

Built for
HARD



A photograph of Adam Kreek and a woman on a kayak on a body of water at sunset. Adam is in the foreground on the left, partially visible. The woman is in the background, smiling and making a peace sign. The sky is filled with orange and yellow clouds.

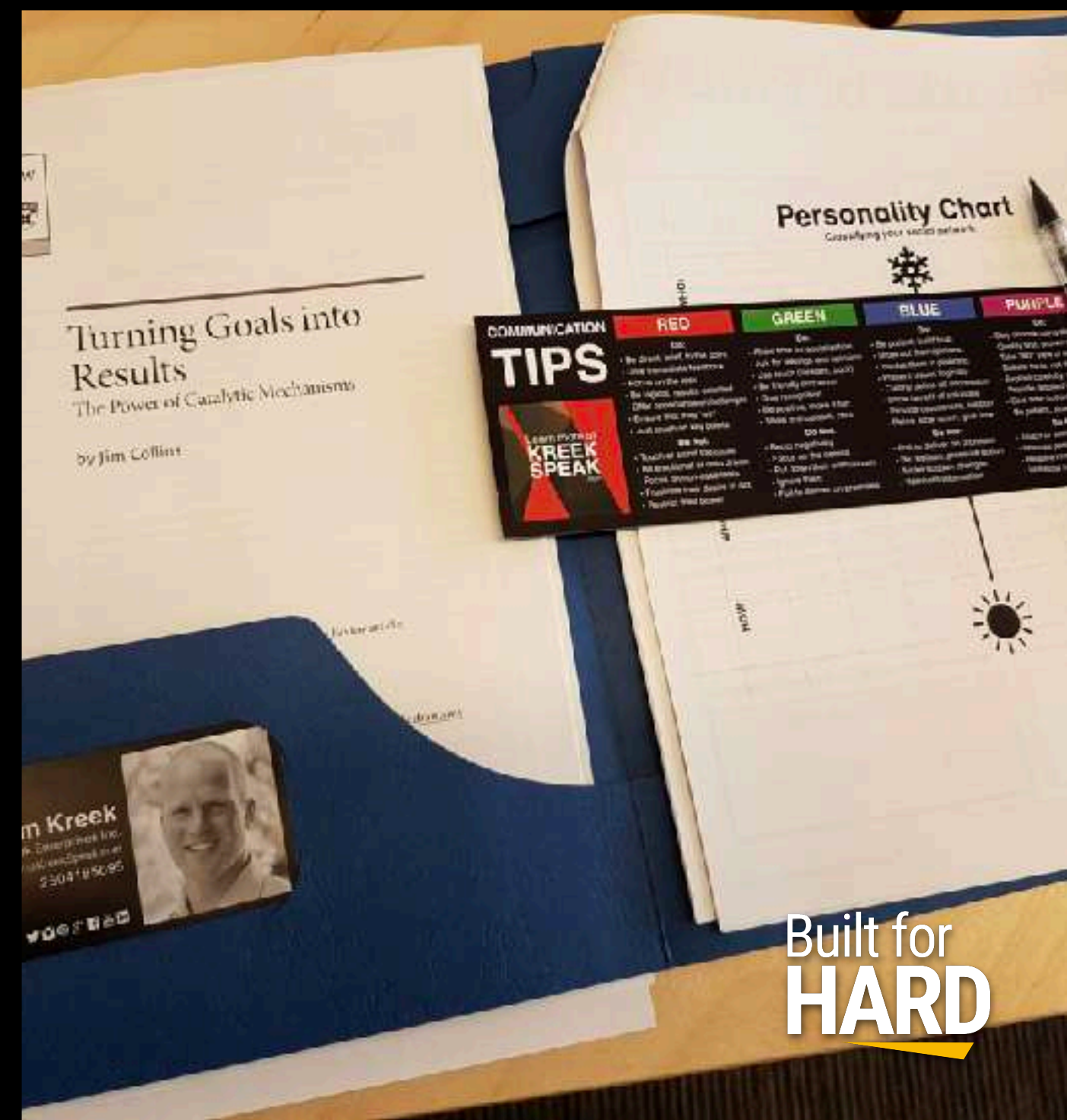
Hi, I'm Adam

Adventurer Olympian Executive Coach



Adam
Kreek

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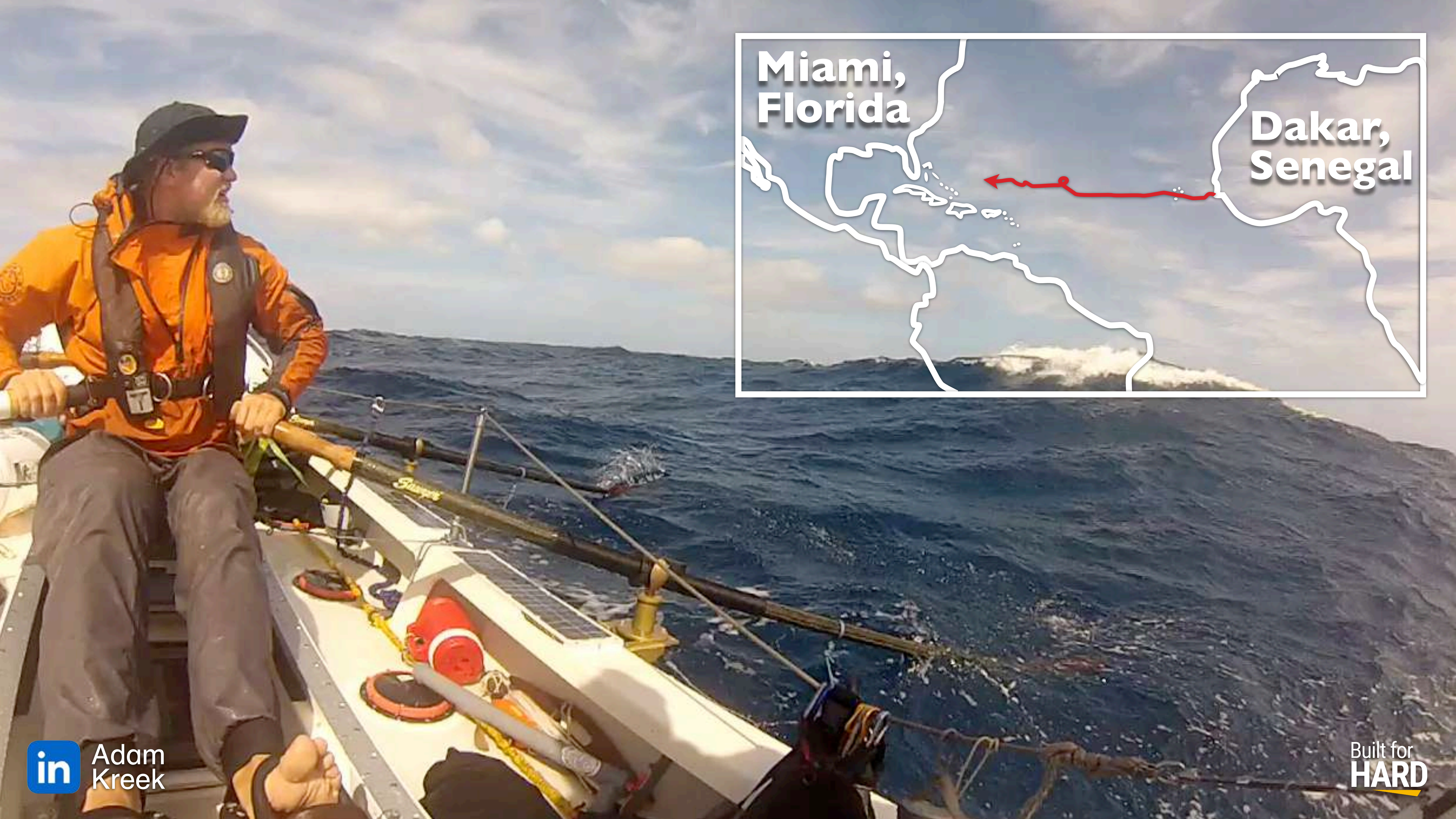
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Rowing stories... But how is this going to help?
Motivation first. Work second.

**It was about this
big...**



**Miami,
Florida**

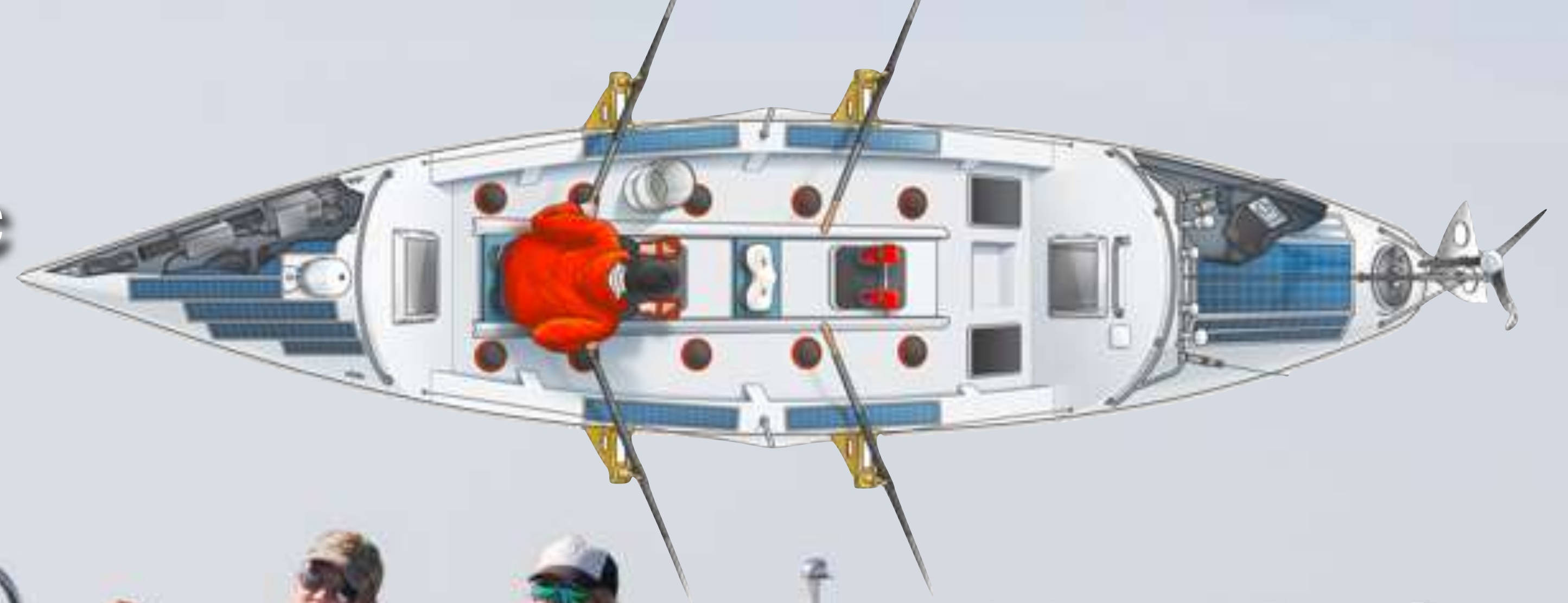
**Dakar,
Senegal**



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**8 Scientific
Studies**



35,000 Students

7,000+ Km

120 Volunteers

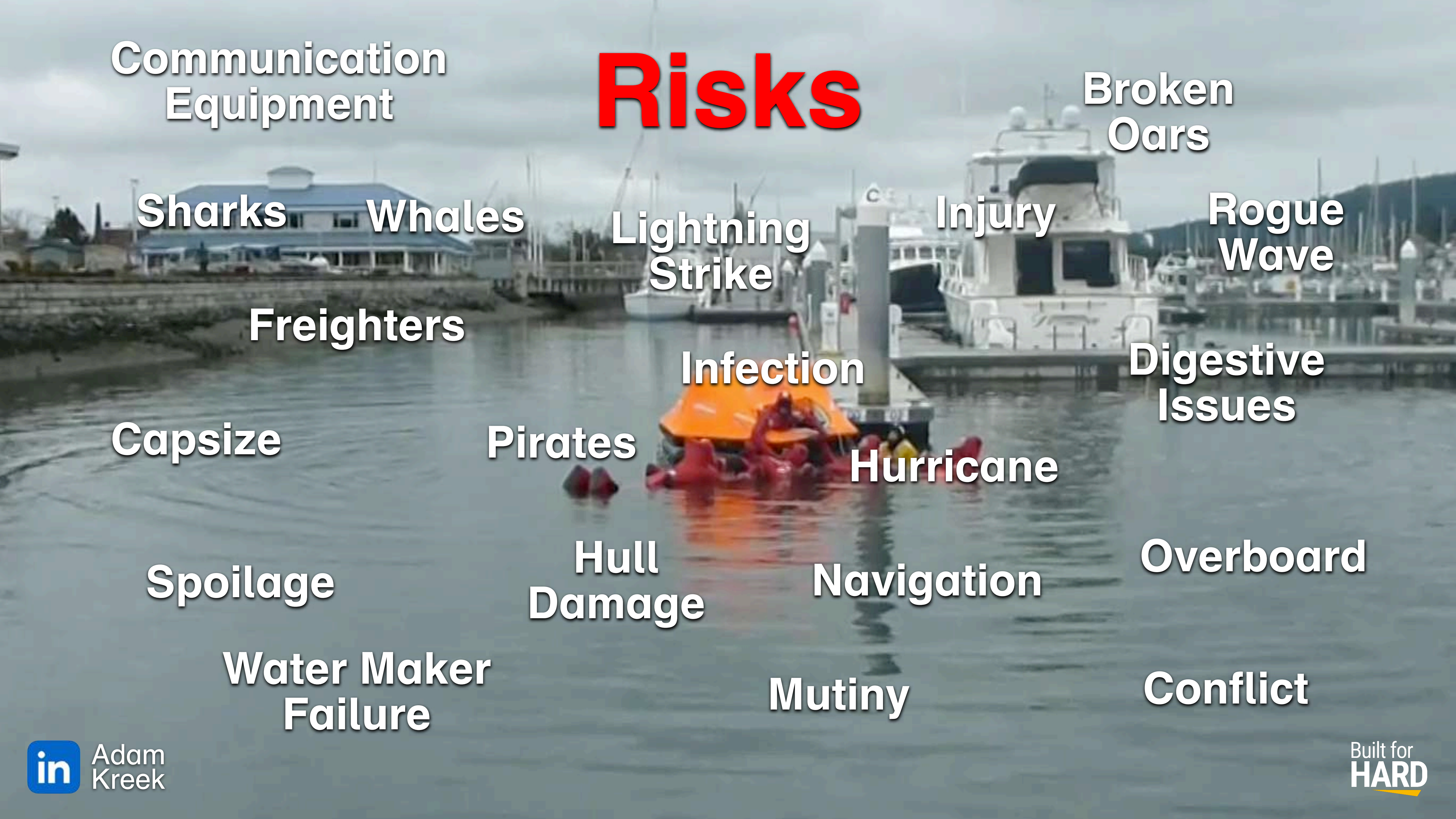
\$1,000,000 raised

5 years of preparation



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Risks

Communication
Equipment

Broken
Oars

Sharks Whales

Lightning
Strike

Injury

Rogue
Wave

Freighters

Infection

Digestive
Issues

Capsize

Pirates

Hurricane

Spoilage

Hull
Damage

Navigation

Overboard

Water Maker
Failure

Mutiny

Conflict



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Circumnavigation of Vancouver Island (24 days)

Capsize,
Life Raft and
Emergency
Training
(36 hours)

Circumnavigati
on of Vashon
Island (24
hours)

La Push to
Grays
Harbor
(72 hours)



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Fear and doubt are
the **taxes** you pay
to experience the
incredible.



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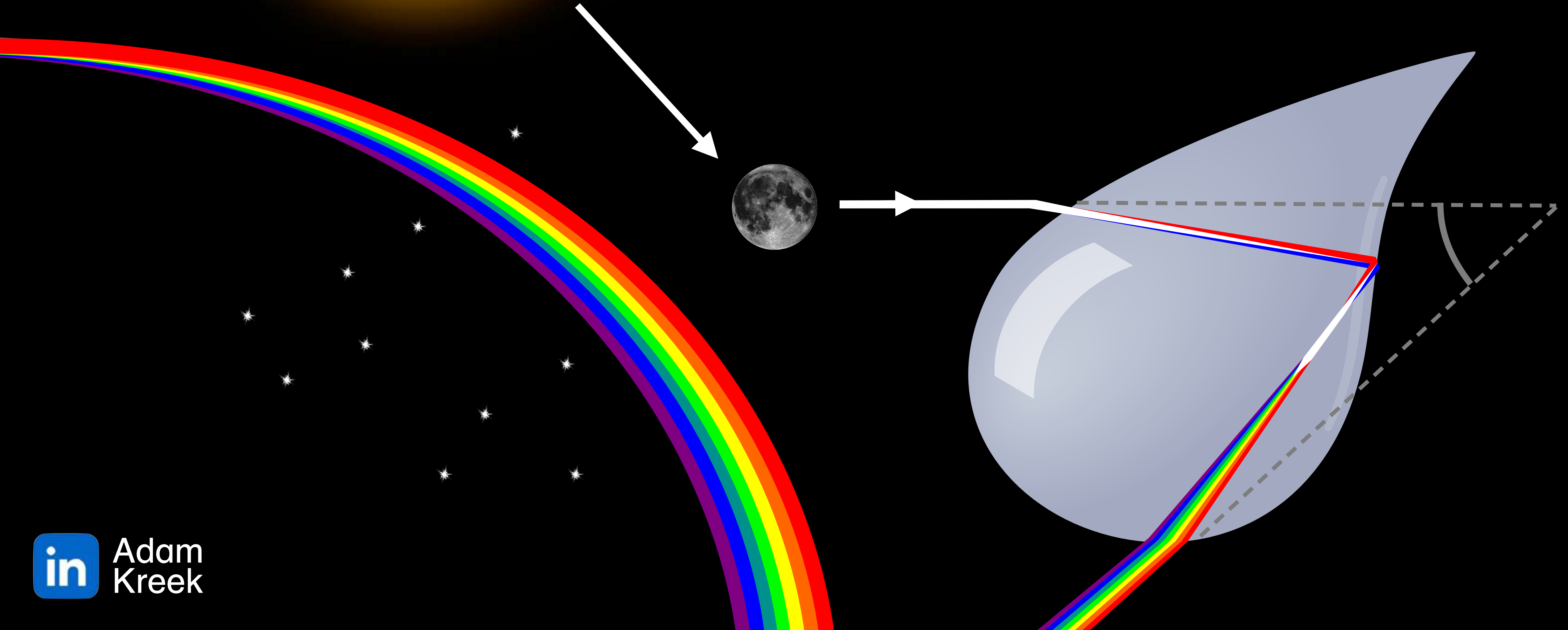


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Celestial Phenomenon

How Does a Moonbow Work?



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Fear and doubt are
the **taxes** we pay to
experience the
incredible



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*You'll create an imperfect product growth plan that will
cause you pain*

HARD HAPPENS



*You will feel alone and isolated, not good enough, not
fast enough, not smart enough.*

*Disruption and change constantly push you and
distract you from what matters.*

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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**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

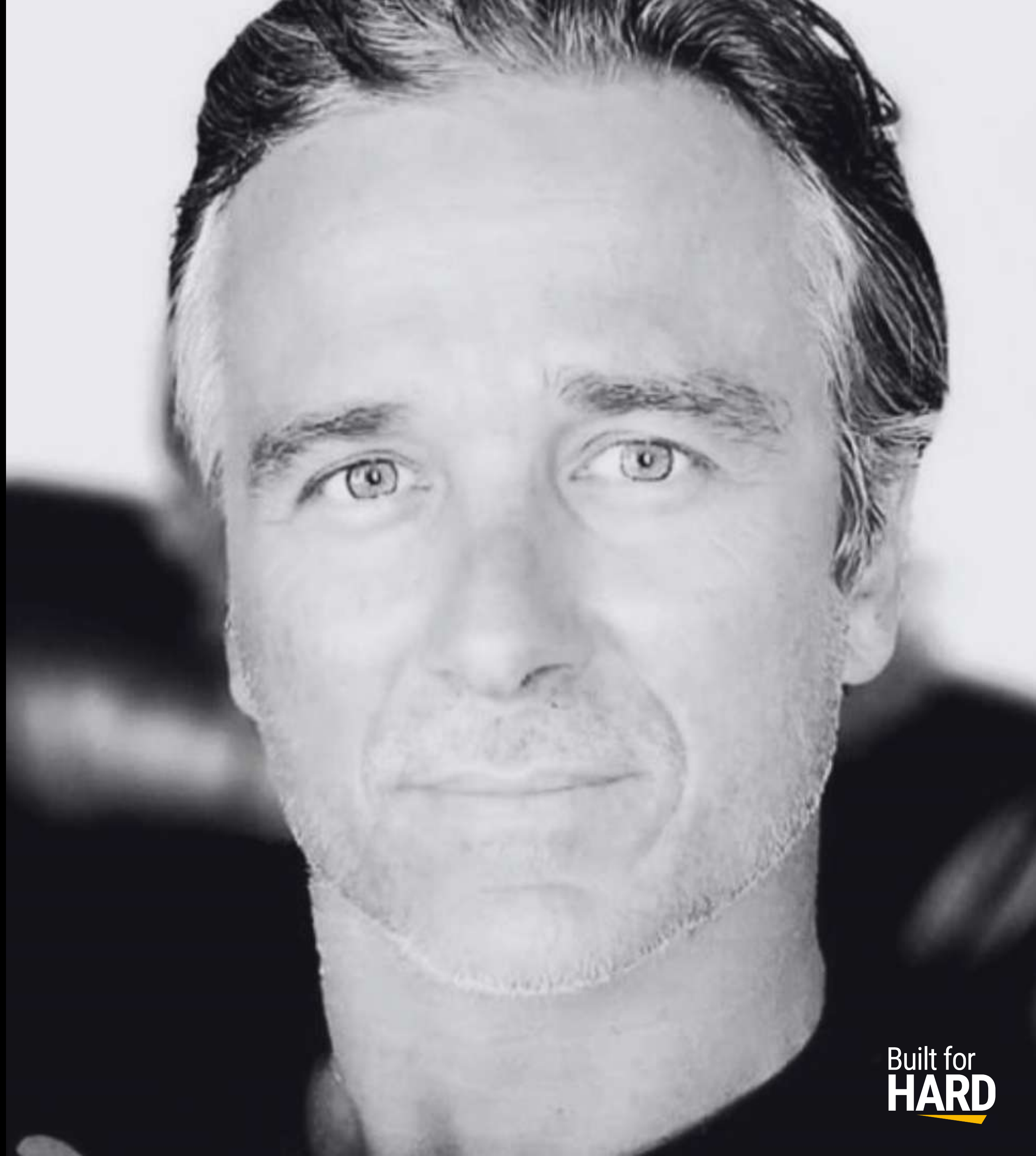


Davidson
Saskatchewan



“We can plan. **We can adapt.**
Keep me before we. Keep
urgency.
Together, we will rise
stronger.”

- **Clayton Schneider**
President Panther Industries





**Breath is the mind
made visible.**

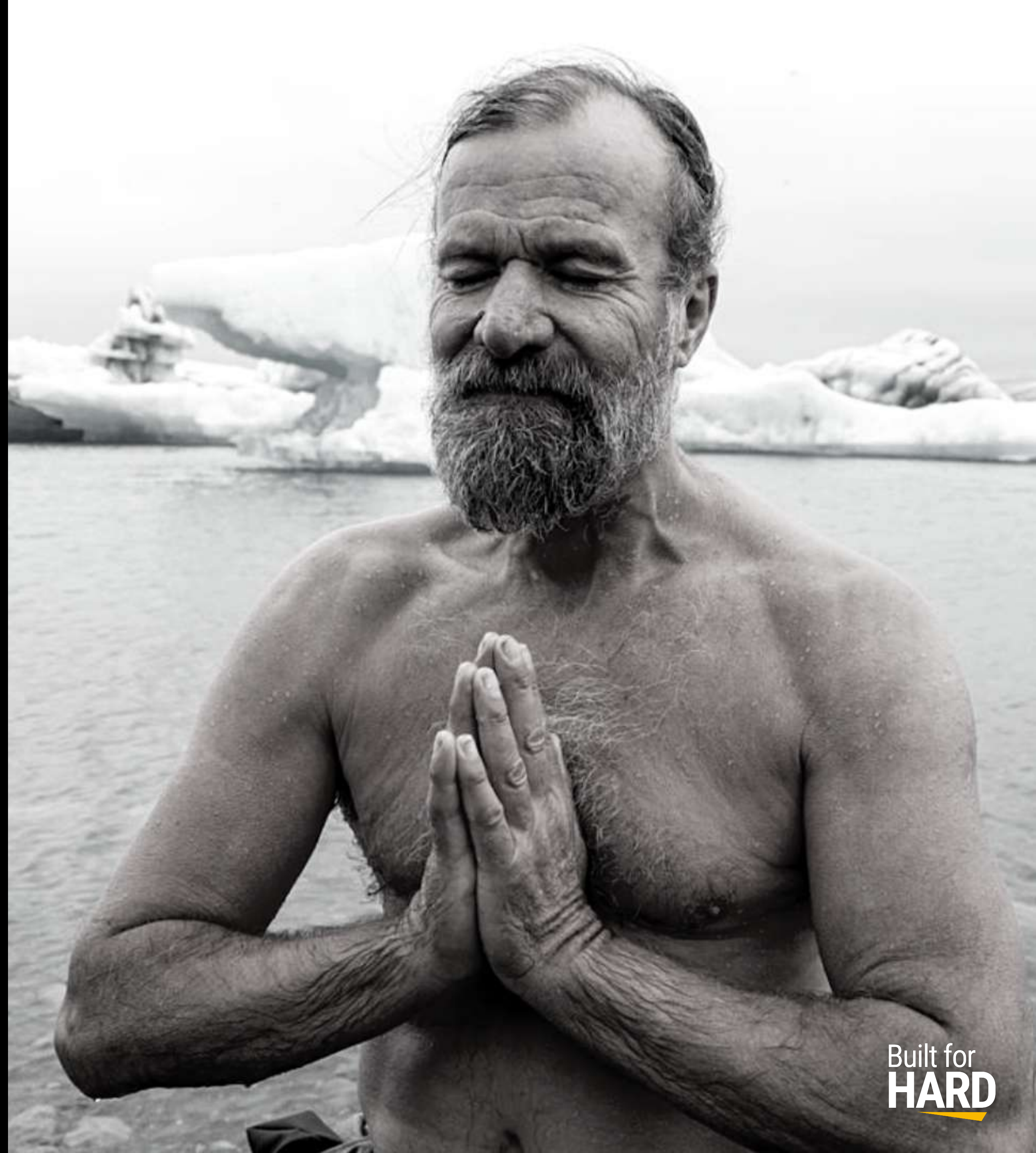


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“Our breathing has the ability
to enlighten and activate
more power and calm than
we can imagine.”

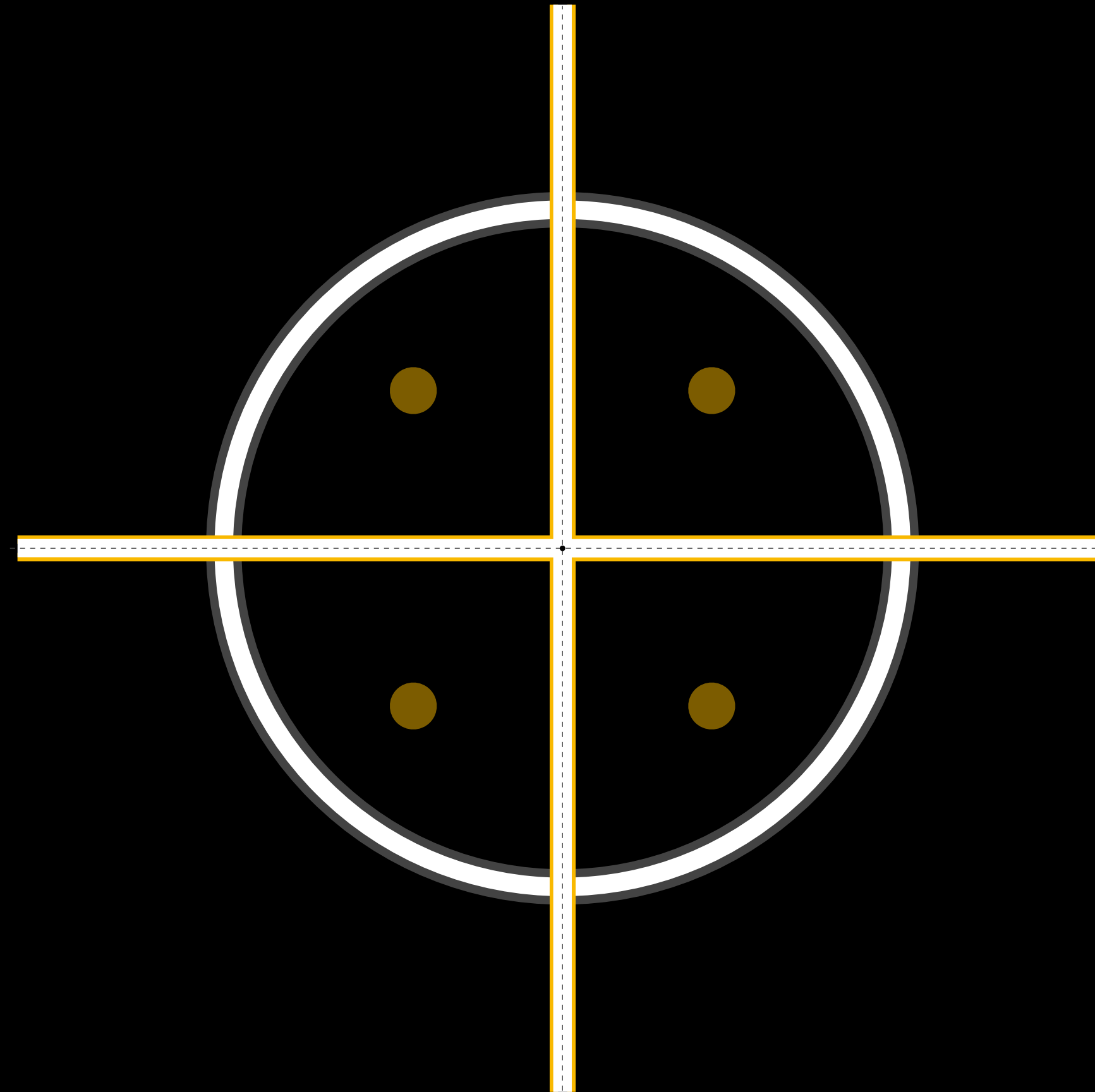
- **Wim Hof**
Dutch Athlete, Entrepreneur



CONCEPTS, TOOLS , VALUES

PICK ONE

*Find Ideas That
Resonate With
You*



*Take Notes
Write It
Down*

FOCUS

ON BUILDING YOUR LEADERSHIP



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London, ON Canada's most average town





McDonald's



McDonald's

Oxford Street West

Wonderland Rd



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“You are an Olympian. You just don’t know it, yet.”



IDENTITY EVOLUTION



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**What is the biggest,
long-term career impact
you can imagine?**

**How will your project at
Helm help get you there?**

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 what matters?
Do I feel like I belong?)*

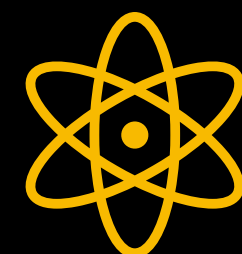
MOTIVATION

RESULTS

*Enhanced Performance
Greater Well Being*



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SCIENCE

Ryan & Deci: Self Determination Theory

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WHAT'S YOUR NEXT GOLD MEDAL MOMENT?



“400 laboratory and field studies from 25 years of research were analyzed. We have shown that **specific, high (hard) goals lead to a higher level of task performance** than do easy goals or vague, abstract goals such as the exhortation to ‘Do your Best’.”

- Edwin Locke

Psychologist, Goal-Setting Theorist



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“Concerning all acts of initiative and creation there is one elementary truth — that the moment one definitely commits oneself then divine providence moves too. All sorts of things occur to help one that would never otherwise have occurred and which no man could have dreamed would have come their way.”



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- **W.H. Murray**
Scottish Mountaineer

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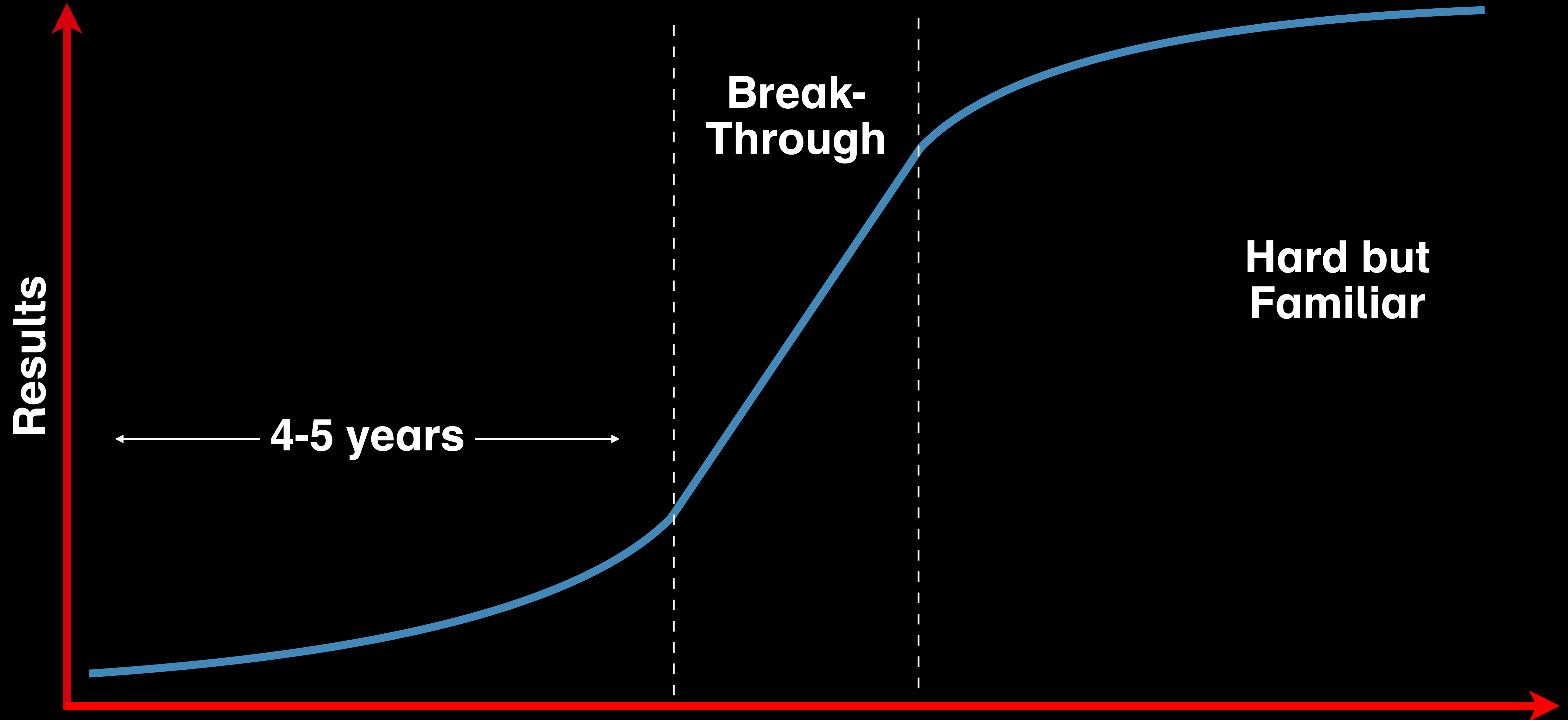


12 Years
580 Races & Time Trials
7,200 Training Sessions
13,400 Hours on the Water
2,200,000 Practice Strokes

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

What is your focus?

Breakthrough Theory

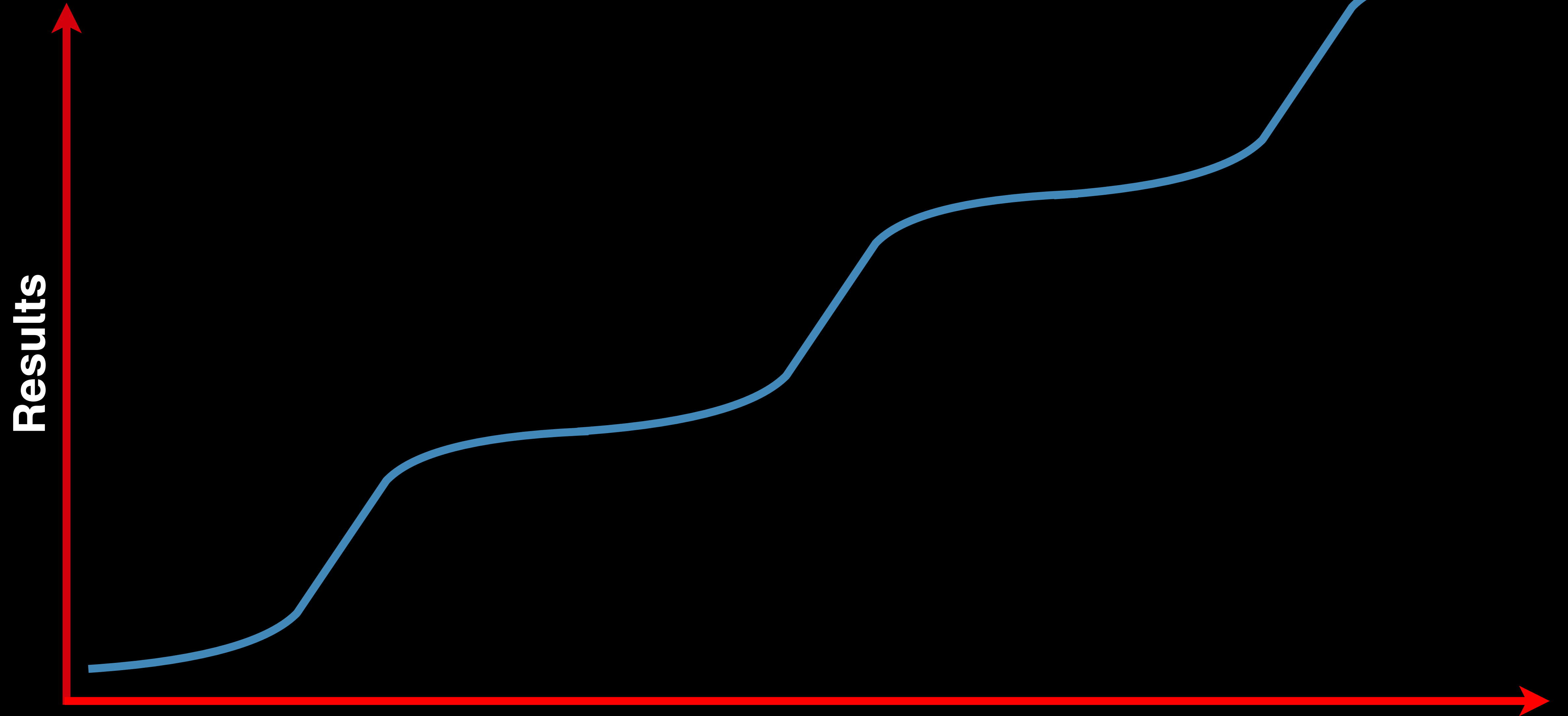


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Effort over Time

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Breakthrough Theory



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Effort over Time

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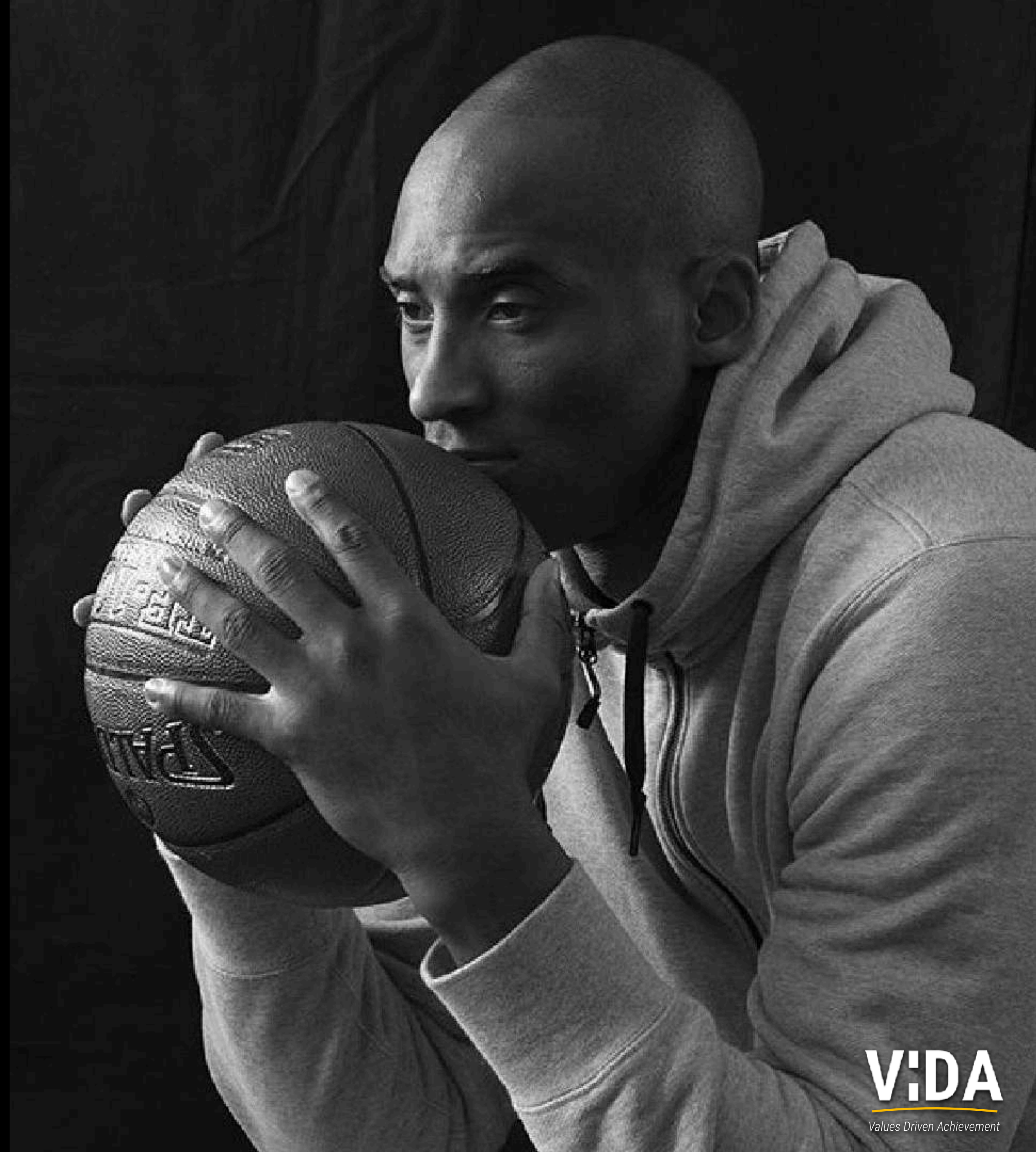
1 Choked Olympic Final
2 Herniated Discs
100 Lost Training Days
1,000 Failures in Training
2,000,000 Imperfect Strokes

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

What missed strokes make YOUR gold?

“I have self-doubt. I have insecurity. I have **fear of failure**. We all have self-doubt. You don't deny it, but you also don't capitulate to it. You embrace it.”

-Kobe Bryant
Basketball Player



WHAT'S YOUR NEXT GOLD MEDAL FAILURE?







COLLAPSE The fifth-place finish of the favored men's-eight team was difficult to explain

FRAIL FAILURE

CRIMINAL

CARELESS

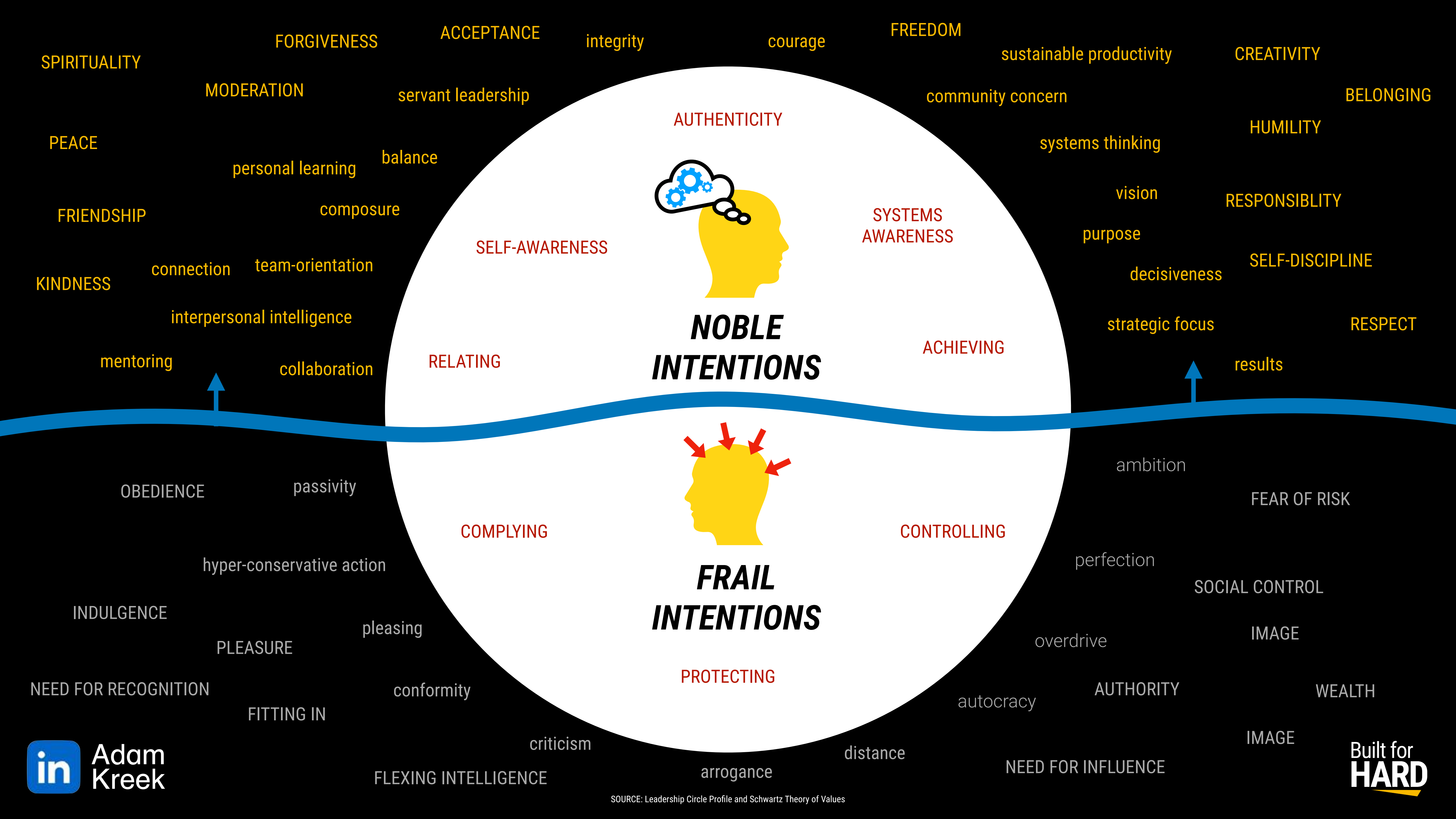
CONTROLLING

NOBLE FAILURE

CHALLENGING

COMPLEX

CONNECTING



How can you use
noble failure as fuel
for **what's next?**



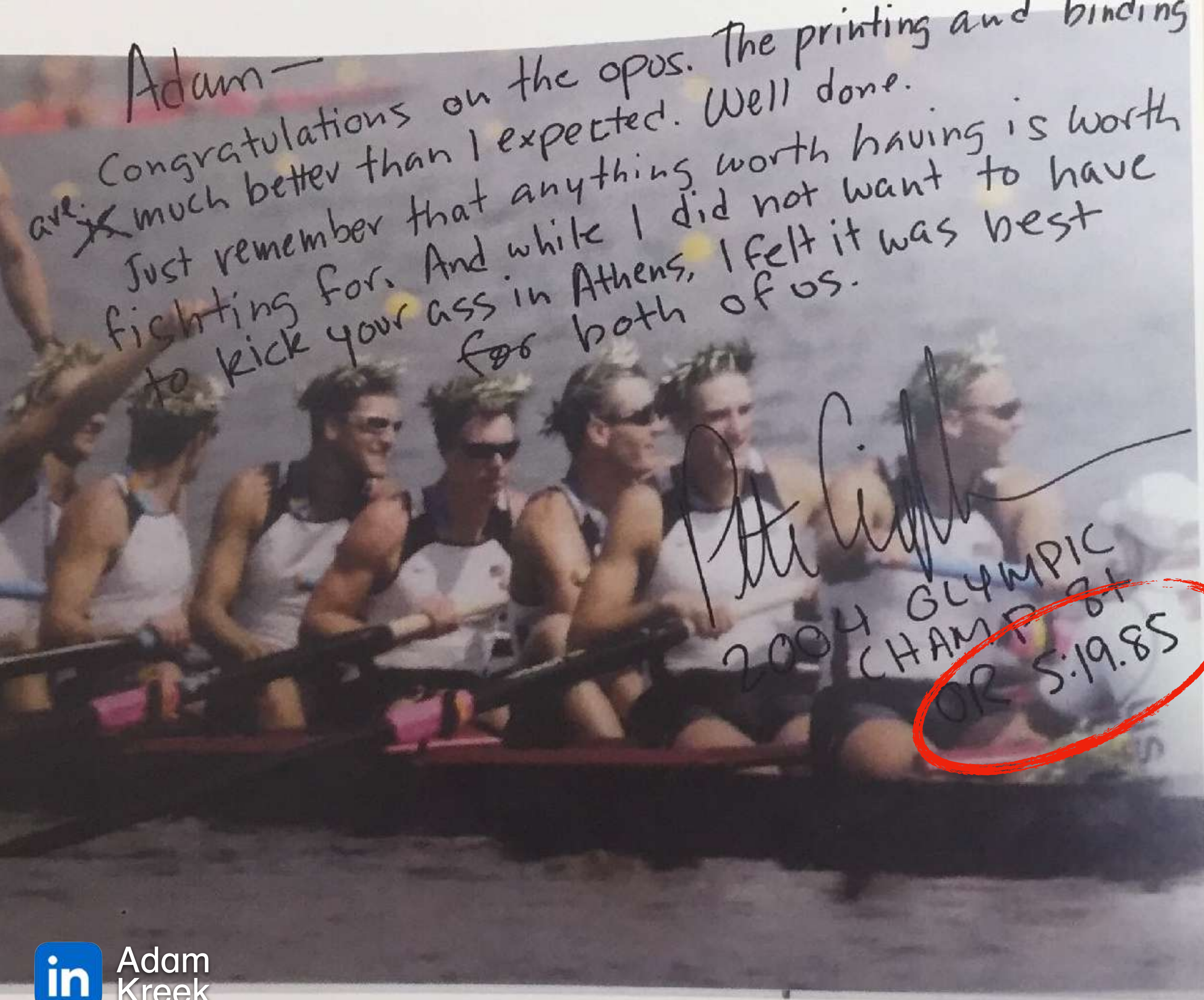
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Adam—

ave. Congratulations on the opus. The printing and binding
are ~~much~~ much better than I expected. Well done.
Just remember that anything worth having is worth
fighting for. And while I did not want to have
to kick your ass in Athens, I felt it was best
for both of us.

[Signature]
2004 OLYMPIC
CHAMPION
OR 5:19.85

Cip-

THANKS FOR
BEATING MY
ASS IN ATHENS.

THE
RESPONSIBILITY
ETHIC

A.K.K.

WHAT'S YOUR NEXT GOLD MEDAL FAILURE?



WHAT'S YOUR NEXT GOLD MEDAL MOMENT?



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



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**Are we learning and
letting go of the wins
and losses of the past
and setting more
purposeful, values-
aligned goals?**



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WHAT'S YOUR NEXT GOLD METTLE MOMENT?



You gotta have goals, but, in the end it's rarely about the **medal**.

It's the **mettle** that matters.

And the people, of course, foolhardy enough to **meddle** alongside you.

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 what matters?
Do I feel like I belong?)*

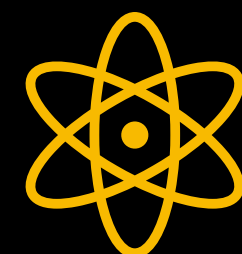
MOTIVATION

RESULTS

*Enhanced Performance
Greater Well Being*



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SCIENCE

Ryan & Deci: Self Determination Theory

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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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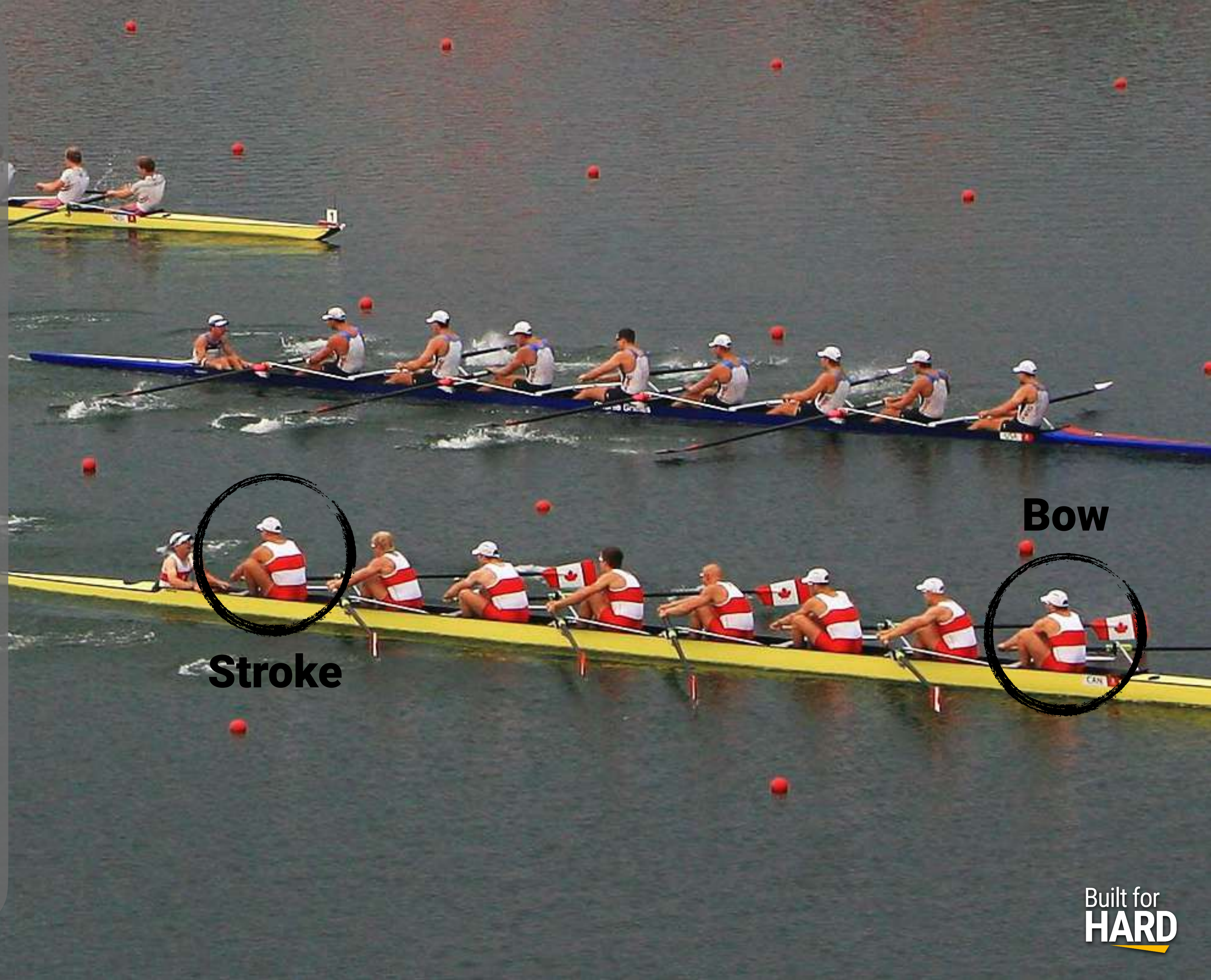
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-Kevin Light

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



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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



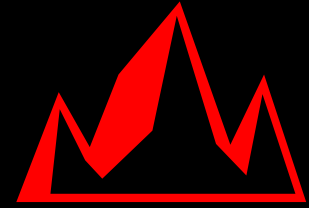
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**What's do you want from
your work and your team?
How are you leading from
your seat to make it
happen?**

LEADERSHIP EFFECTIVENESS

Objective measures
of skill and ability



Goals

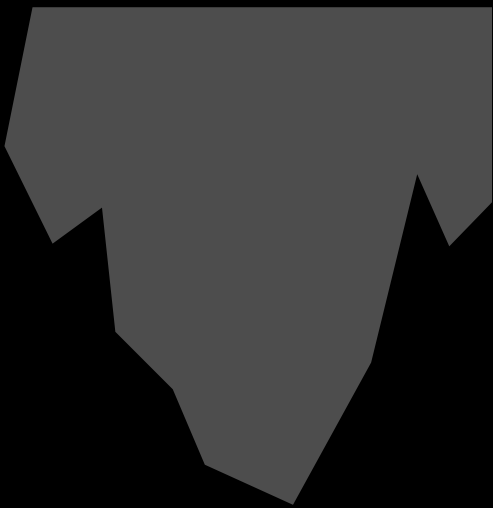
Objectives we
set

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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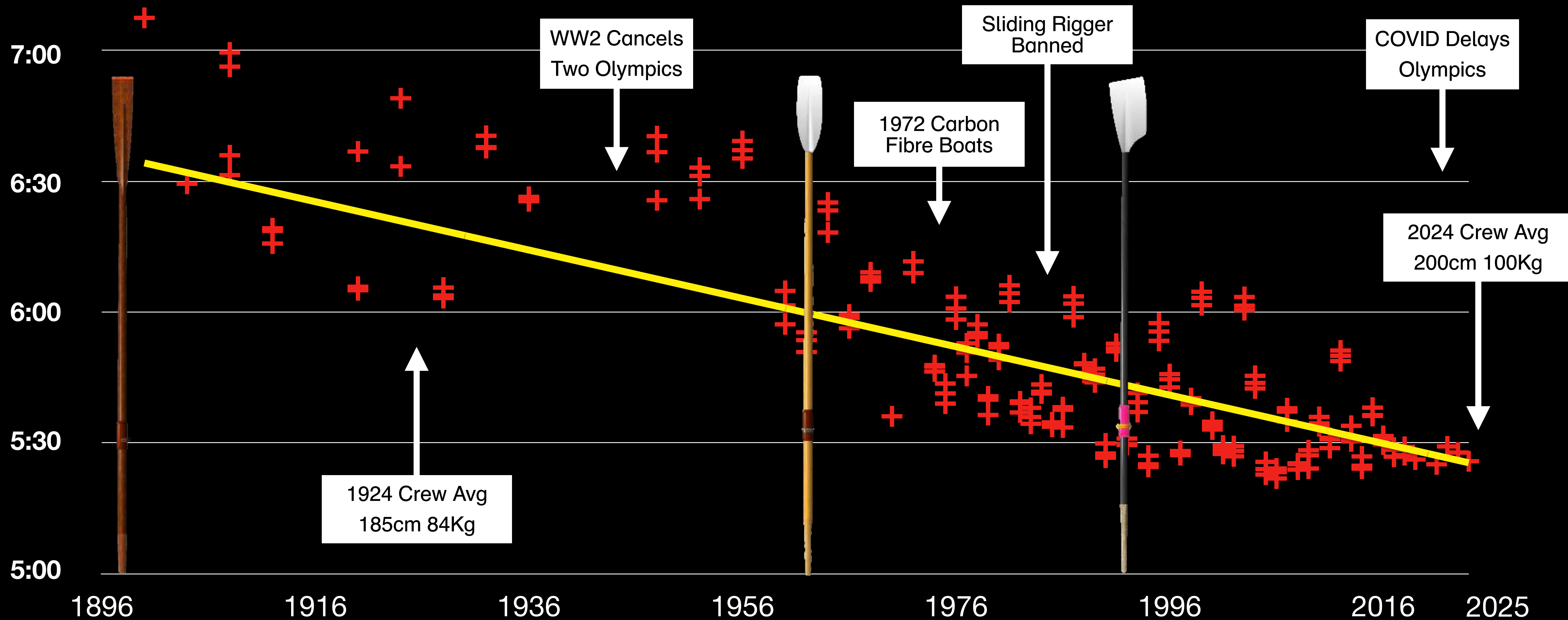
**Mike
Spracklen**
Olympic Rowing
Coach

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

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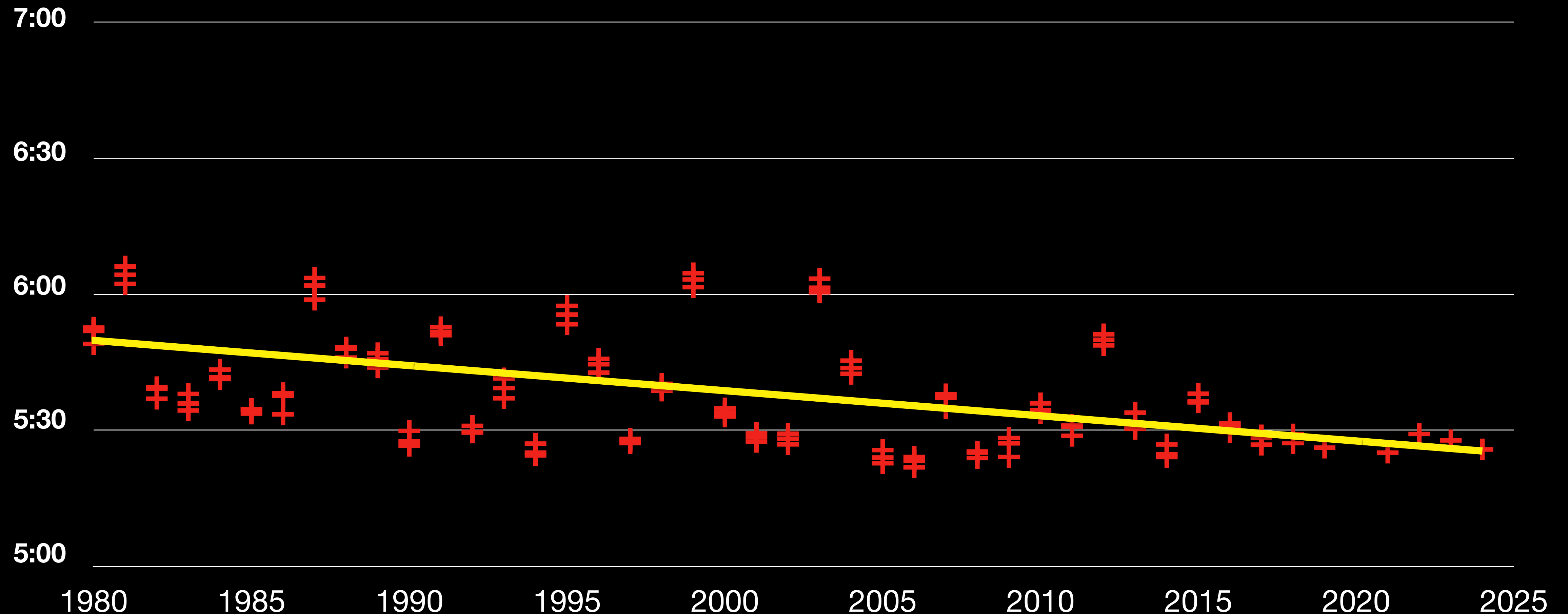
Men's 8+ Rowing Times

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



Men's 8+ Rowing Times

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

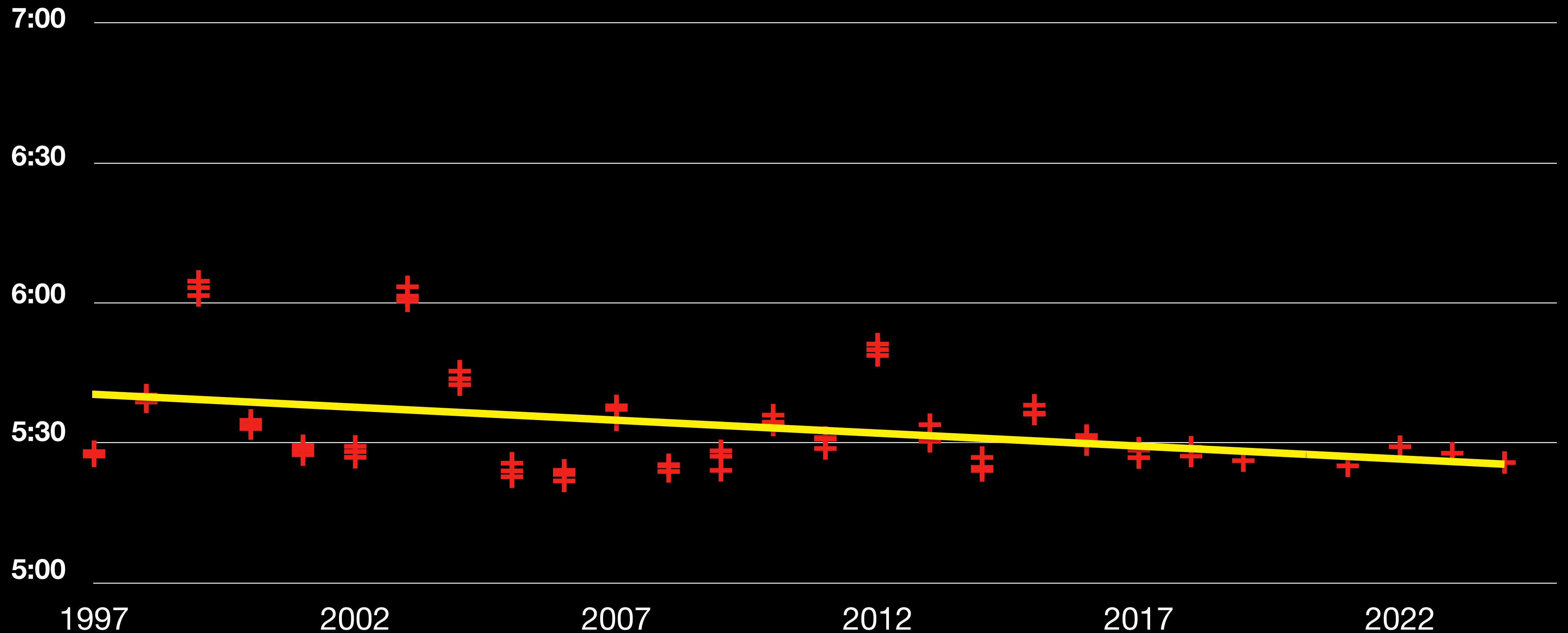


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Men's 8+ Rowing Times

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

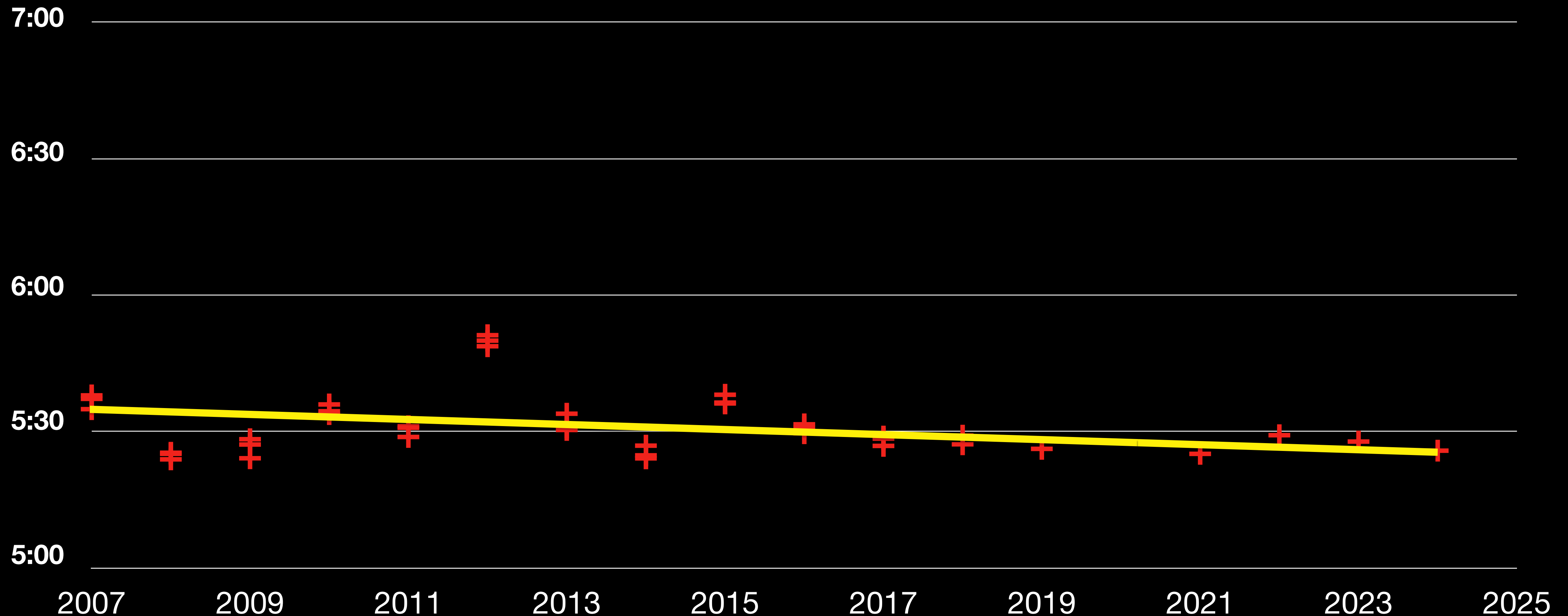


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Men's 8+ Rowing Times

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



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KAIZEN

The practice of continuous improvement –small, steady changes made daily that lead to big, lasting results. It's the belief that excellence is built not in leaps, but in consistent steps forward.





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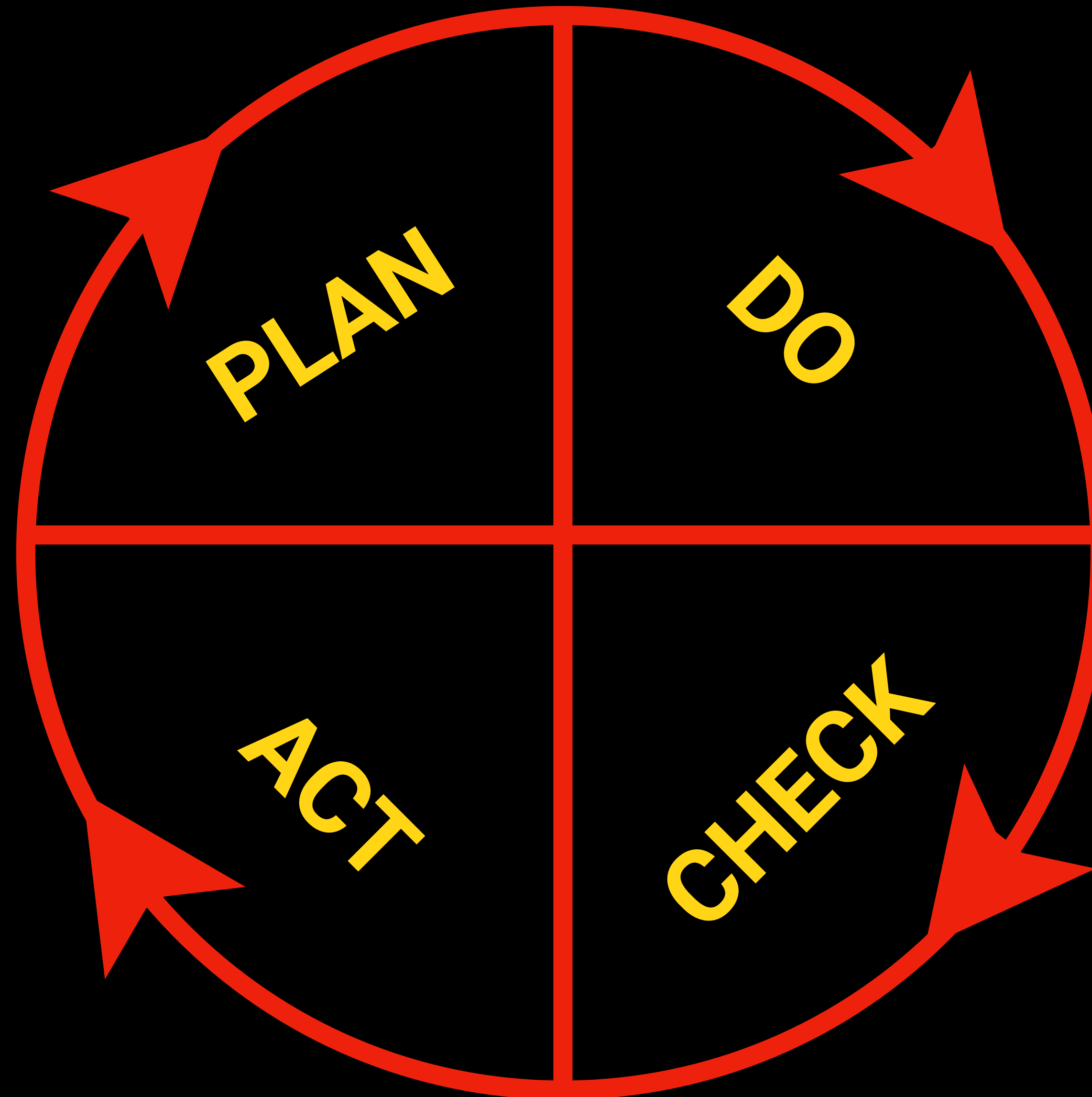
**Have you accepted the
reality and challenge of
your current competitive
environment?**

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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“It is not enough to do
your best; **you must
know what to do**, and
then do your best.”

- W. Edwards Deming
Engineer, Business Theorist

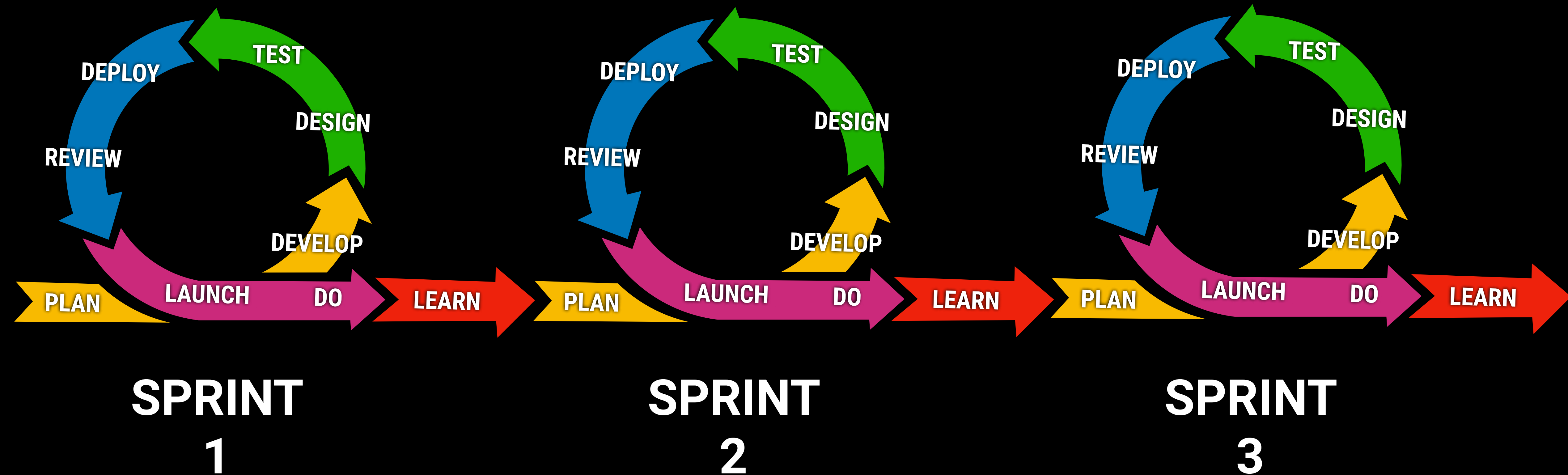


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EMBRACE THE HARD: **BE AGILE**

Consistent Iterations of Improvement



RELATEDNESS

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

VALUE Intentional Innovation

#3

We try new things and are smart about risk. We know that we need a bit of failure and friction for progress – but not too much.



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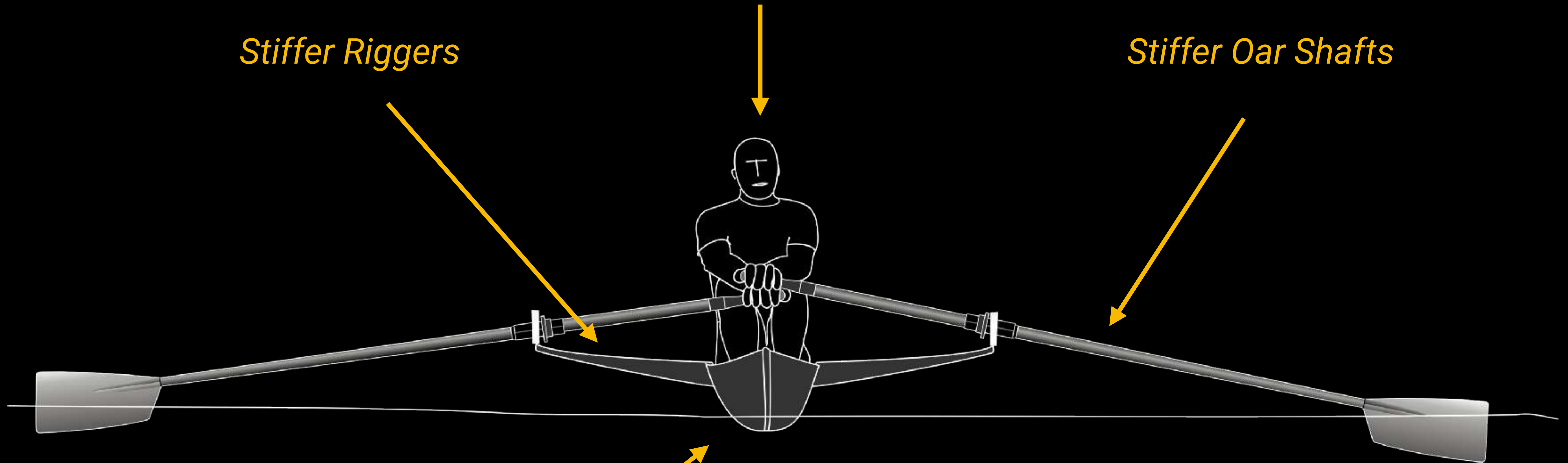
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What Makes A Boat Go Fast?

Stronger Rowers

Stiffer Riggers

Stiffer Oar Shafts



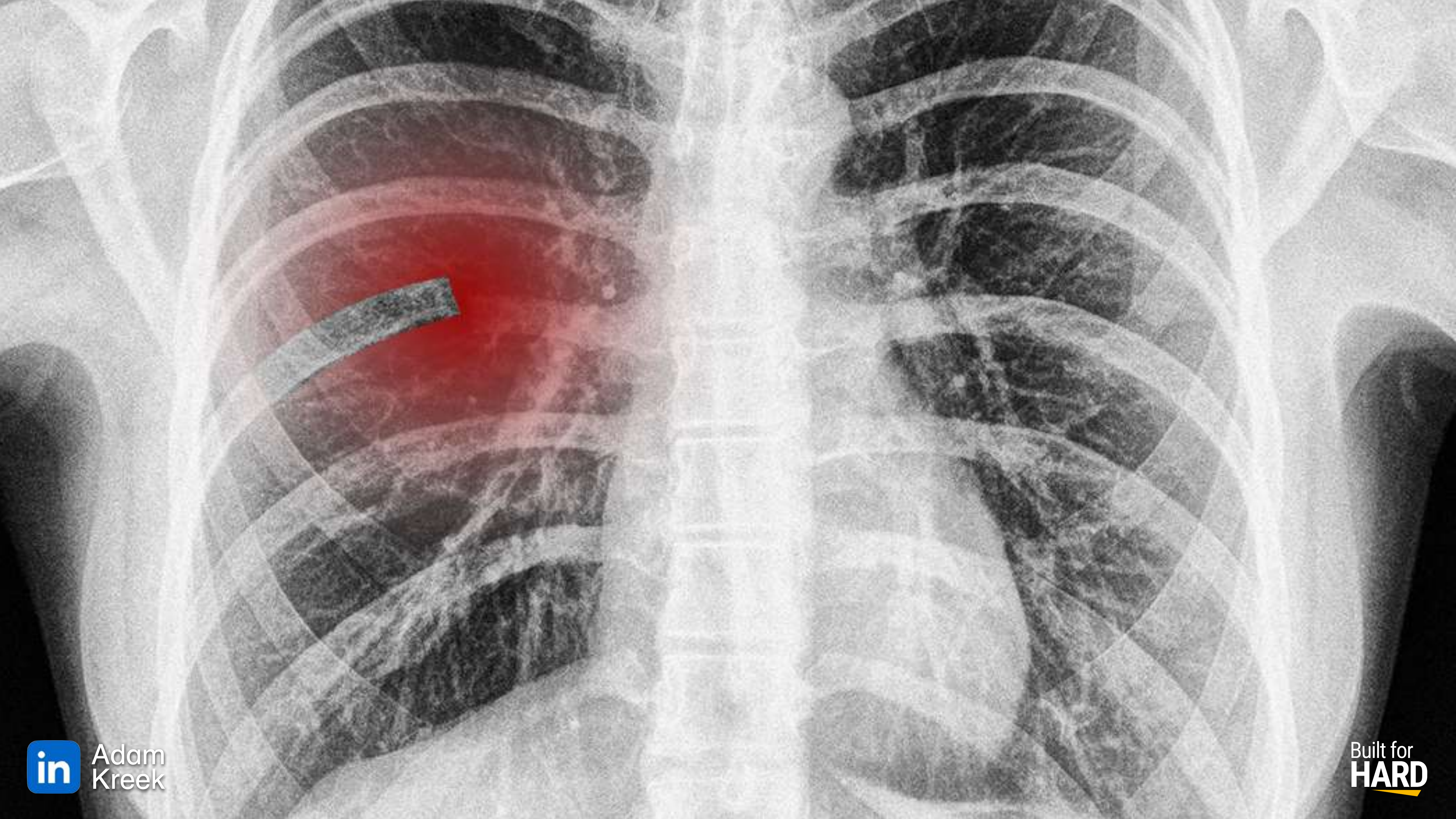
Stiffer Boat Hull

Bigger Blade Face



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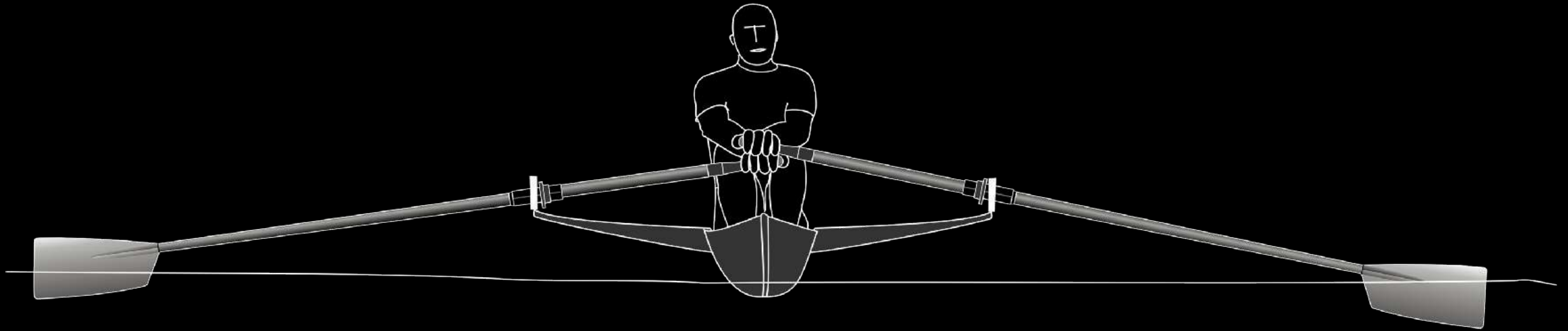
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Innovation creates friction. Change brings growing pains.



*This is the work.
This is the hard.*

THE DISEASE OF **ME**

Do you suffer from
from too much you?

“woe is me”
you feel under appreciated

“we’re so cool”
you stay within your cliques

“we lost, but I won!”
excessive joy in a personal performance when the team loses

“give me more credit...”
you desire to have more recognition than your
teammate(s)

“I deserve more!”
lacking material rewards overly-frustrates you

The Cure?
believe in something
BIGGER

Olympic Purpose:

Coaching, Mentoring, Administration



Ocean Purpose:

Science, Education, Youth Enablement

Business Purpose:

Clients, Industry, Mentoring



“Only the guy who isn't
rowing **has time** to rock the
boat.”

- Jean-Paul Sartre
Philosopher



5-Minutes of Connection



What's one thing our 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 the impact if we achieve this together?

What's something you're looking forward to?

How are you? No, really, how ARE you?

RELATEDNESS

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



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**Where can you stay
focused as things break
—so you can break
through in service of
what matters most?**



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GOAL > ROLE

How does our shared strategy help us to believe in something bigger?

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 what matters?
Do I feel like I belong?)*

Enhanced By:

- **Respect, Caring**
- **Purpose**
- **Belonging**

Undermined By:

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



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Visualize Possibility

**What is the biggest,
long-term career impact
you can imagine?**

**How will your project at
Helm help get you there?**



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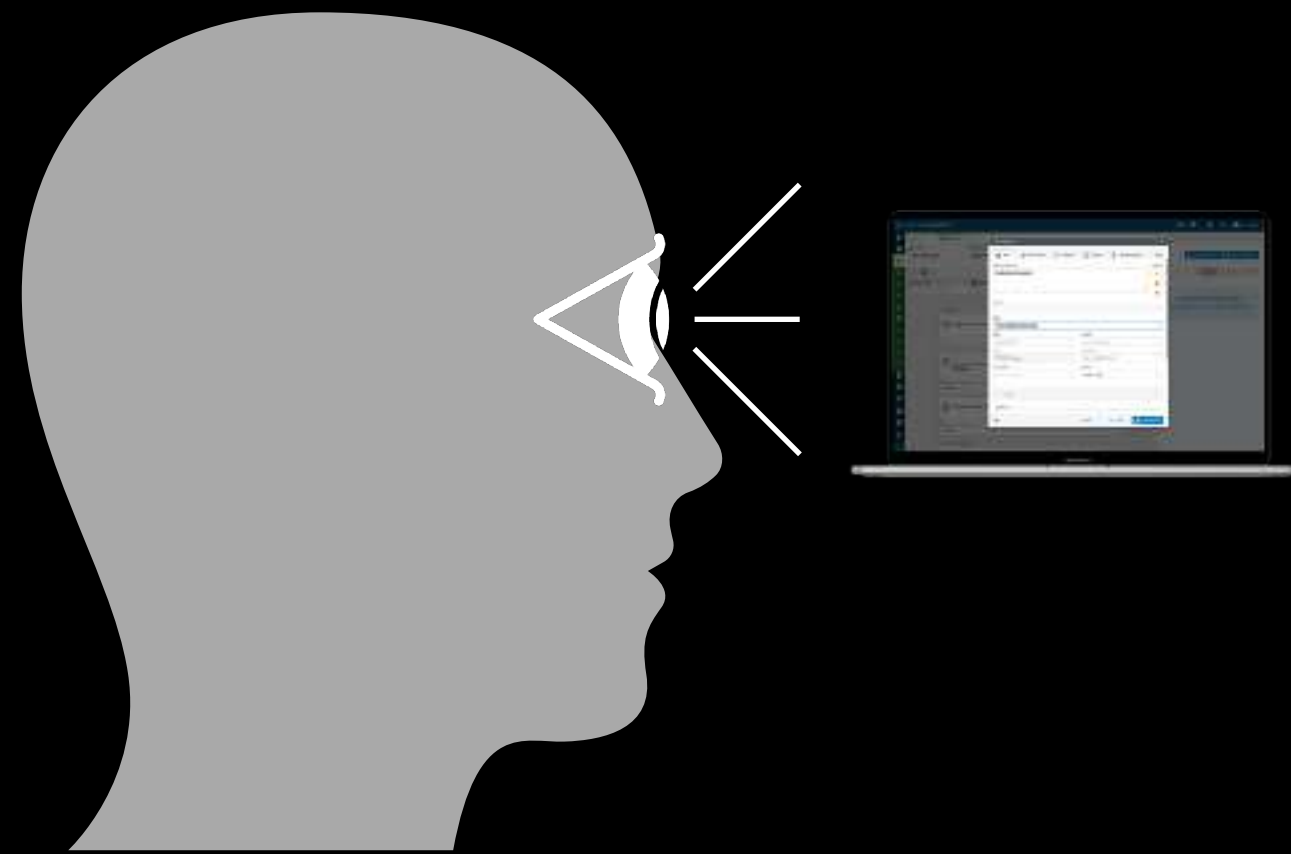
WHAT'S YOUR NEXT GOLD MEDAL MOMENT?



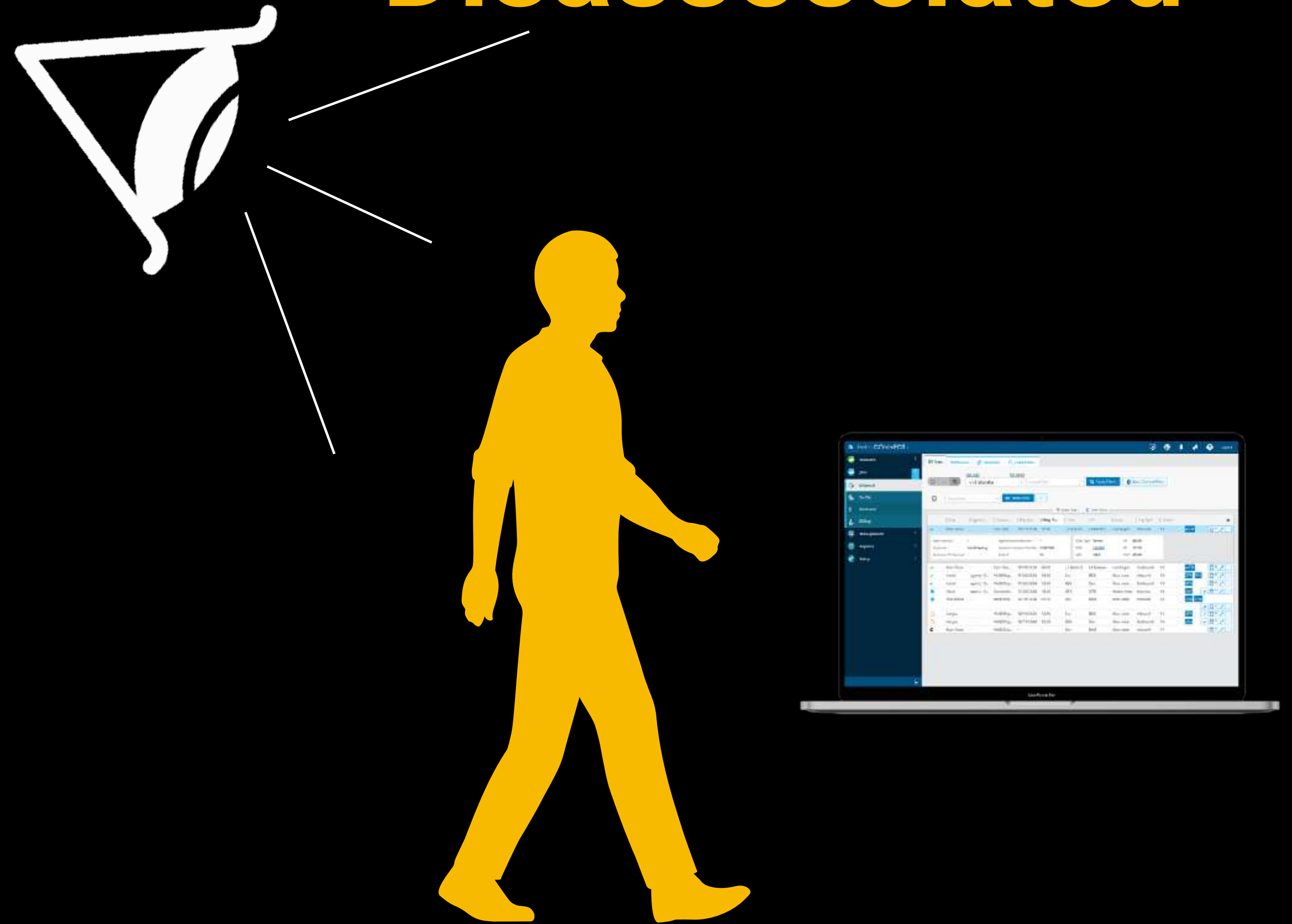
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Assosciated



Disassosciated



Pause

Extra
Inhale

Active
Inhale

Long
Exhale

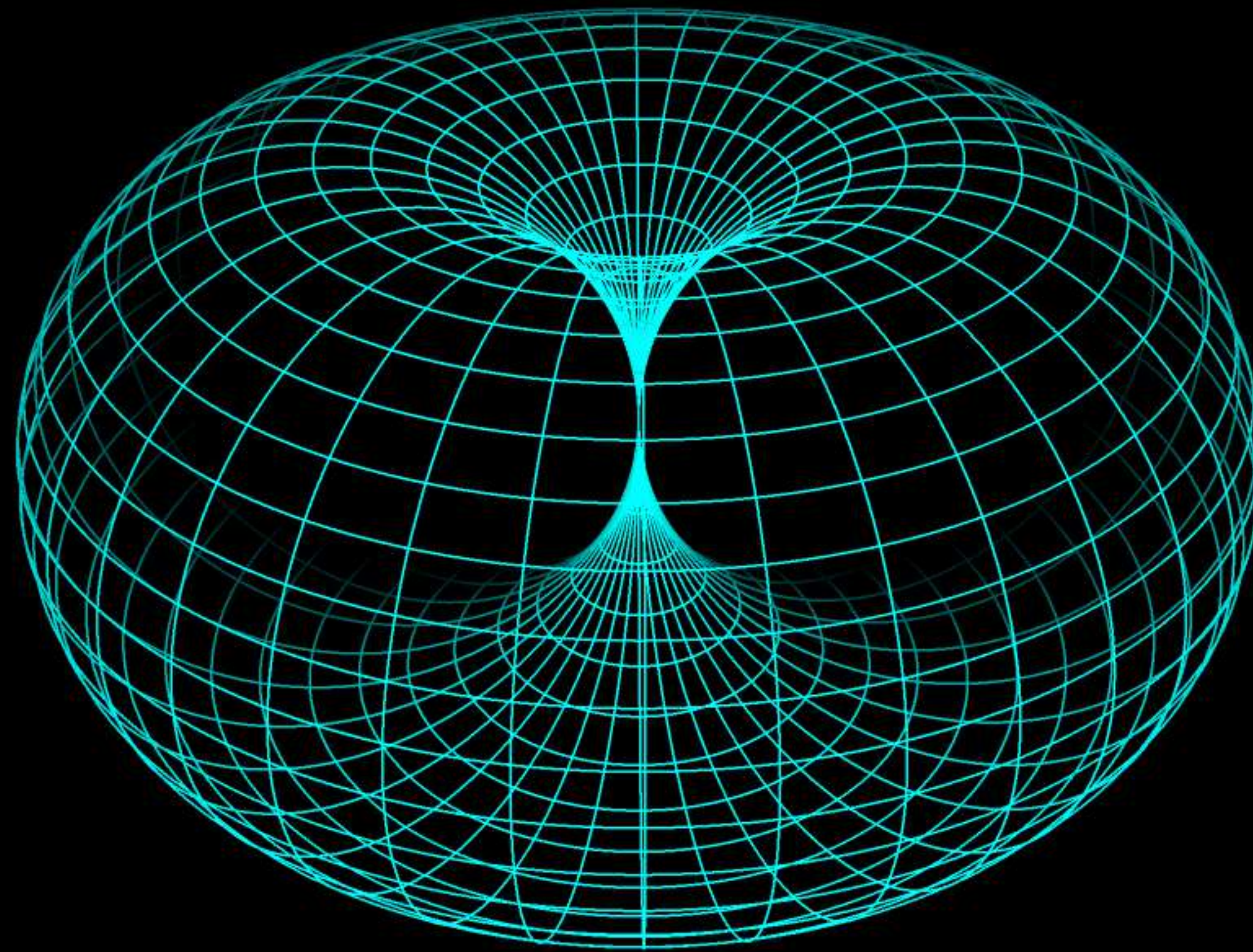
Pause



Adam
Kreek

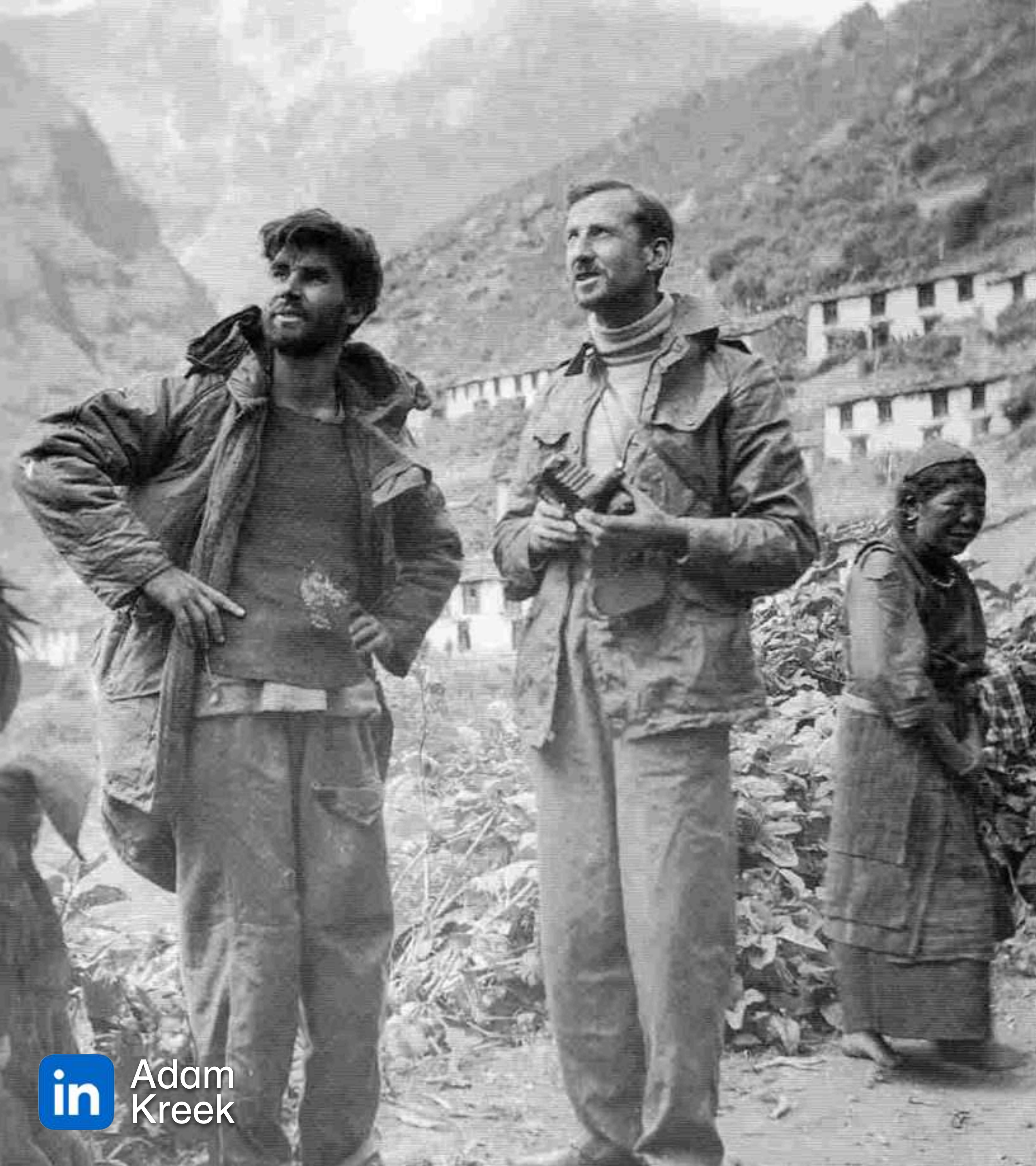
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CALM, AUTHENTIC GROUNDED SELF



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“The moment one definitely commits oneself, then Providence moves, too. All sorts of things will occur to help...

Whatever you can do or dream you can, begin it. Boldness has genius, power and magic in it.”

- **W.H. Murray**
Scottish Mountaineer



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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





“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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Extra



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Yearly Training Plan



Constant Iteration, Constant Testing

Pairs
Singles
Daily Racing

Technical
Focus
Every Block

Review
Event
6-8 Weeks

Team Culture
Sustainable
Pace



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What is AGILE?

*A philosophy to make technical work
and teamwork more effective.*

*Work doesn't get easier,
you just go faster.*

Sun Tsu
adapt plans



Art of War

Adam Smith
small, inspectable steps



Pin Factory

W.E. DEMMING
feedback is the cure



PDCA

Takeuchi & Nonaka
sprints, customer focus



HBR Scrum

Agile Everywhere

**AGILE
IN
YOUR
COMPANY**

100 BCE

1850s

1960s

2010s

450 BCE

1750s

1940s

1980s

premeditatio malorum

Difference Engine

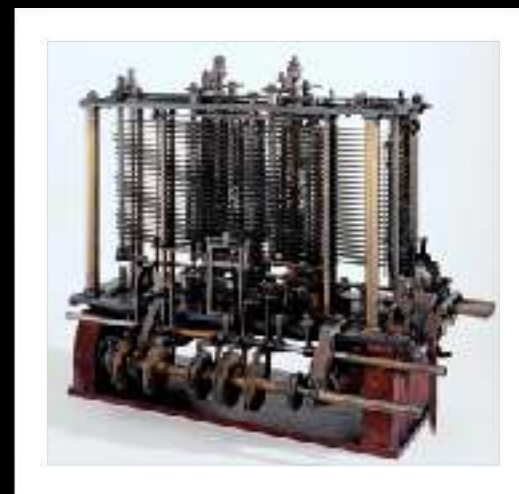
Toyota Renaissance

Agile Manifesto



Stoic

anticipate change, stay flexible



Charles Babbage

modular, iterative design



Kaizen

small, regular improvements



17 Thought Leaders

individuals & interactions first

AGILE VALUES

The Agile Manifesto

1

**INDIVIDUALS &
INTERACTIONS**

— OVER —

*PROCESSES
& TOOLS*

2

**WORKING
SOFTWARE**

— OVER —

*COMPREHENSIVE
DOCUMENTATION*

3

**CUSTOMER
COLLABORATION**

— OVER —

*CONTRACT
NEGOTIATION*

4

**RESPONDING
TO CHANGE**

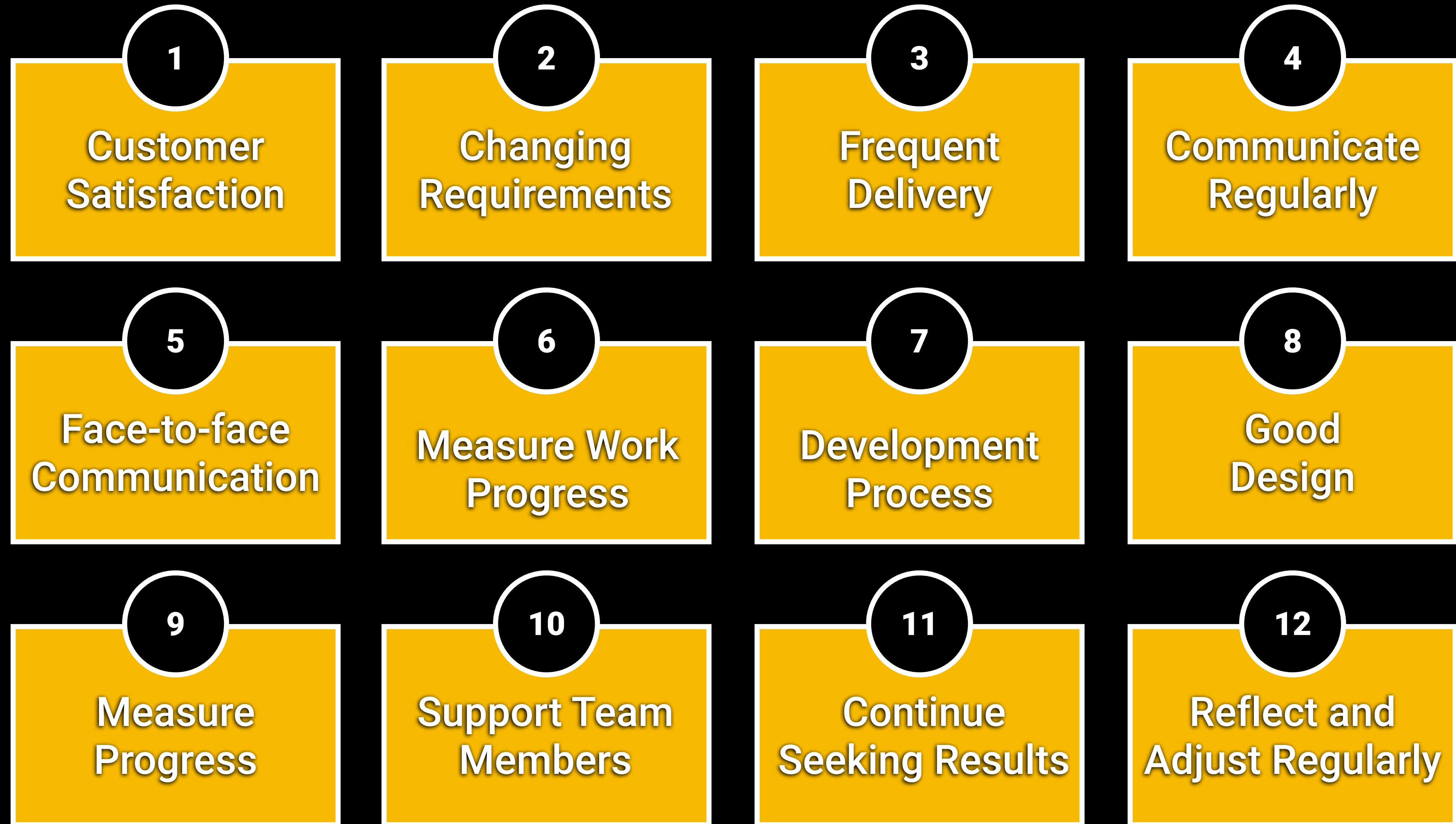
— OVER —

*FOLLOWING
A PLAN*



Adam
Kreek

Built for
HARD



AGILE PRINCIPLES

The Agile Manifesto