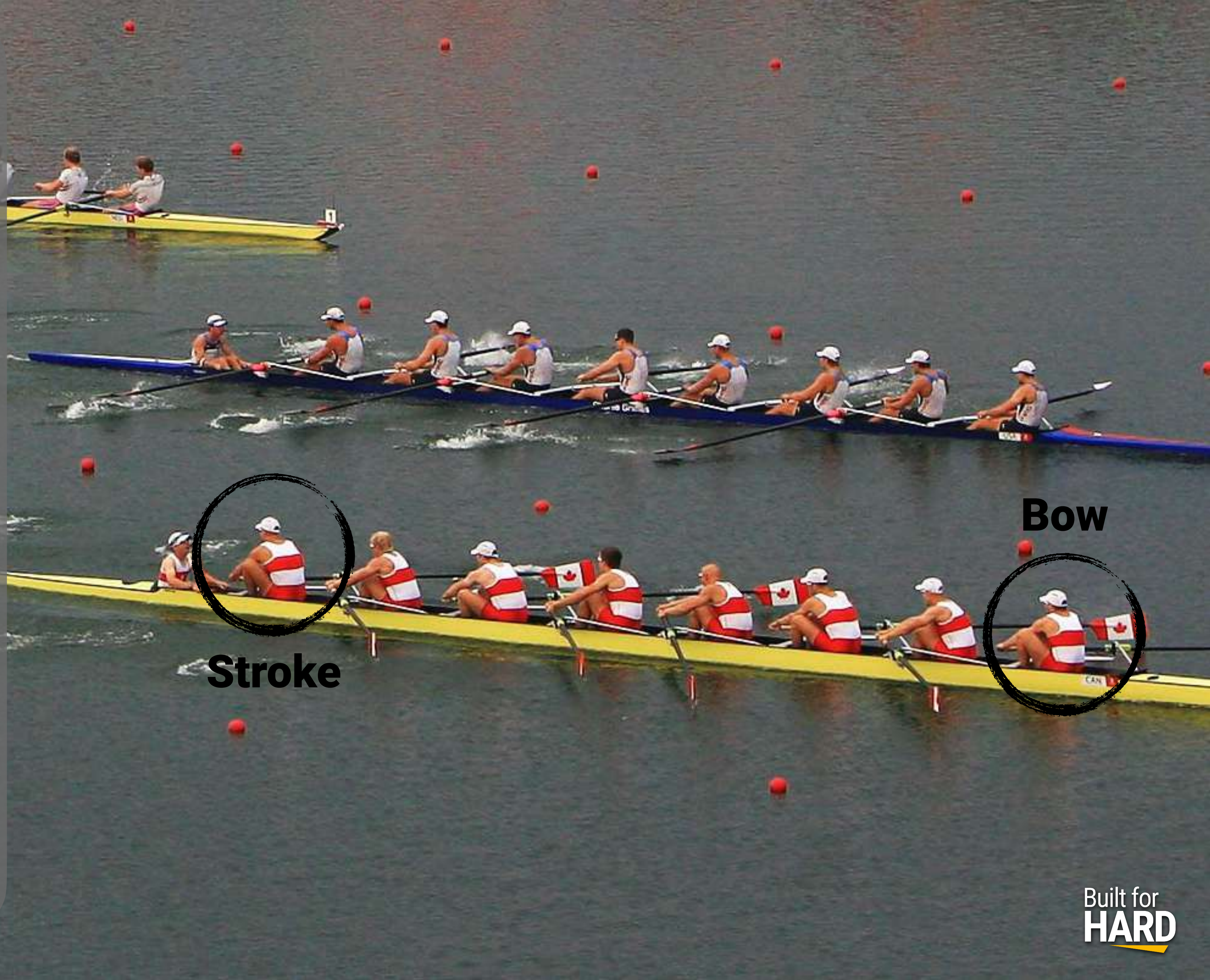
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-Kevin Light

Olympic Gold Medalist,
Professional Photographer

“Regardless of how
my role or title
changes, I will do
whatever it takes to
make the boat go
faster.”



Stroke

Bow

A photograph of three rowers in a yellow boat on a body of water. The rowers are wearing red and white striped singlets and white caps. The rower at the stern is raising their right arm in celebration. A Canadian flag is visible on the side of the boat. The text 'LEADERSHIP IS AN ATTITUDE NOT A POSITION' is overlaid on the image in large, bold letters.

LEADERSHIP IS AN
ATTITUDE
NOT A
POSITION



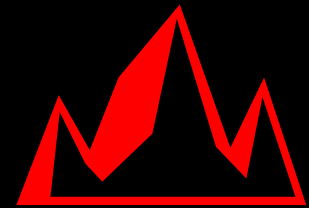
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**What's do you want from
your work and your team?
How are you leading from
your seat to make it
happen?**

LEADERSHIP EFFECTIVENESS

Objective measures
of skill and ability



Goals

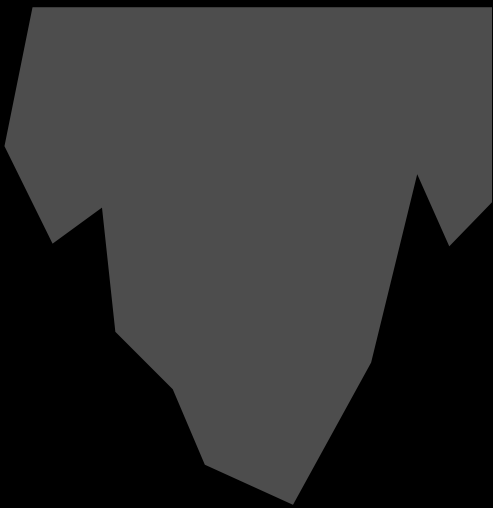
Objectives we
set

Principles

Guidelines we
create

Shadows

Unacknowledged
parts of our drive



BEHAVIOUR

BEHAVIOUR
is what others see

ATTITUDE

ATTITUDE
is how we react to our
drives in the environment

What motivates us

DRIVE

AUTONOMY

*(Can I do it my way?
Do I feel I have choice?)*

Values

Traits and states
that matter most

Personality

What qualities form
your character

Beliefs

The truths we
hold

Needs

What all humans
require

Facts

Undeniable scientific
proofs



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VALUE Incremental Excellence

#2

We pour in massive work, relentless repetition, and disproportionate effort—for a sliver of gain that makes all the difference.

COMPETENCE

*(Am I good and getting better?
Do I feel effective?)*



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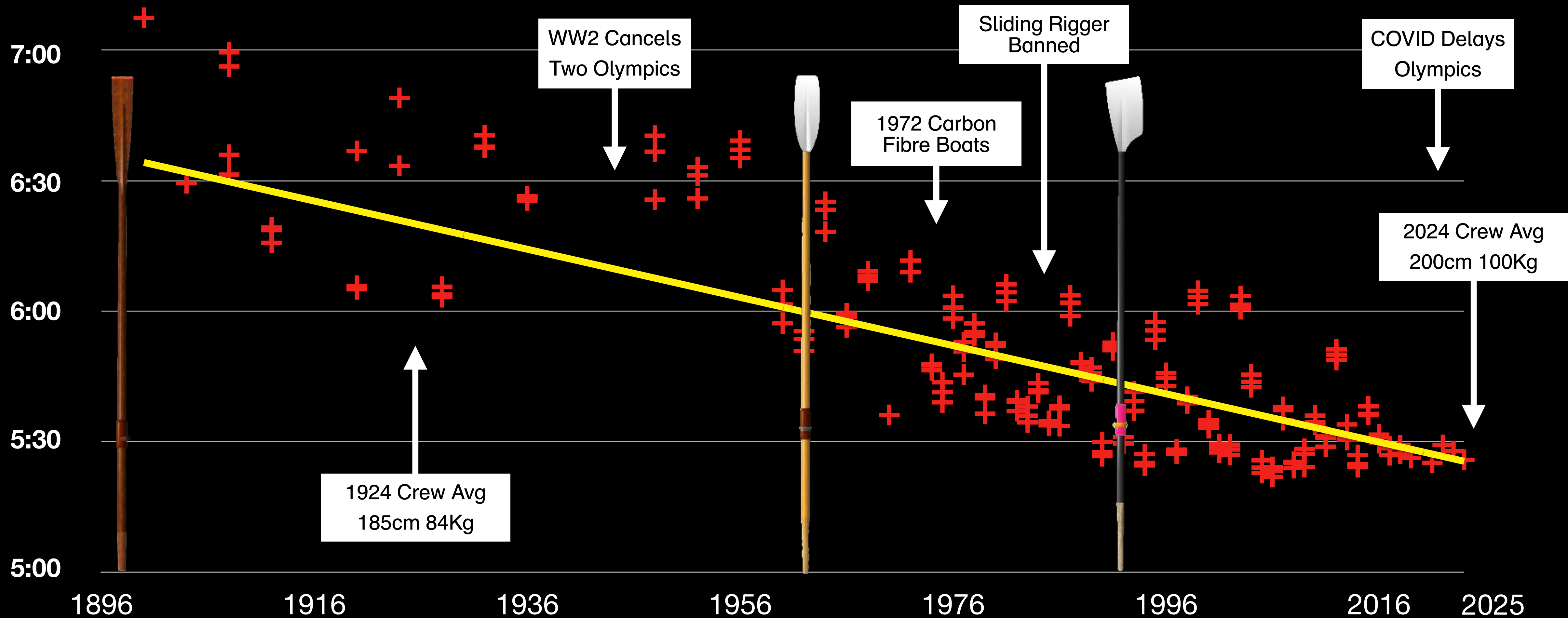
**Mike
Spracklen**
Olympic Rowing
Coach

**“You can train all winter and win by less
than an inch. Always be inching.”**

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Men's 8+ Rowing Times

Gold, Silver, Bronze from Olympic and World Championships. Data from world rowing.com





SCIENCE

Competitiveness

Competitive job candidates are seen as more employable, non-competitive candidates are seen as less productive

Journal of Behavioral and Experimental Economics - Volume 110, June 2024, Elif Demiral



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Dr. Herbert True

Notre Dame University

Don't be the 94%



- 44% of all sales people quit trying after their first call
- 24% quit after their second call
- 14% quit after their third call
- 12% quit trying to sell their prospect after their fourth call
- 60% of sales are made after the fourth call



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“Excellence is no accident. It is **hard work**, perseverance, learning, studying, sacrifice and most of all, **love of what you are doing** or learning to do.”

- Pele

Brazilian Footballer



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**Have you accepted the
reality and challenge of
your current competitive
environment?**

WHAT'S YOUR NEXT GOLD METTLE MOMENT?





12 Years
580 Races & Time Trials
7,200 Training Sessions
13,400 Hours on the Water
2,200,000 Practice Strokes

Olympic Race: 1st
Strokes in Race: 220
Time to Win: 5:23.89

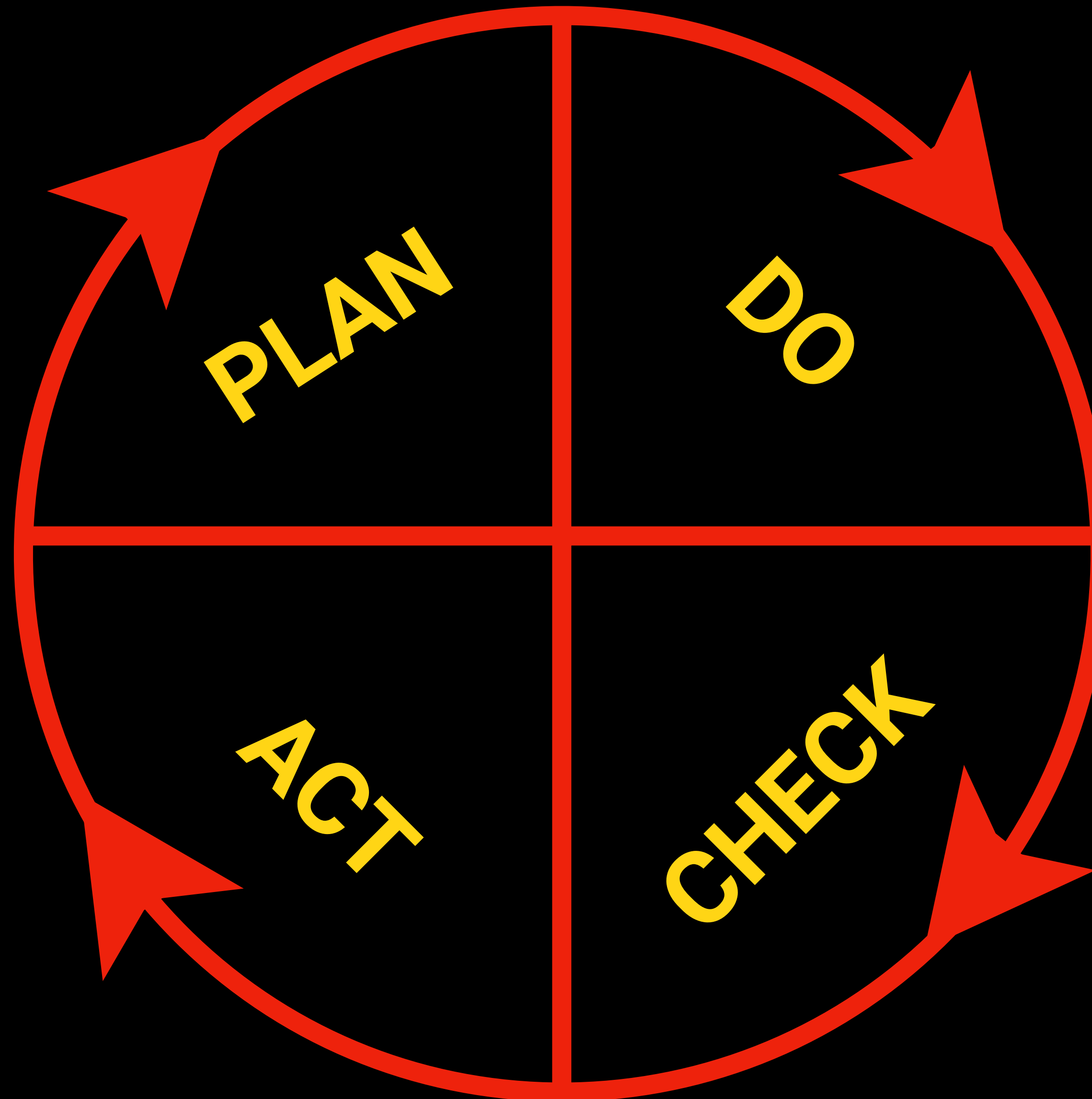
What is YOUR focus?

COMPETENCE

*(Am I good and getting better?
Do I feel effective?)*

**Am I clear about my
goals, mission and
strategy?**

**Now that I've seen
results, what needs to
change? How will I
apply that change?**



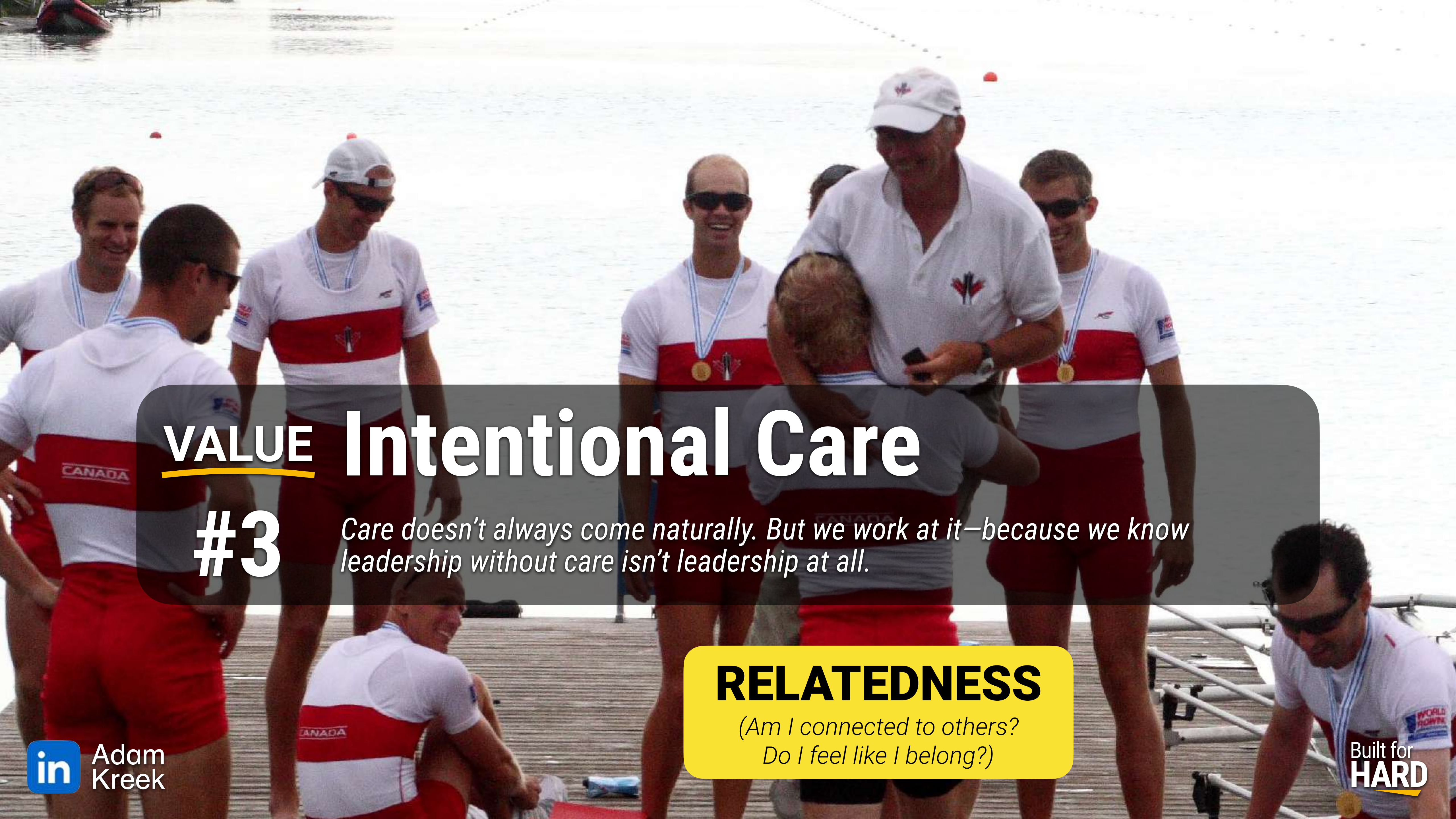
Get after it.

**How effective
was I at
activating my
goals mission
and strategy?**



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VALUE Intentional Care

#3

Care doesn't always come naturally. But we work at it—because we know leadership without care isn't leadership at all.

RELATEDNESS

*(Am I connected to others?
Do I feel like I belong?)*



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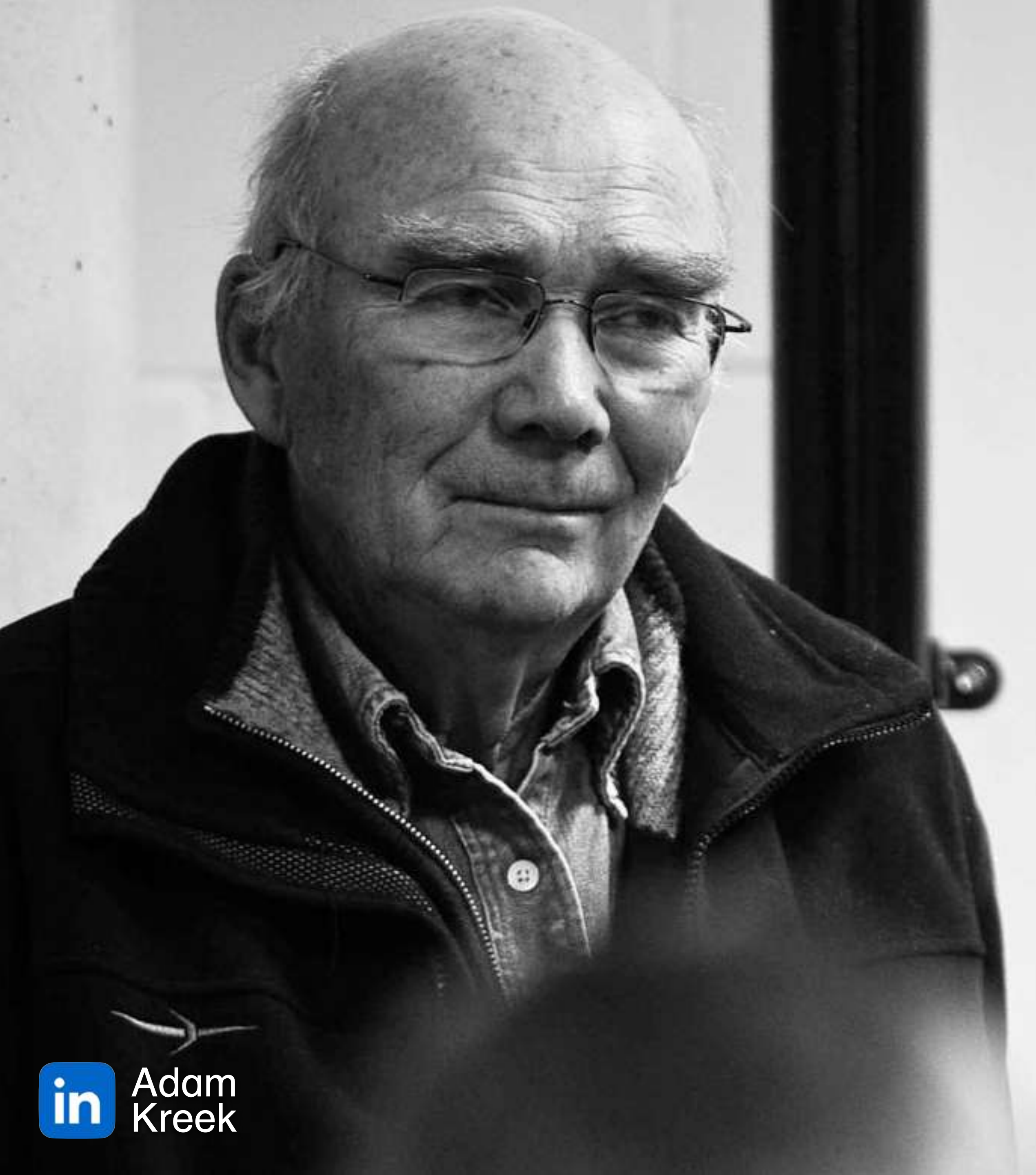


**Do you want what you say you want?
Now, do you act like it? Consistently?**



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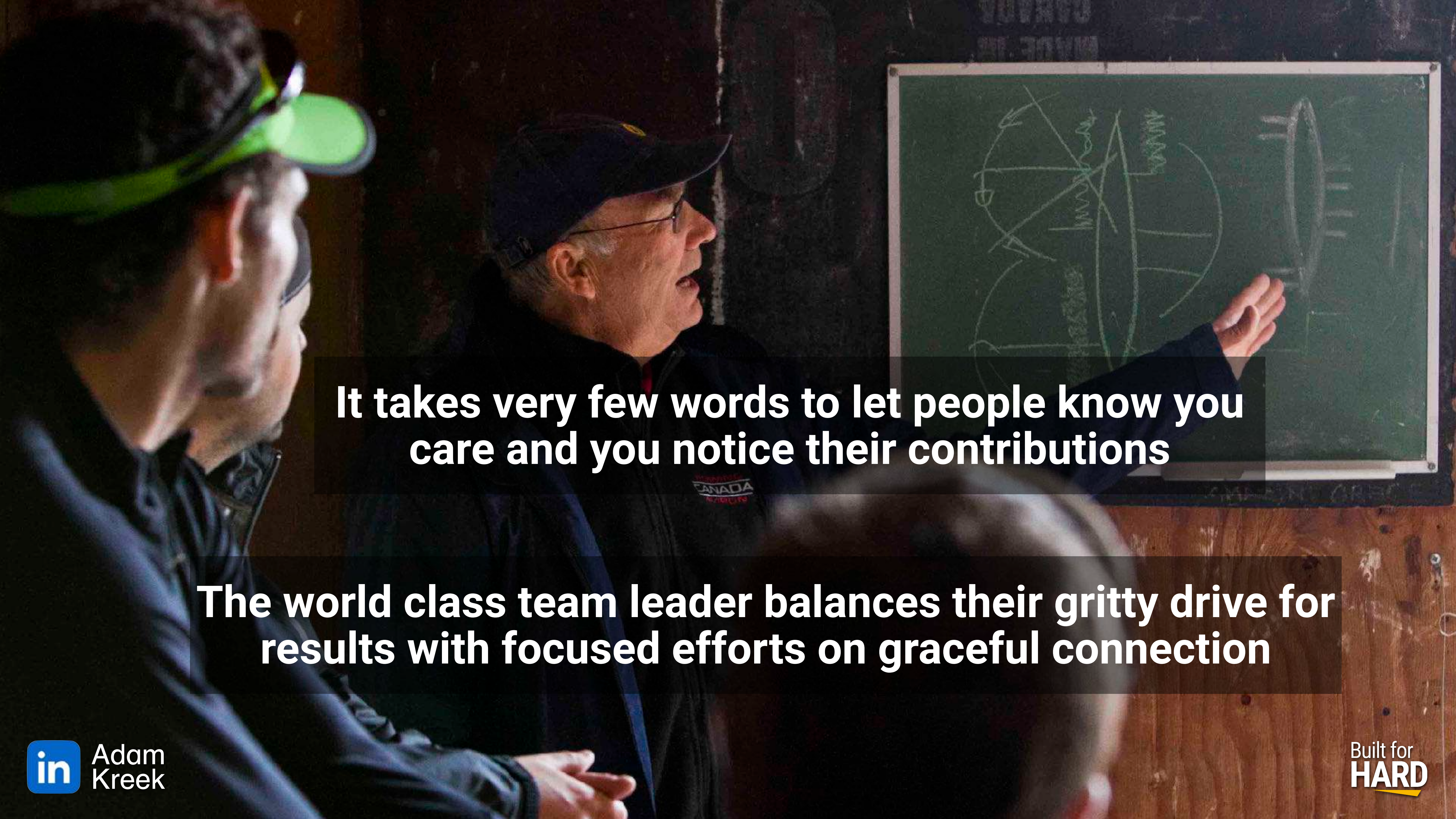
“I can be intimidating at times, it’s part of the strategy, isn’t it?”

- **Mike Spracklen**
Top Olympic Rowing Coach



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It takes very few words to let people know you care and you notice their contributions

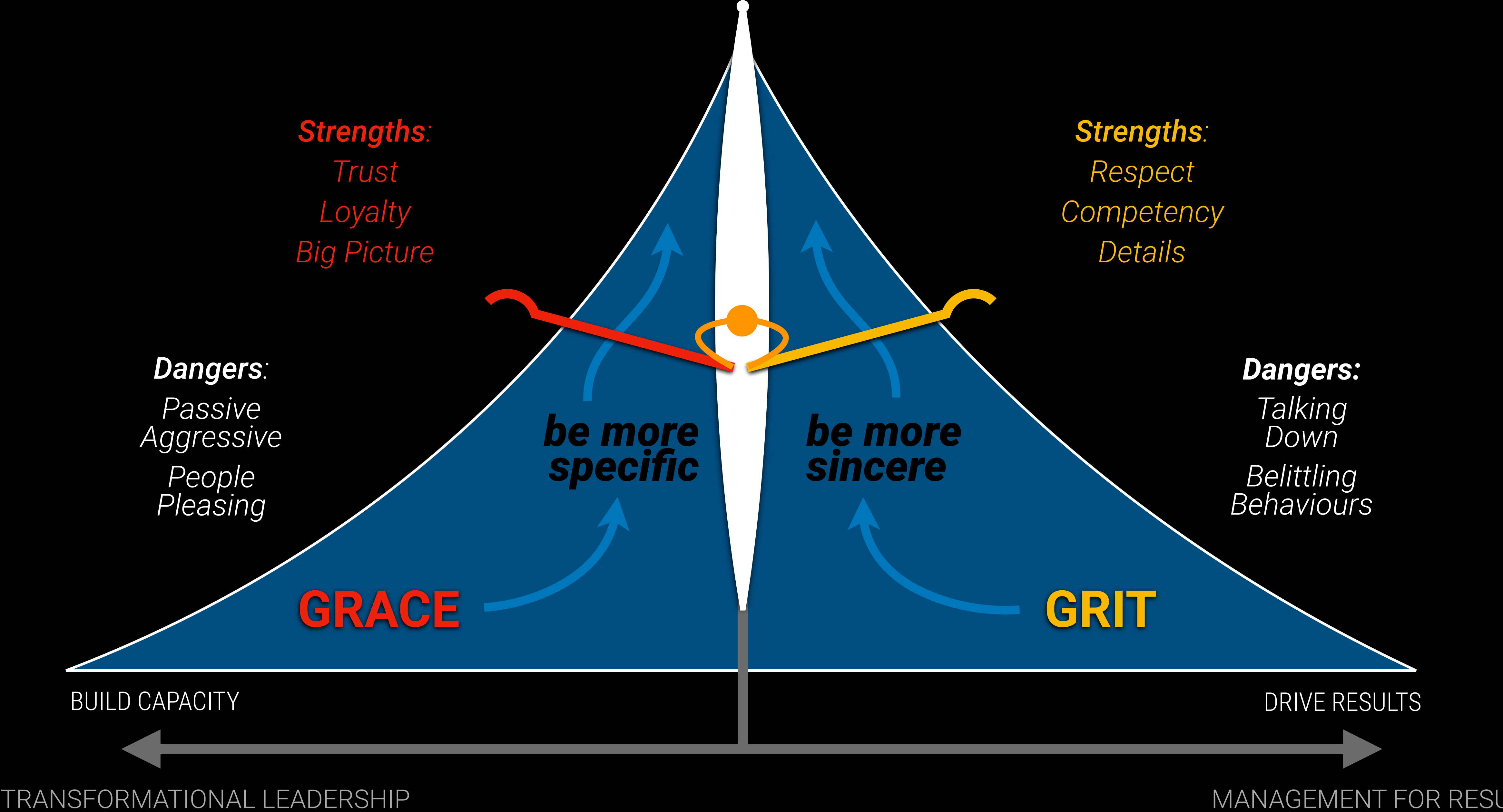
The world class team leader balances their gritty drive for results with focused efforts on graceful connection



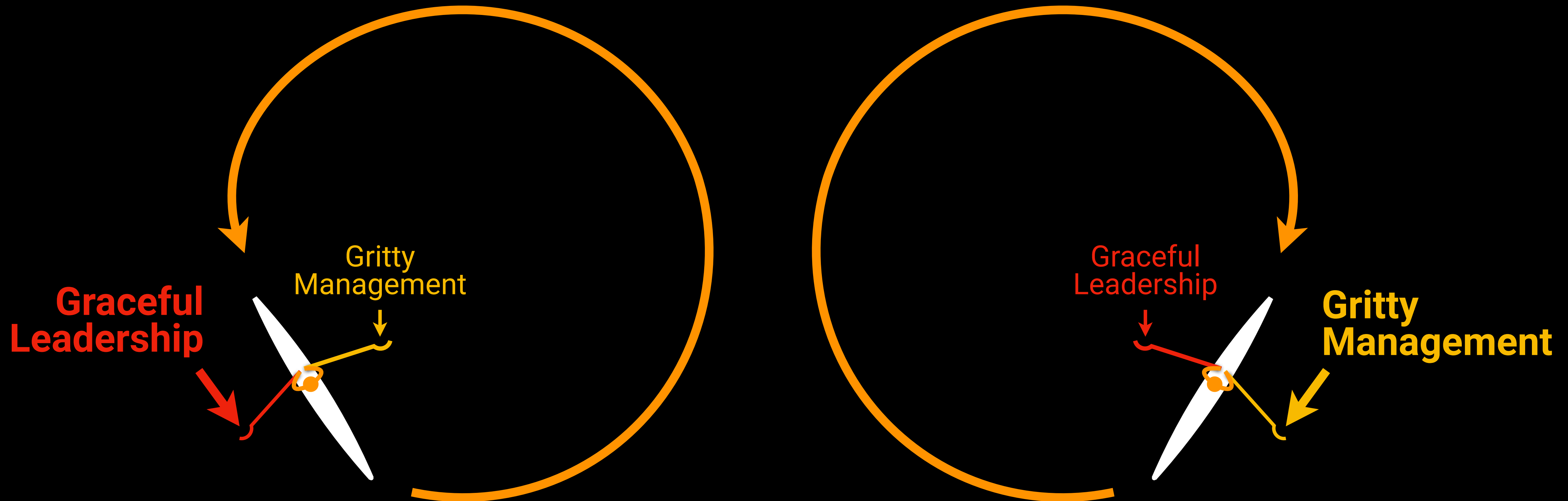
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EFFECTIVE INFLUENCE



Feel like you're going in circles?



Do you need more grit or more grace?

I've found the 'I' in

TEAM

It's hidden in the
A-Hole!!

Balance

'baləns

People think balance comes from fighting the movement of the wind and waves—keeping the boat stiff and locked in.

Real balance comes from letting the boat roll underneath you.

The best rowers don't freeze—they stay loose, adjust, and learn to work with the rolls of their scull.



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**How will you be less of
an Olympic A-hole and
add more grace to your
grit to let more people
know that you care?**



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5-Minutes of Connection



What's one thing the team is doing well that we should keep doing?

Any tweaks to make it better?

Where do you feel momentum—or friction—right now?

What's working? What's not working for you?

What's something you're looking forward to this weekend?

How's your family?

RELATEDNESS

*(Am I connected to others?
Do I feel like I belong?)*



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COMPETENCE

*(Am I good and getting better?
Do I feel effective?)*

Enhanced By:

- **Optimal Challenge**
- **Positive Coaching**
- **Performance Feedback**

Undermined By:

- **Excessive Challenge**
- **Lack of Feedback**
- **Negative Messages**

AUTONOMY

*(Can I do it my way?
Do I feel I have choice?)*

Enhanced By:

- **Choice**
- **Rational Limits**
- **Acknowledging Feelings**

Undermined By:

- **Rewards & Punishments**
- **Threats & Deadlines**
- **Control, Imposed Goals**

RELATEDNESS

*(Am I connected to others?
Do I feel like I belong?)*

Enhanced By:

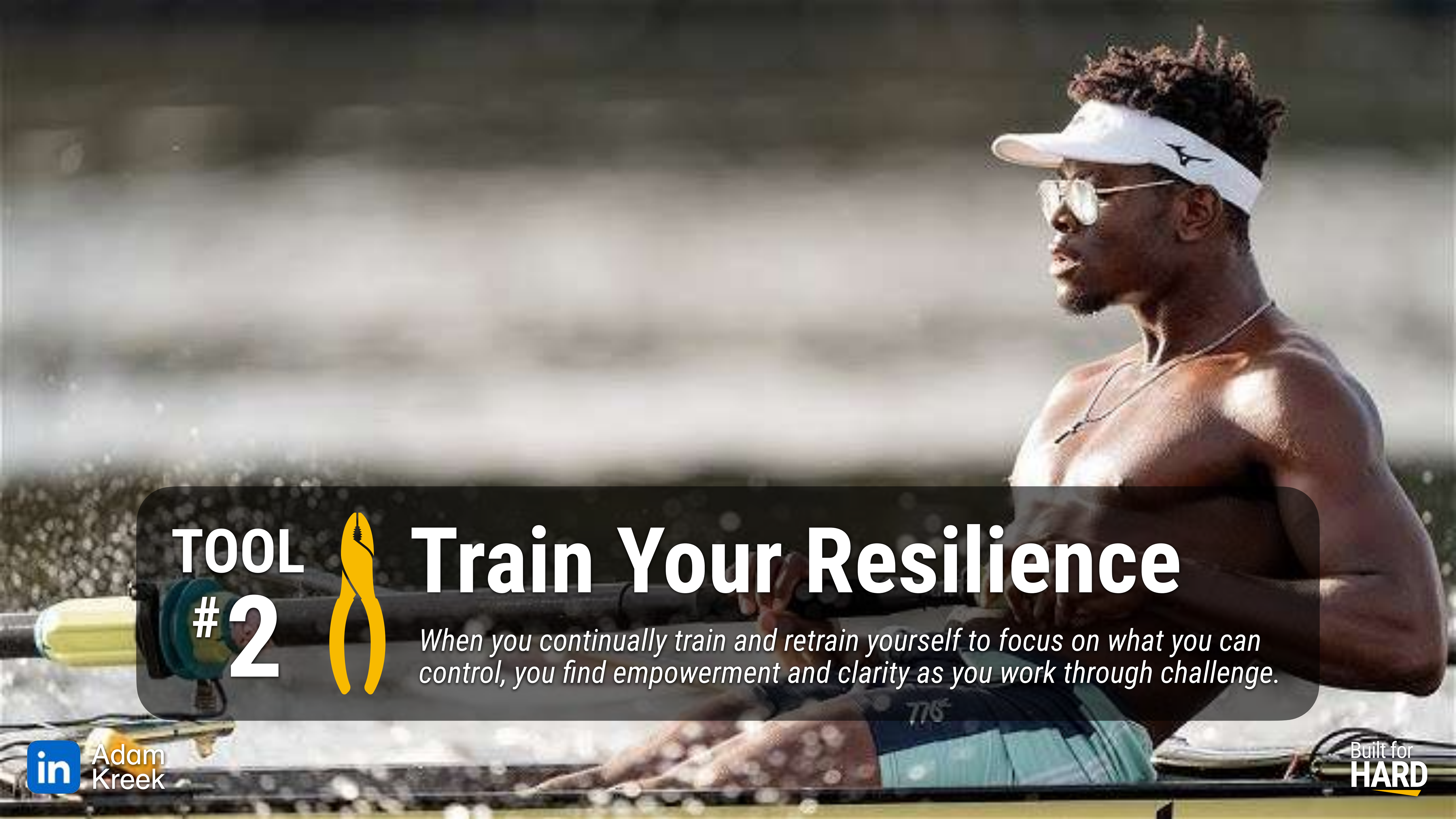
- **Respect, Caring**
- **Inclusivity**
- **Security**

Undermined By:

- **Criticism**
- **Cliques, Inflexibility**
- **Toxic Competition**



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TOOL
#2



Train Your Resilience

When you continually train and retrain yourself to focus on what you can control, you find empowerment and clarity as you work through challenge.

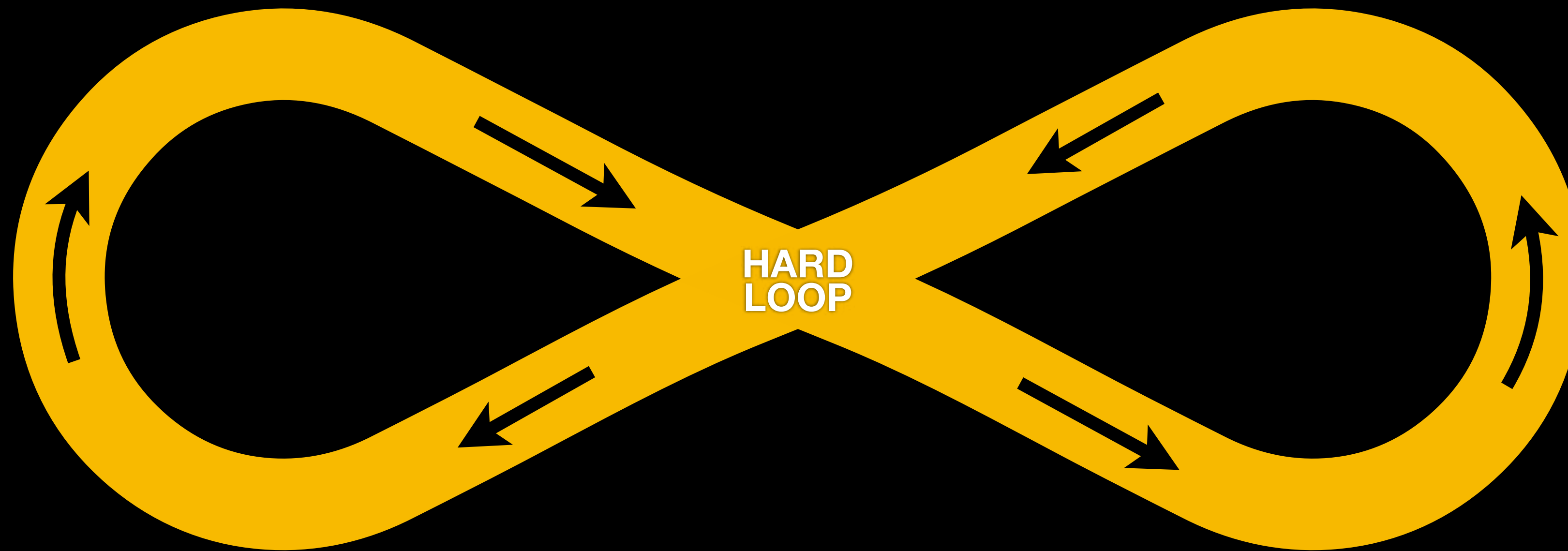


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recommit

respond



reimagine

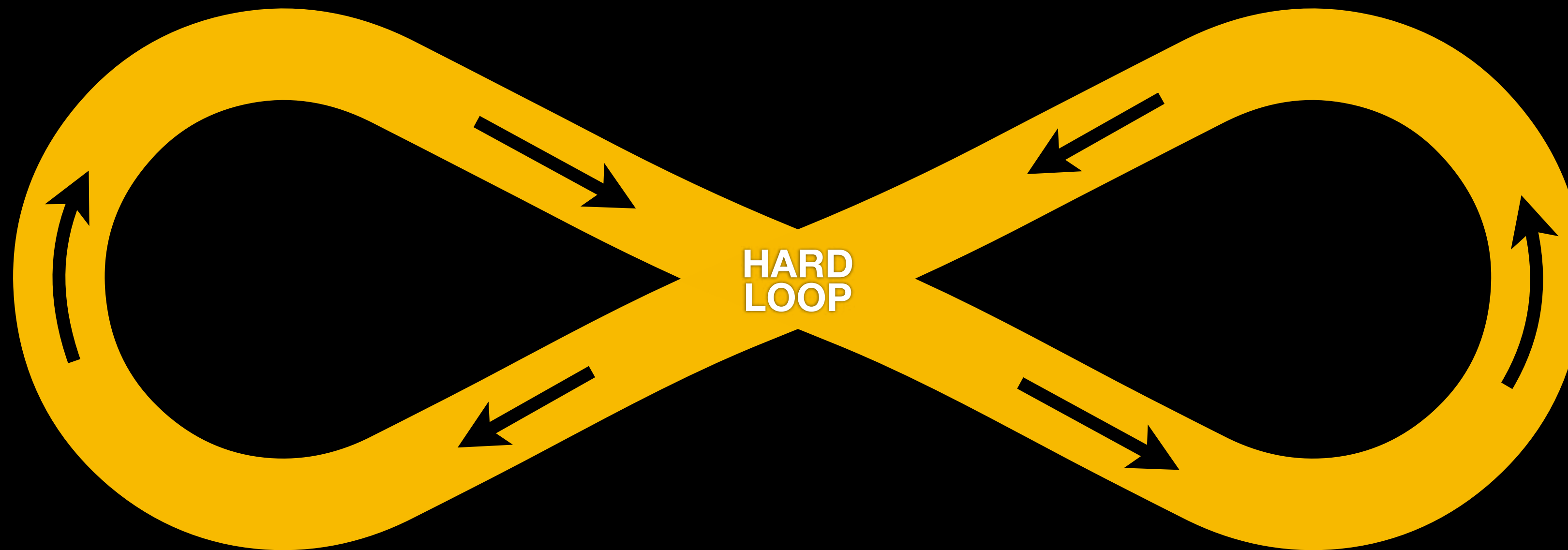
reflect

**I CAN WIN
THE HARD**

recommit

**I CAN SURVIVE
THE HARD**

respond



reimagine

**I CAN DO
THE HARD**

reflect

**THE HARD IS
TOO MUCH**

THE
RESPONSIBILITY

ETHIC



Responsibility is
taken.

Blame is placed.
GUILT
SHAME

Weather

*HARD CAN BE FORCED UPON
US OR RISE WITHIN US.*

Traffic

Cyberattacks

Markets

The past

**Focus on
what you can
control**

Disruption

Generational Differences

Government Policies

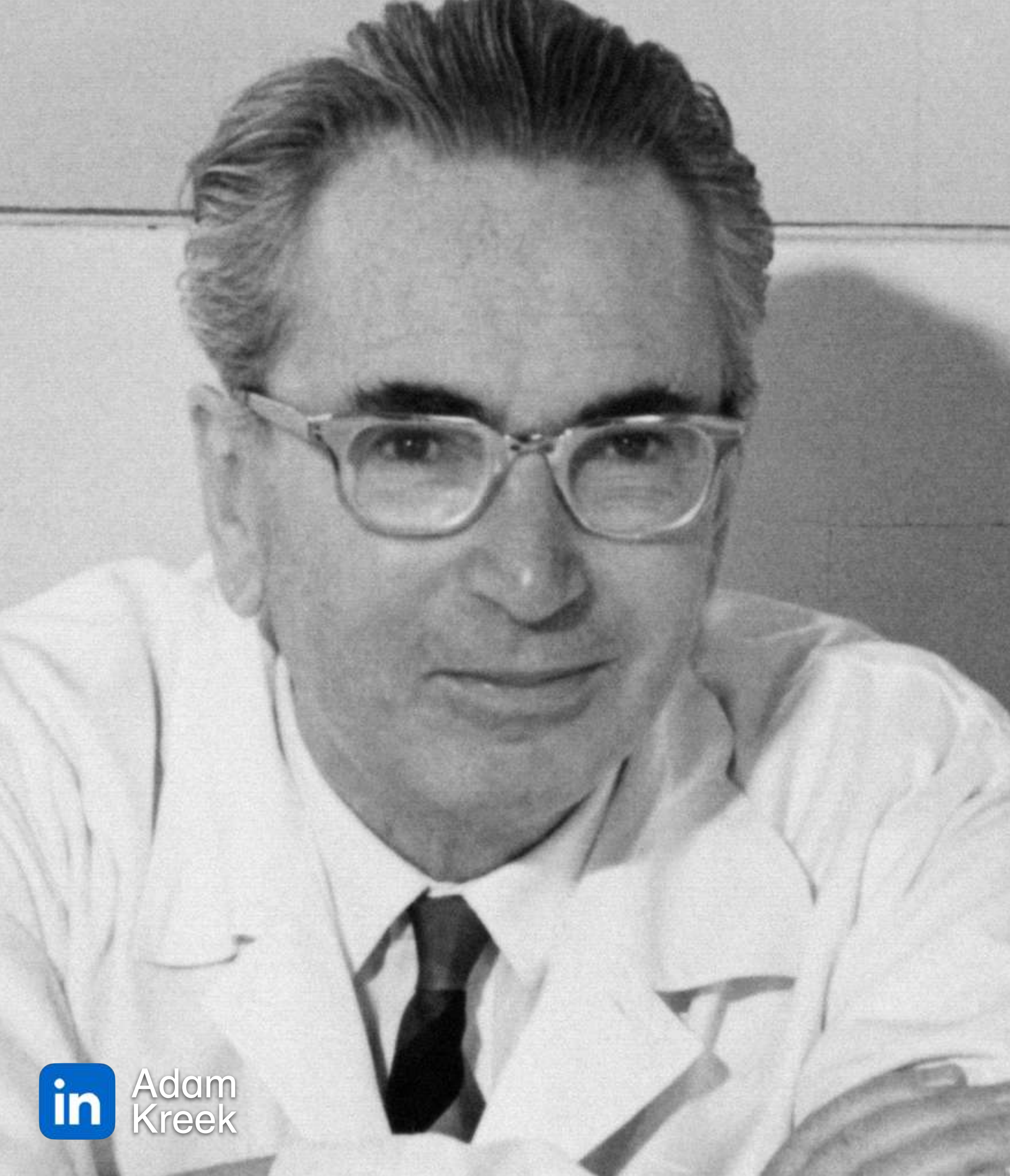
Circumstances

Balding

Trends

Competition

External Change



“Between stimulus and response there is a space. In that space is our power to chose our response. In our response lies our growth and freedom.”

- Viktor Frankl

Psychiatrist, Author, Holocaust Survivor



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Boring

Ignore

Ignore

Boring

Boring

Boring

Boring



Ignore the rest

Why try? What happens will happen anyways.

I am a victim of fate, and give up all control.

I have control over my life and direction.

I determine my future!

There is nothing that can be done to change my future.

My focus and hard work will deliver results.

Industry is changing too fast

Annoyed by low customer volume and bad customers

Future feels too uncertain

Business model is bad

High turnover

Things happen to me

Look for ways to stay ahead of change

I optimize my business to attract better customers

I can seek information and strategize

Change model or change industry

Build culture

I make things happen



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Growth Mindset Carol Dweck

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VALUE Opportunity Focus

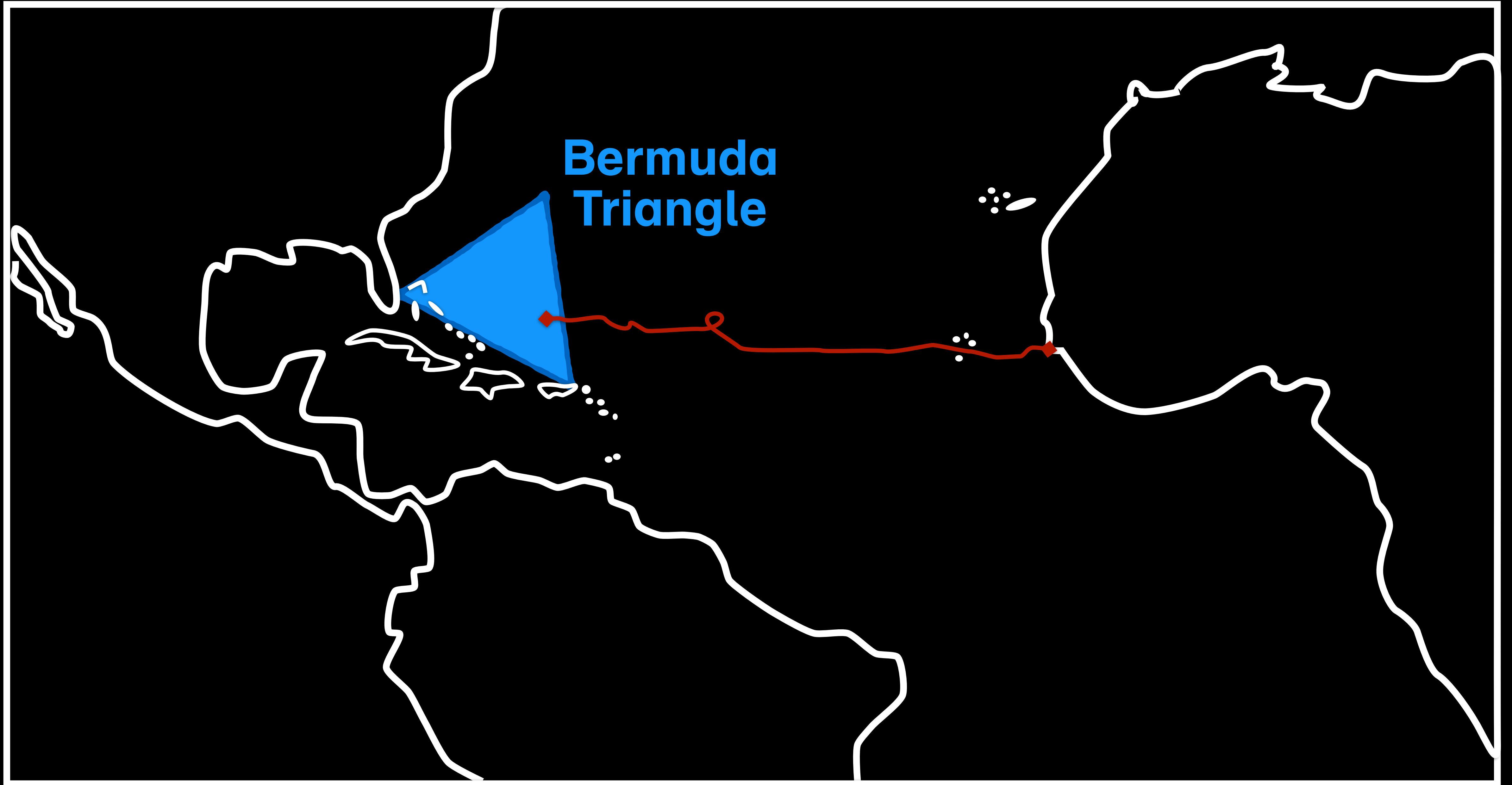
#4

When you keep the bigger purpose and highest goal in mind, you can have more clarity on the next small steps to take.



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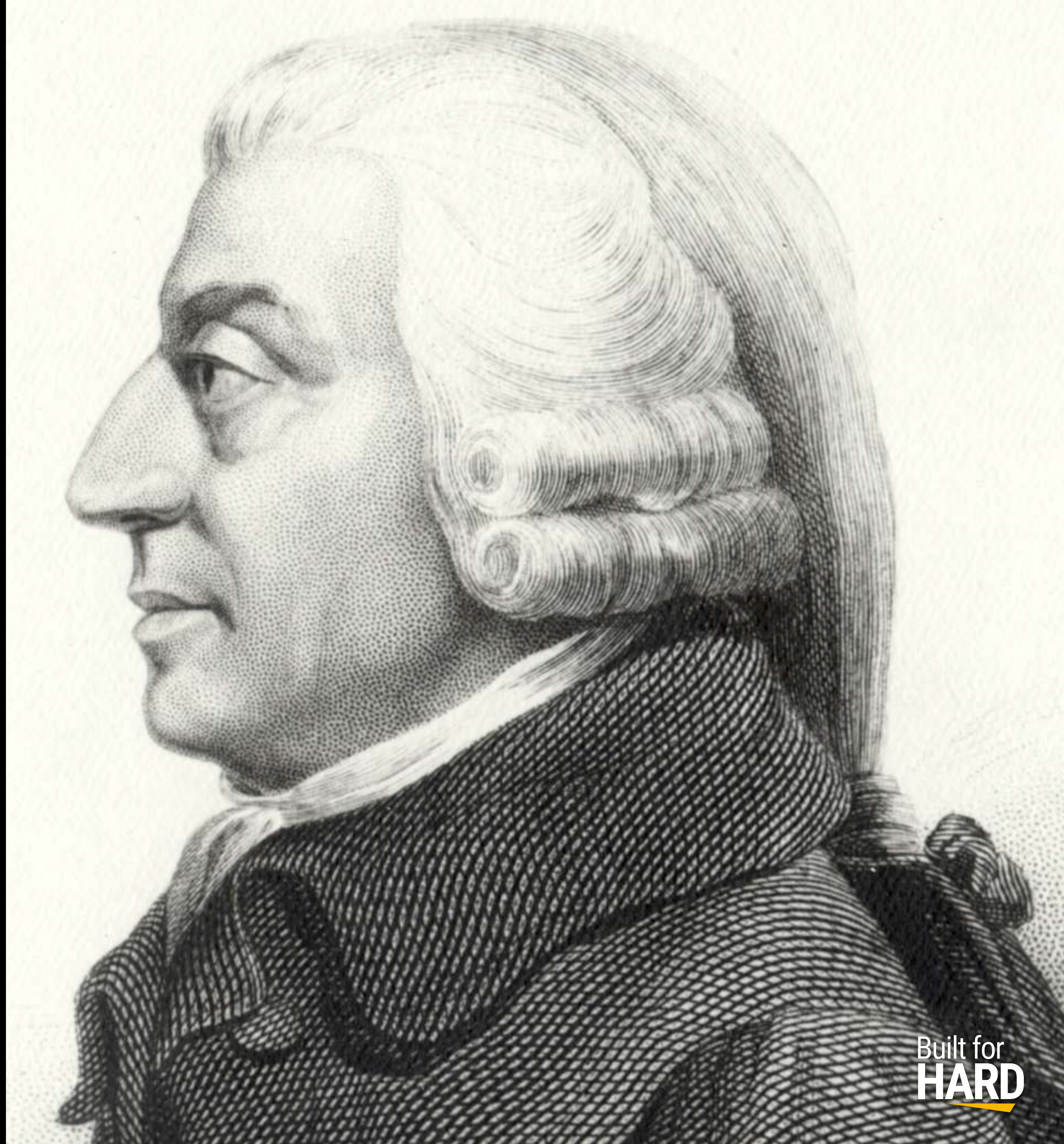


“Expect and hope
that a **quarter of
your projects fail.**
If not, you’re not
taking enough
risk.”

- **Adam Smith**
Economist, Philosopher



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“There is always light. If only we're brave enough to see it. If only we're **brave enough to be it.**”

- **Amanda Gorman**
American Poet



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‘CAPSIZED’



NBC DATELINE

ROI x 3
marketing

**Are you clear on your
purpose, goals and
vision? And using that to
find more opportunities
in challenge and
change?**



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VALUE Resilient Growth

#5

When we take time to reflect and emotionally process our failures and shortcomings, we can let go of baggage, learn and grow.



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SCIENCE

Learn from others failures

We find it easier to learn from others failure than our own failures, because of ego. When we check our ego? We learn much more from our failures.

Not Learning From Failure—the Greatest Failure of All, November 2019, Psychological Science. Lauren Eskreis-Winkler.



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1 Choked Olympic Final
2 Herniated Discs
100 Lost Training Days
1,000 Failures in Training
2,000,000 Imperfect Strokes

Olympic Race: 1st
Strokes in Race: 220
Time to Win: 5:23.89

What is YOUR focus?

Collect your NO's





“There is always light. If only
we're brave enough to see it.
If only we're **brave enough to
be it.**”

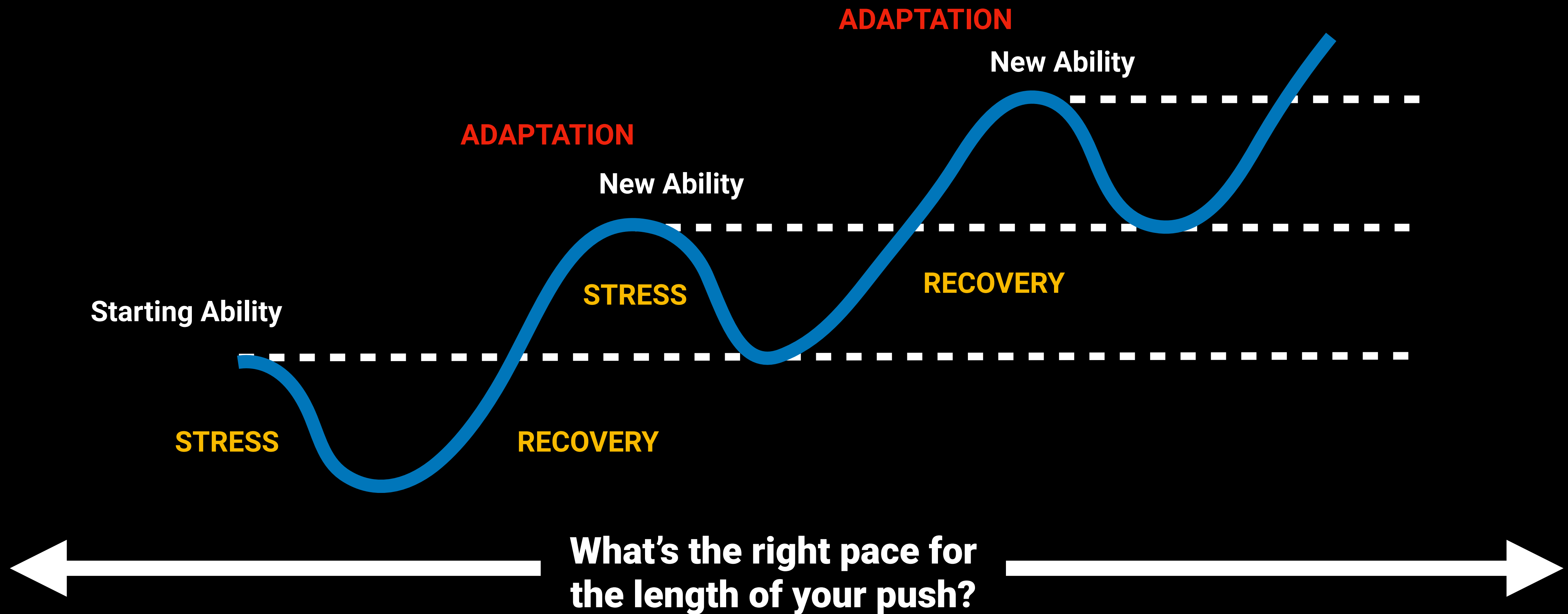
- **Amanda Gorman**
American Poet



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Adaptation Theory



*And are you optimizing the time required to
recover, adapt and grow?*



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**Are you collecting
failures in service of
your goals? Are you
learning and adapting
for growth?**



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VALUE Impermanent Achievement

#6

Successes and failures of the past are data points, not emotional anchors or fuel for unreasonable expectations. Let go and keep setting new goals.



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**Success is not final.
Failure is not fatal.
It's the courage to
continue that counts.**



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“This too shall pass...”



Gold Medal Syndrome



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Why do we buy into the
lie that **just because** we
overcame something
hard in the past, **it won't**
be hard to achieve our
next goals?



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**World Champion
Seville, Spain**



**Public Servant
Calgary, AB**



**Condo Sales Agent
Victoria, BC**



**Gold Miner
Vancouver, BC**



**Hotel Owner
Gifu, Japan**



**Financial Advisor
Boca Raton, Florida**

Let it go



Grow



Learn



Reflect



Goal completion is a **launching** pad for more, **values-aligned**, purposeful goals.



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“Many think passion is akin to euphoria; however it’s closest relative is patience. It’s not about feeling good; **it’s about persistence.**

Like patience, passion comes from the same Latin root word: Pati.

Pati means ‘to suffer’.”

- Adam Kreek

Executive Business Coach, Olympic Champion



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(WHY)
PURPOSE

(HOW)
VALUES



*Its the courage to continue
that counts*



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**Are you letting go of the
wins and losses of the
past and setting new,
values-driven,
purposeful goals?**



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A man with curly hair and a beard is shown from the side, rowing on a water rowing machine in a gym. He is shirtless, and his muscles are visible. The background is a plain wall with a window on the right.

TOOL #3



Sustain Your Efforts

When you create the time and discipline supportive habits, behaviours and environments, you will have a base from which you can continue to perform, feel well and endure uncertainty, volatility and chaos.

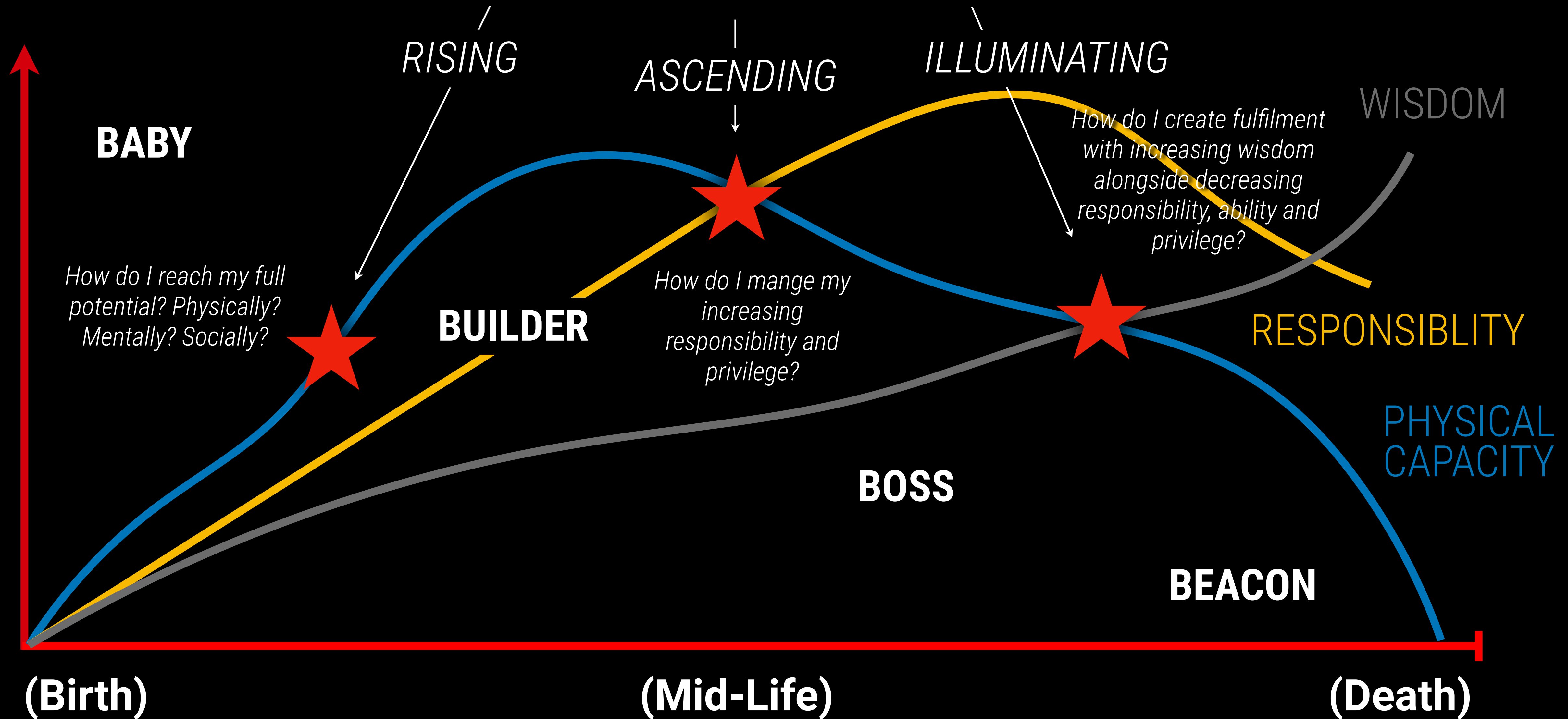


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**How do we do
more hard things?**

Values Re-alignment (Crises)



WHAT'S YOUR NEXT GOLD MEDAL MOMENT?



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WHAT'S YOUR NEXT GOLD METTLE MOMENT?

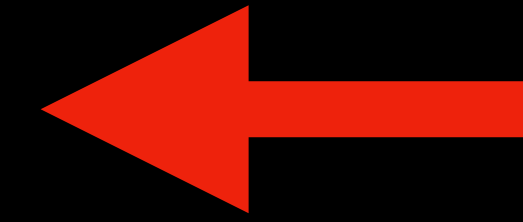
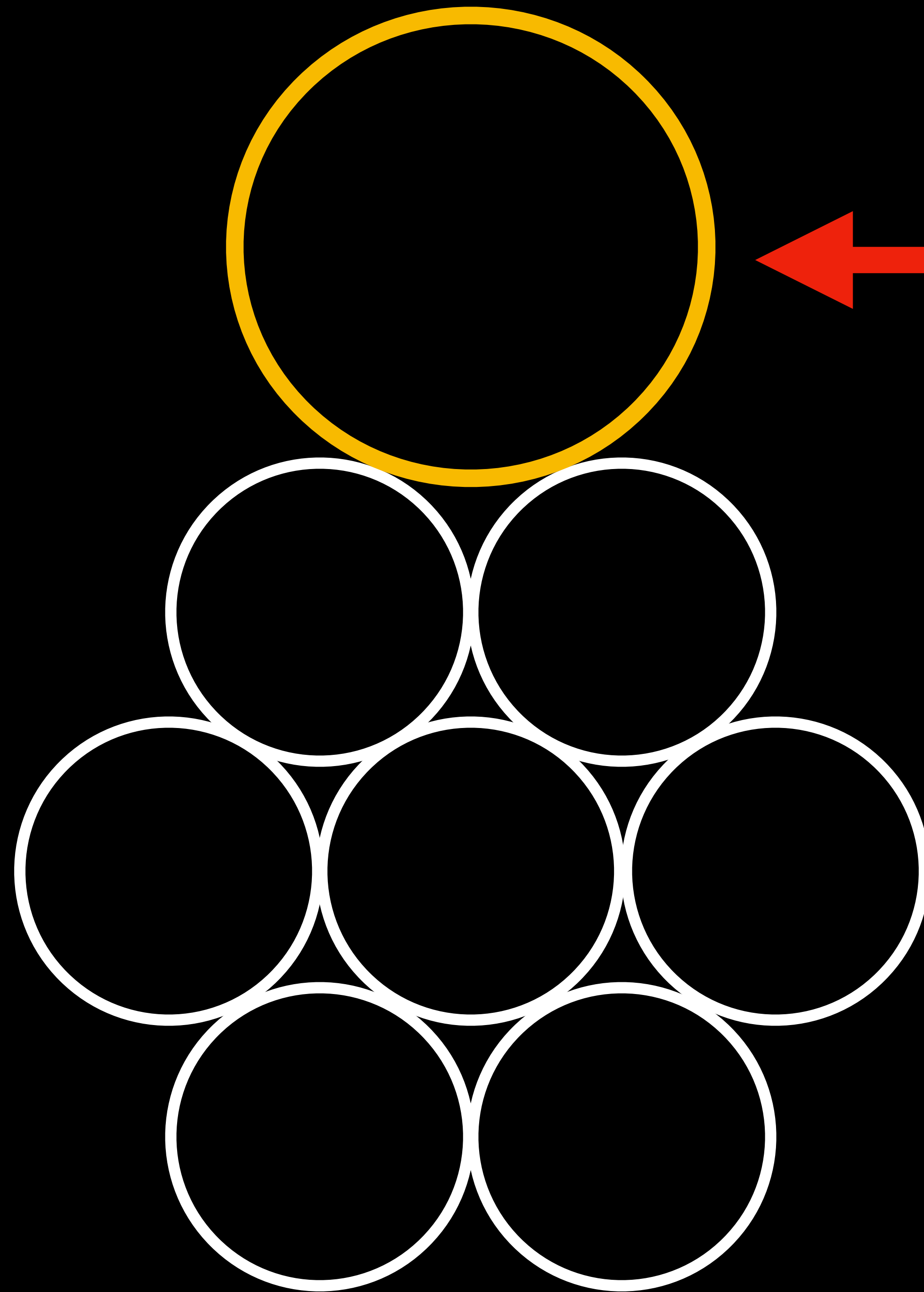


What **CLUSTER**
BENEFITS become
apparent as you
pursue your largest
goals?



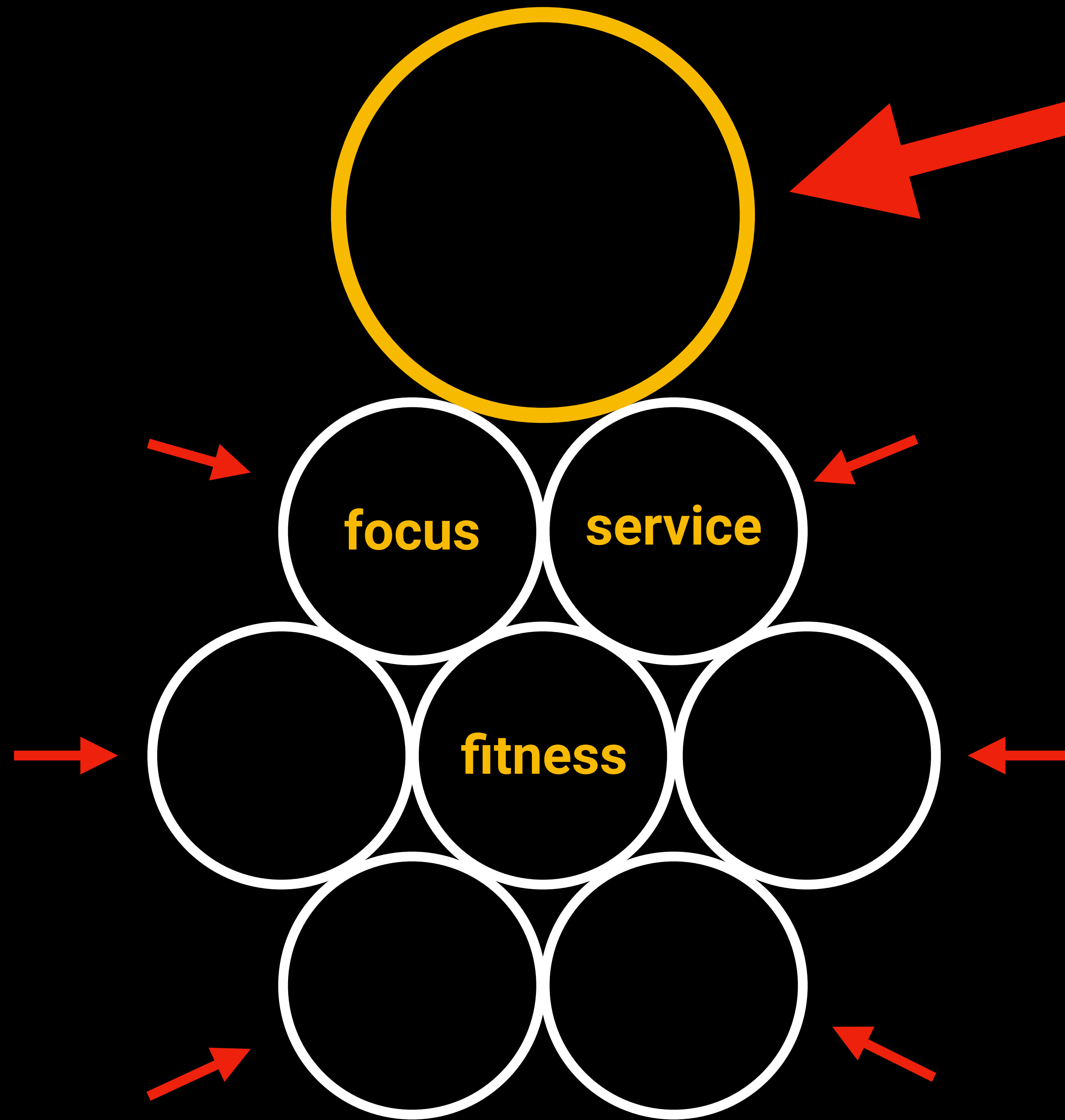
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**Your Next
Gold Medal
Moment**

What
matters
to you?



Support
your **goals**
with as
many
values-
driven
cluster
benefits
as possible

A photograph of four female rowers in red singlets and white caps celebrating on a boat. They are all raising their arms in triumph, with water splashing around them. The background is a blurred view of a body of water and a building.

VALUE Physical Fitness

#7

When you take care of the your body, everything else seems to fall in line. Harder tasks become easier. Uncertainty becomes more manageable.



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Are you **fit** enough
for the **challenge**?



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Minimum Fitness

- **30 minutes Zone 2 cardio daily** *(walk, bike, jog, row)*
- **Go harder and work a sweat 2-3x per week**
- **Push-Pull-Squat your bodyweight**
- **Eat smart** *(more protein, more greens, more whole food, less sugar, less flour)*
- **Hydrate**
- **Limit substance use, screen time and toxic relationships**
- **Sleep ~7-8h at the same times in a cold dark place**



SCIENCE

Move, Eat, Sleep, Don't Die

*150+ Minutes of moderate exercise every week, adhering to a healthy diet pattern and sleeping 50 hours a week reduces all-cause mortality by 60%.
More impactful than any pill, supplement or medical treatment.*

Arem et al., JAMA Internal Medicine, 2015, Schwingshackl & Hoffmann, Nutrients, 2015., Cappuccio et al., Sleep, 2010



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**What will you be able to
accomplish if your
energy, endurance and
physical stamina are
optimized?**

VALUE **Mental Focus**

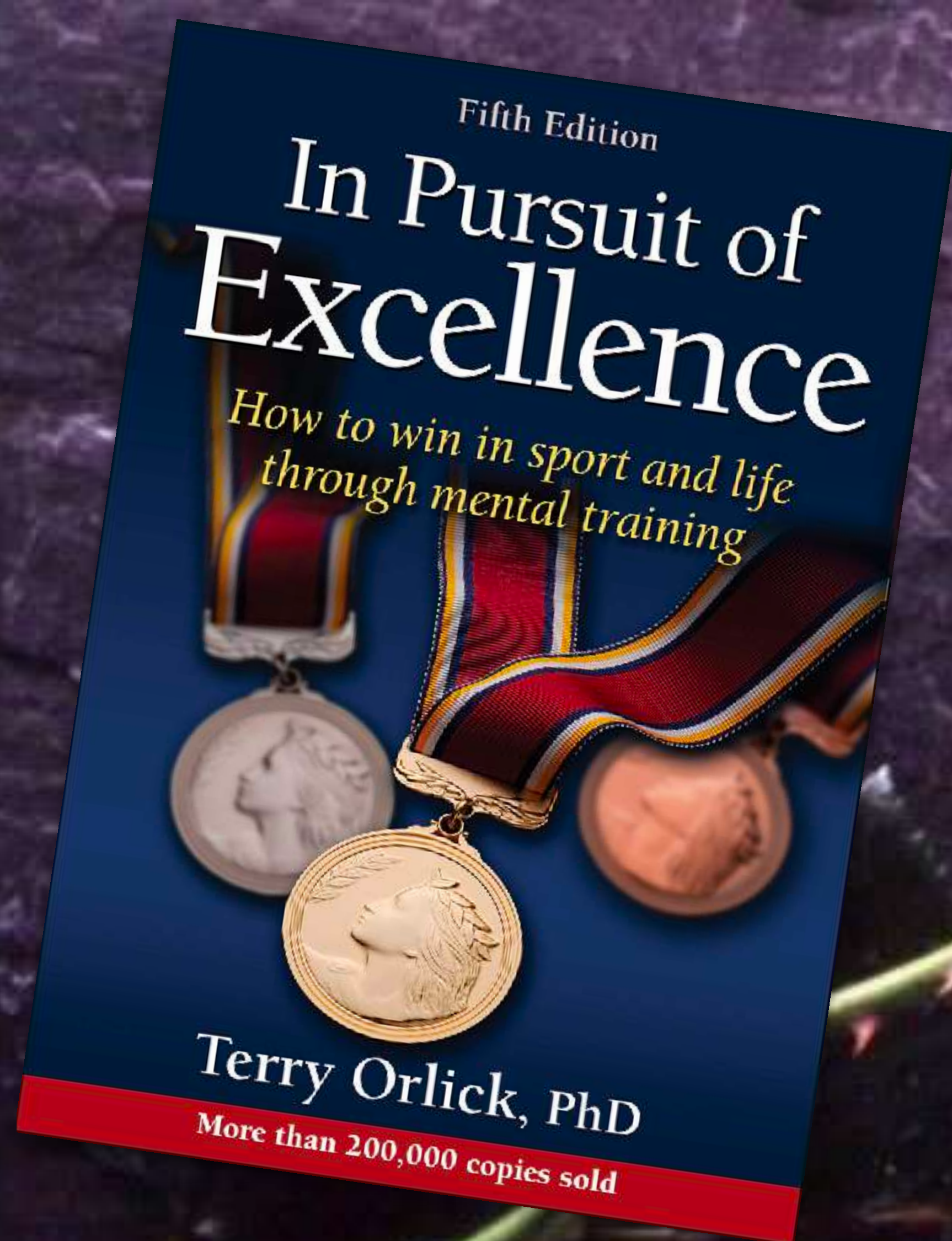
#8

When you do the work to manage your internal dialogue, you show up to do hard things more regularly, more consistently, more often.



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Today, I am grateful for...

What am I looking forward to?



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Mental Focus

- **Reflect on highs and lows**
 - *improves emotional regulation, nurtures gratitude, reduces rumination and sharpens purpose*
- **Set daily intentions**
 - *Clarifies priorities and boosts focus all day*
- **Name values during challenge**
 - *Increases confidence, performance, and persistence*
- **Rewrite goals regularly**
 - *Written goals are 42% more likely to be achieved*
- **Reinforce progress, not perfection**
 - *Celebrating small wins boosts dopamine, focus, and grit over the long term*



Coaching Client

- Unproductive Staff
- Pressure from investors
- Market shifts
- High Internal Drive



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*Mental focus is not about
pushing through and doing
the wrong things.*

*Mental focus done properly
creates space to do more **right
things** - in alignment with **what
truly matters.***

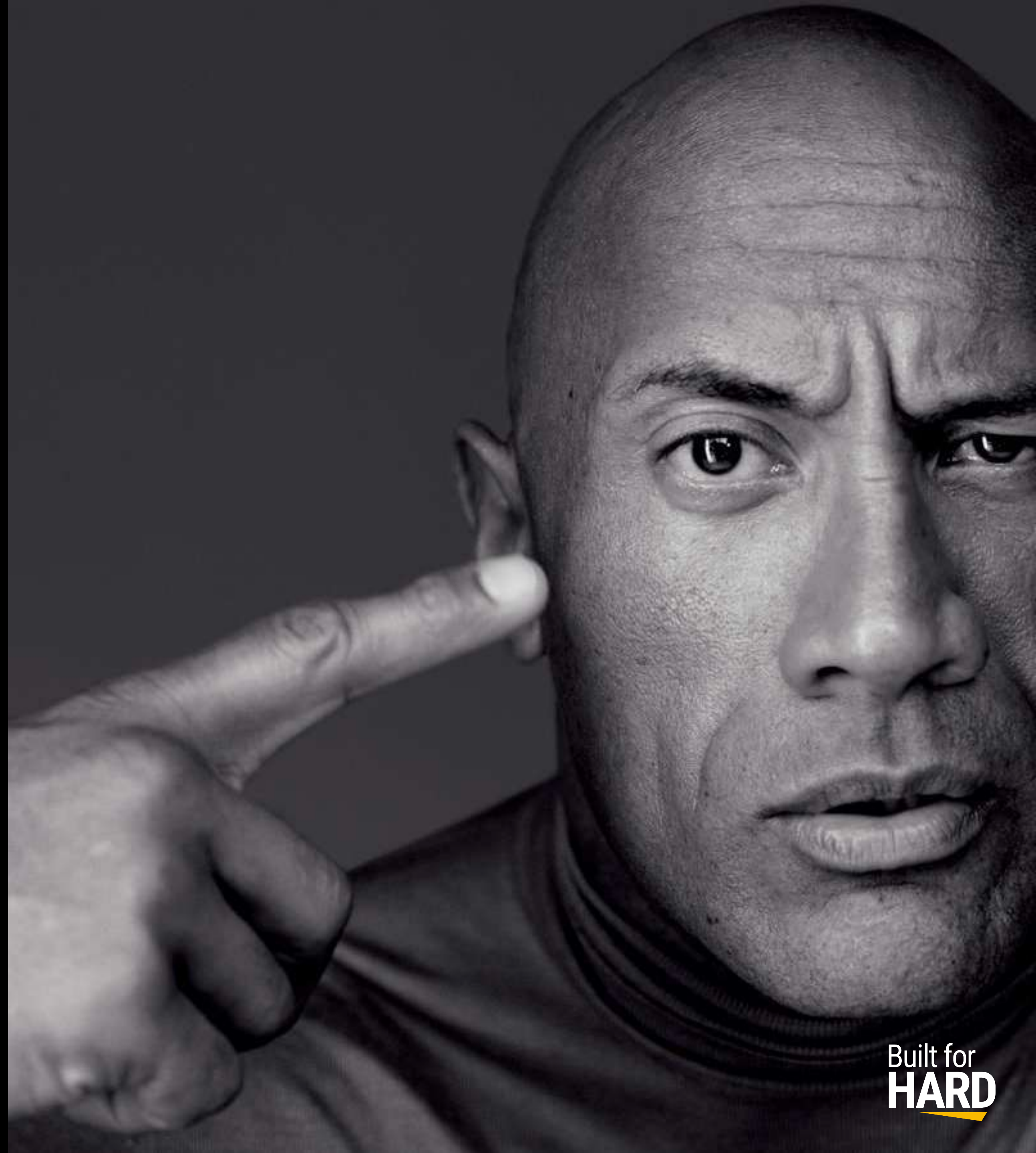


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“Success at anything will
always come down to this:
focus and effort. And we
control both.”

- Dwayne Johnson
Actor



**What would become
easier and more
enjoyable if your mental
health and focus
performed optimally?**



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VALUE Purposeful Service

#9

When you connect with what matters most to you and others, you find a wellspring of energy that feels endless, untapped and enduring.



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Olympic Purpose:

Coaching, Mentoring, Administration



Ocean Purpose:

Science, Education, Youth Enablement

Business Purpose:

Clients, Industry, Mentoring



Serve with Purpose

- **Enlist your Identity and Values**
 - *"I am the kind of person who contributes X, because I value Y."*
- **Regular, structured, sustainable Service**
 - *Reduce mortality by 20%, increased life satisfaction*
- **Transform purpose into character building**
 - *Growth under tension increases resiliency*
- **Reflect to turn effort into insight**
 - *Writing, reflecting, debriefing increases emotional learning and purpose clarity*
- **Build social capital**
 - *Bonds built with shared purpose predict happiness, performance, sustained well-being*



**How can you engage
more purpose and
service to sustain your
largest goals?**

WHAT WILL STICK?

*Pick One (Stroke) That
Resonates With You*

***Remember it.
Keep Asking Questions.
Find the answer.***



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THE RESPONSIBILITY

1. Slides
2. Coaching
3. Events

Big Brothers
Big Sisters
OF CANADA





STAND UP

Breath is the mind
made visible.



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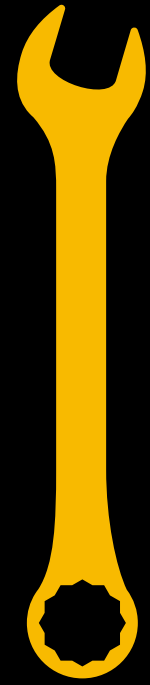
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Hard is a challenge—
*And you were built
for it*

Hard is a skill—
*You and your team
have trained for this*

Hard is the job—
*And you know what
you need to do*

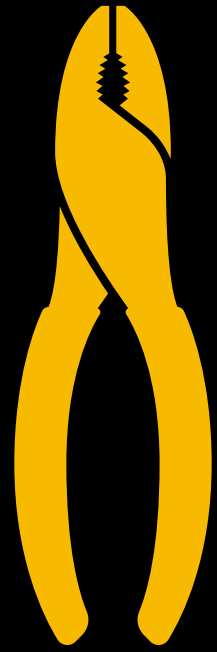
TOOL #1



Set Mobilizing Goals

When you set goals that build your competence, allow you to have enough autonomy and build relatedness with others, you will succeed.

TOOL #2



Train Your Resilience

When you continually train and retrain yourself to focus on what you can control, you find empowerment and clarity as you work through challenge.

TOOL #3



Sustain Your Efforts

When you create the time and discipline supportive habits, behaviours and environments, you will have a base from which you can continue to perform, feel well and endure uncertainty, volatility and chaos.



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HARD

COMPETENCE

*(Am I good and getting better?
Do I feel effective?)*

AUTONOMY

*(Can I do it my way?
Do I feel I have choice?)*

RELATEDNESS

*(Am I connected to others?
Do I feel like I belong?)*

MOTIVATION

RESULTS

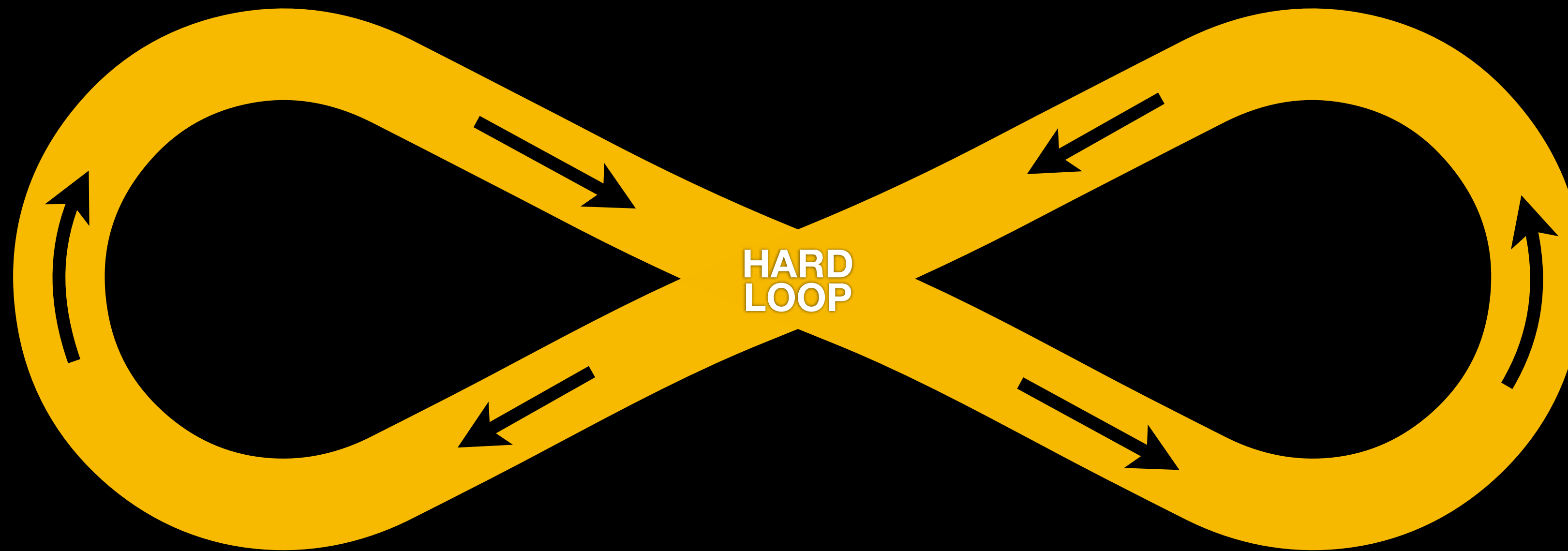
*Enhanced Performance
Greater Well Being*

**I CAN WIN
THE HARD**

recommit

**I CAN SURVIVE
THE HARD**

respond



**HARD
LOOP**

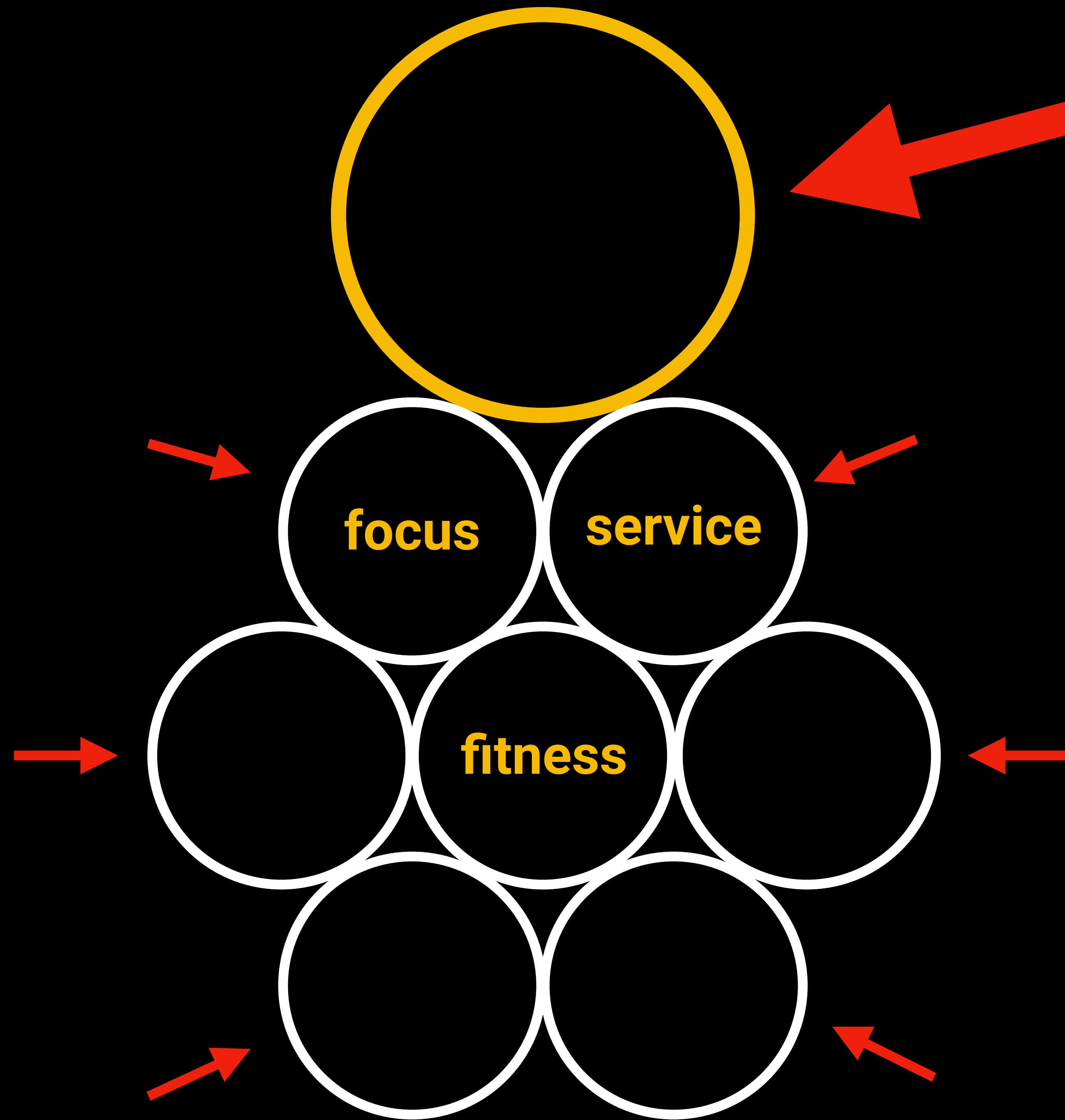
reimagine

**I CAN DO
THE HARD**

reflect

**THE HARD IS
TOO MUCH**

What
matters
to you?



Support
your **goals**
with as
many
values-
driven
cluster
benefits
as possible

VALUE Autonomous Intention

#1

When you set goals your way, you achieve more. When you know how you will feel in the process and feel in achievement, you will achieve even more.

VALUE Incremental Excellence

#2

We pour in massive work, relentless repetition, and disproportionate effort—for a sliver of gain that makes all the difference.

VALUE Intentional Care

#3

Care doesn't always come naturally. But we work at it—because we know leadership without care isn't leadership at all.



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**What's do you want from
your work and your team?
How are you leading from
your seat to make it
happen?**

**Have you accepted the
reality and challenge of
your current competitive
environment?**

**How will you be less of
an Olympic A-hole and
add more grace to your
grit to let more people
know that you care?**



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VALUE Opportunity Focus

#4

When you keep the bigger purpose and highest goal in mind, you can have more clarity on the next small steps to take.

VALUE Resilient Growth

#5

When we take time to reflect and emotionally process our failures and shortcomings, we can let go of baggage, learn and grow.

VALUE Impermanent Achievement

#6

Successes and failures of the past are data points, not emotional anchors or fuel for unreasonable expectations. Let go and keep setting new goals.



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**Are you clear on your
purpose, goals and
vision? And using that to
find more opportunities
in challenge and
change?**



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**Are you collecting
failures in service of
your goals? Are you
learning and adapting
for growth?**



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**Are you letting go of the
wins and losses of the
past and setting new,
values-driven,
purposeful goals?**



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VALUE Physical Fitness

#7

When you take care of the your body, everything else seems to fall in line. Harder tasks become easier. Uncertainty becomes more manageable.

VALUE Mental Focus

#8

When you do the work to manage your internal dialogue, you show up to do hard things more regularly, more consistently, more often.

VALUE Purposeful Service

#9

When you connect with what matters most to you and others, you find a wellspring of energy that feels endless, untapped and enduring.



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**What will you be able to
accomplish if your
energy, endurance and
physical stamina are
optimized?**

**What would become
easier and more
enjoyable if your mental
health and focus
performed optimally?**



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**How can you engage
more purpose and
service to sustain your
largest goals?**



“May your seas be choppy,
the winds unfavourable and
may the currents regularly
push you off course –
unveiling wonders and
blessings that you never
could have predicted...
Work hard. Be authentic.
Persevere.
May your next sunrise
sparkle and warm
the soul.”



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You Got This



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