

# H\*RD HAPPENS

*Life just works better when we accept that hard is normal, and continue to act in the face of pain, uncertainty and hard work.*

*And if we avoid challenge? Ironically, life gets even harder.*

***We are either working through hard things, or doing the work so the next hard thing is, more meaningful, more tolerable, more beneficial.***

# FRONT STAGE

*THE ILLUSION  
OF EASE*

# BACK STAGE

*THE EFFORTS,  
FAILURES AND  
DISCIPLINES  
THAT PRECEDE  
PERFORMANCE*

**BUILT FOR HARD**

# Where are your hidden efforts?

*Where are you working to build systems, discipline, quiet miles, recovery, self-compassion, silent reps?*



**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**

**This Medal is a Receipt of Hard Things**

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Built for  
**HARD**

**V:DA**  
Values Driven Achievement



**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**

**This Medal is a Receipt of Hard Things**

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# BUILT FOR HARD



*is knowing your team  
depends on you*

# BUILT FOR HARD

*is taking risks and responsibility  
at the same time*

# BUILT FOR HARD

*is the extra work to build trust  
so the actual work feels easier*

# WHY BUILD FOR IT?



We are leading through the most disruptive, divisive and difficult time in human history.

# YET

**Thousands of years of human history  
reminds of a simple, universal truth.**

**We are**

**Built for**

**HARD**

# BUILT FOR HARD

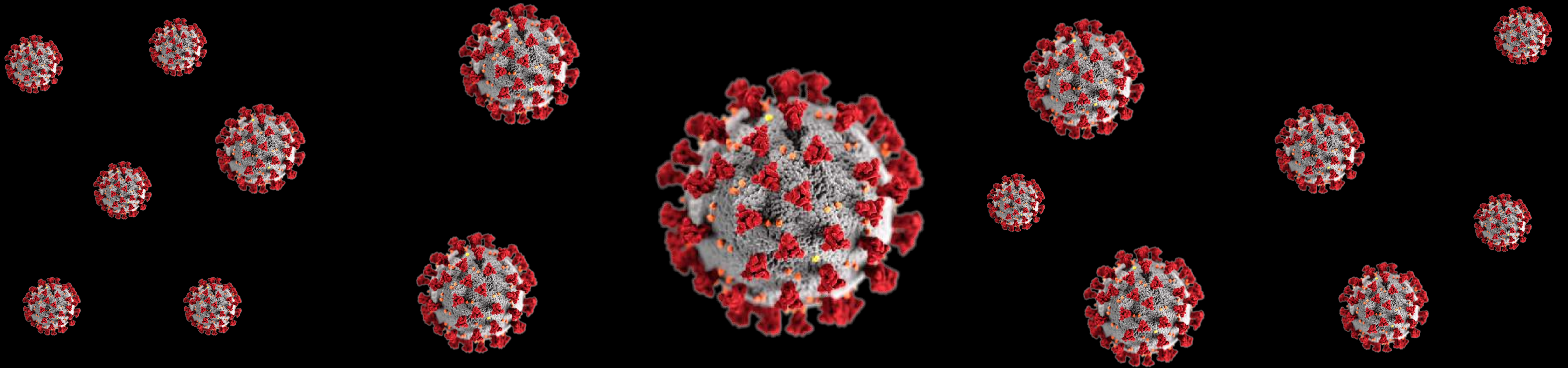


*is doing what you can with  
what you've got*

# BUILT FOR HARD

*is trusting in shared values and  
the experience of others*

# BUILT FOR HARD



*is pivoting, retooling and enduring  
when the future is uncertain*

# BUILT FOR HARD

*is being the rock, breathing,  
breaking, then building back*

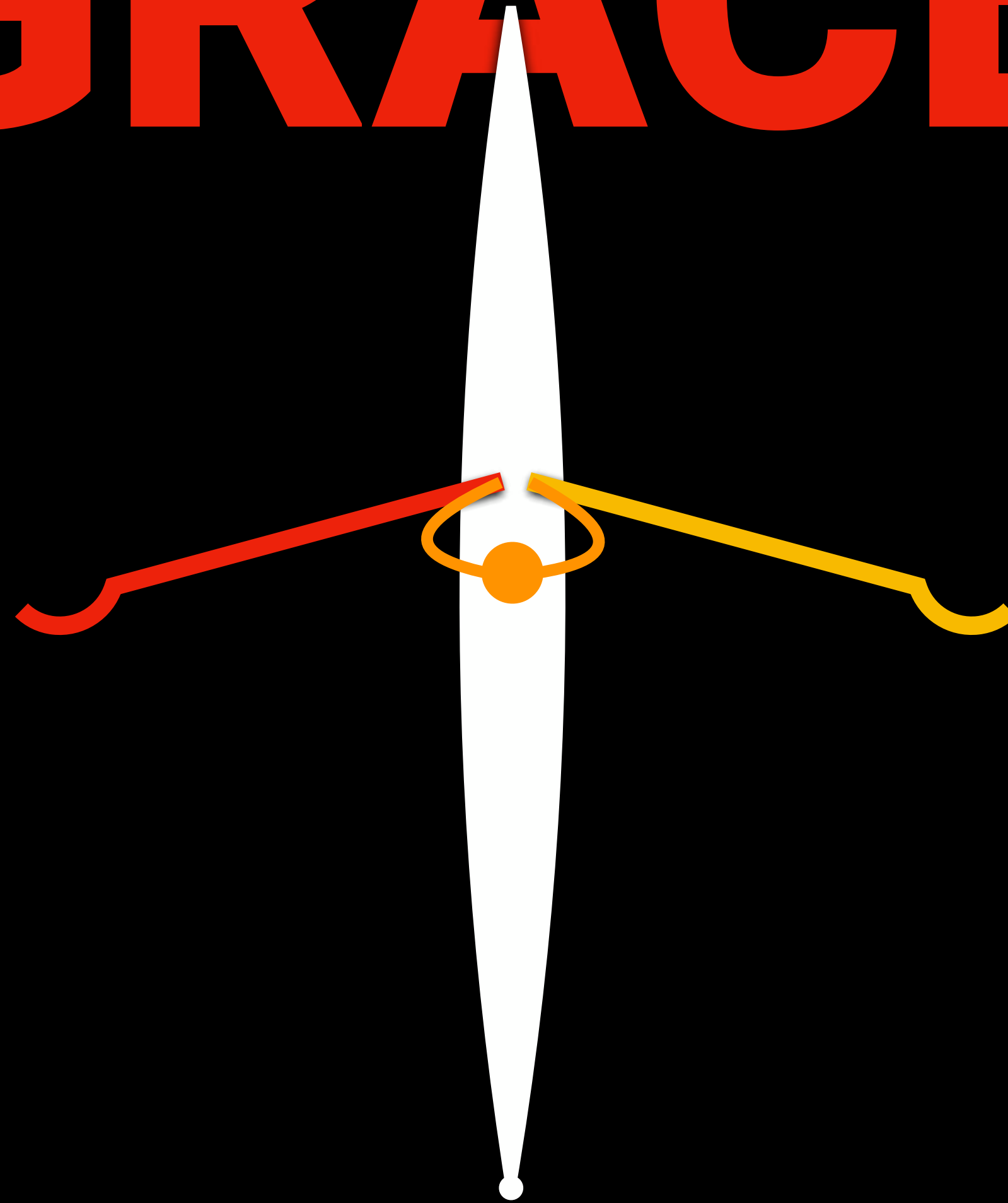


# Balanced Endurance

*Built for Hard means knowing when to push through—and when to pause.  
The best leaders know the balance of Grit & Grace.*

# GRACE

Your left oar  
achieves  
speed with  
**COMPASSION  
POSSIBILITY  
CONNECTION**



Your ability to  
envision the  
future, connect to  
**WHAT MATTERS,**  
and inspire  
yourself and  
others to join the  
challenge, the  
mission.

End Goal

**LEADING WITH TOO MUCH GRACE**

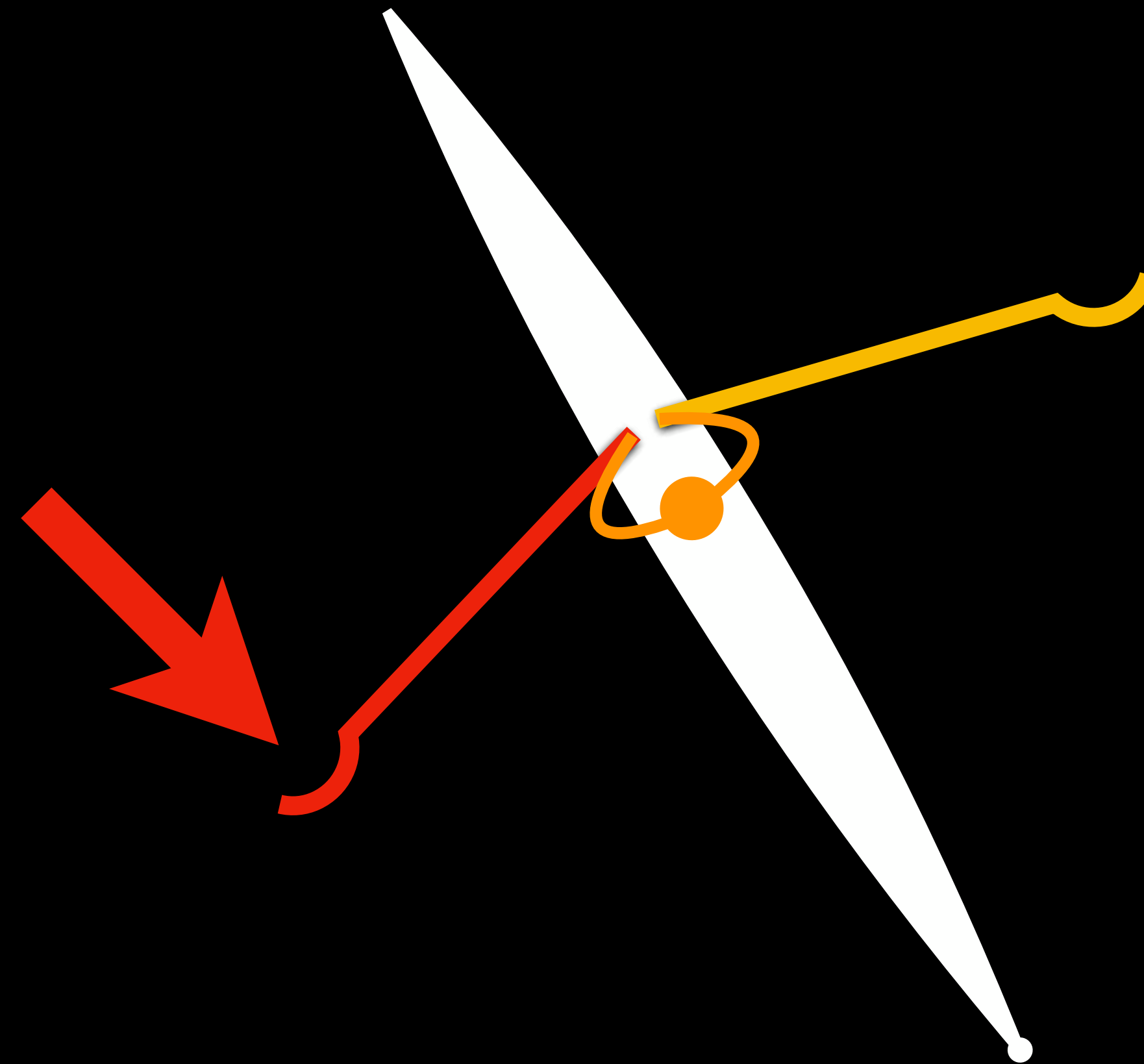
**COMPASSION  
POSSIBILITY  
CONNECTION**

*Inspiring yet unclear next steps*

*Urgency without a plan*

*Feels disorganized*

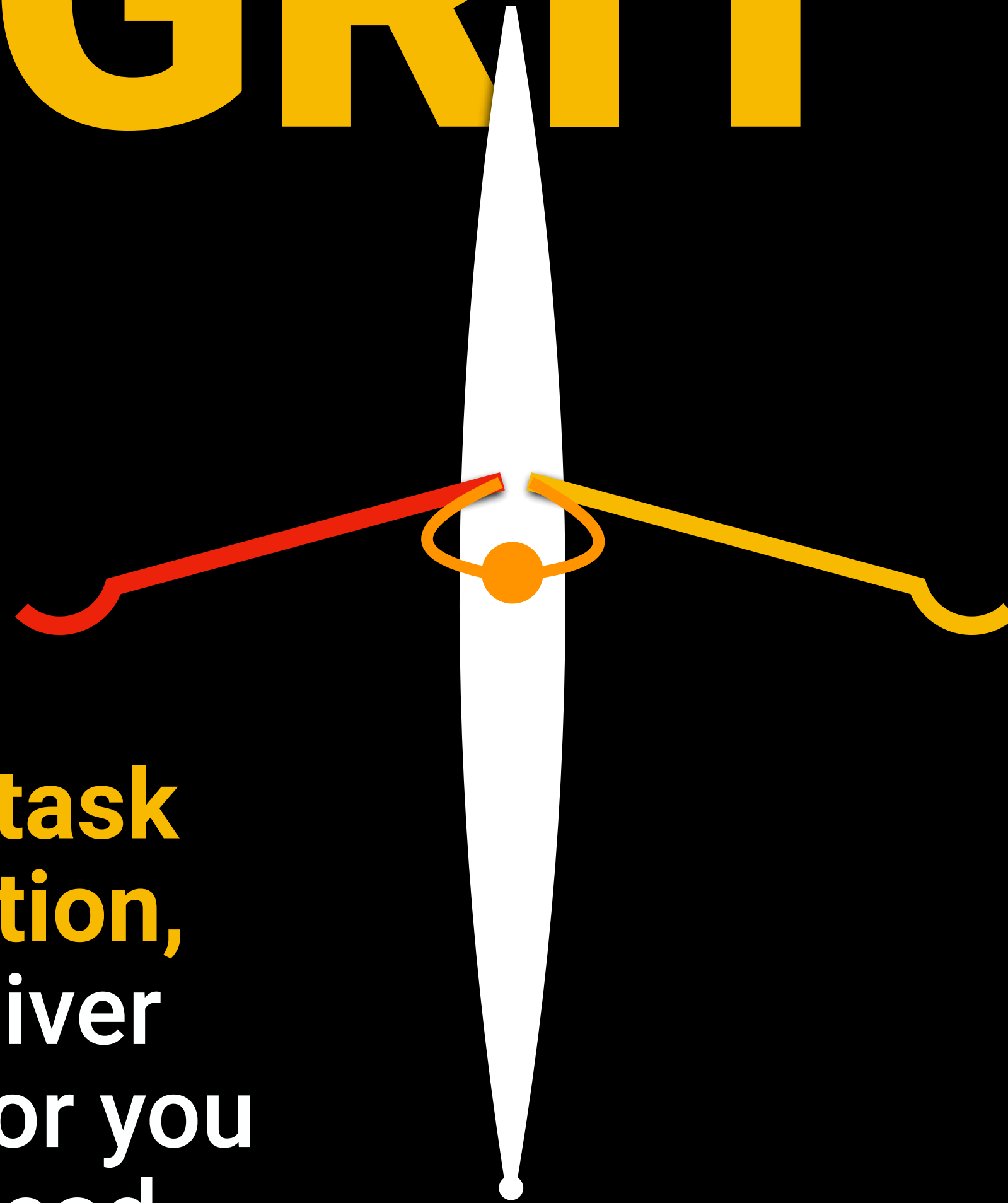
*Team culture suffers*



You may miss the mark by not being **SPECIFIC ENOUGH** on next actions, **SERIOUS ENOUGH** ignoring real risk, and **DOING THE HARD THING**

**End Goal**

# GRIT



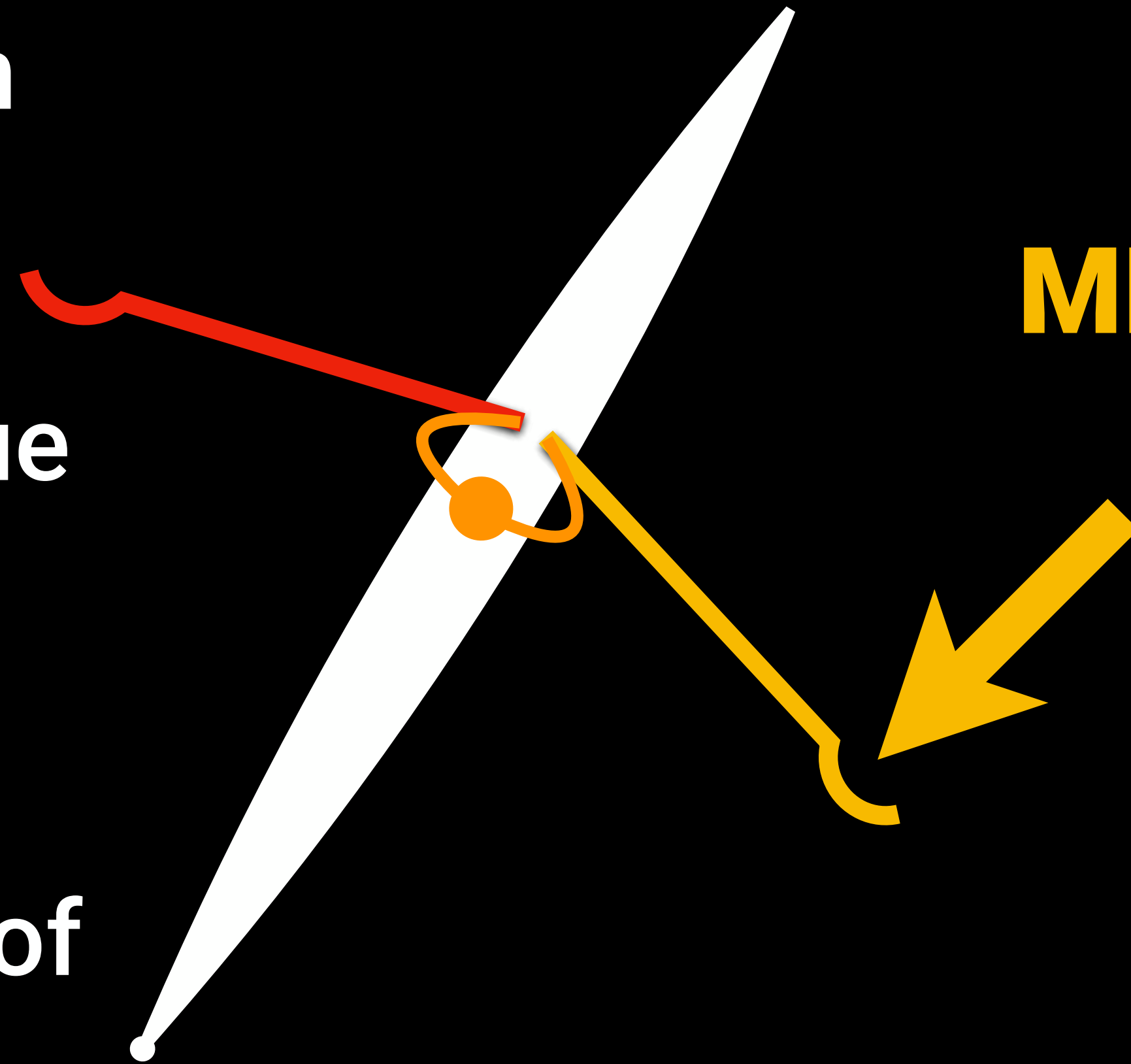
Your ability to drive **task achievement, execution, reduce risk,** and deliver **RESULTS** effectively for you and the people you lead.

End Goal

Your right oar achieves speed with **DISCIPLINE TOUGHNESS DRIVE**

# LEADING WITH TOO MUCH GRIT

We miss the mark when  
we become  
**BLINDED**  
by results, and undervalue  
**HUMAN CONNECTION**  
or fall prey to  
**PRESSURE**  
from fear of failure, loss of  
status, uncertain  
outcomes.

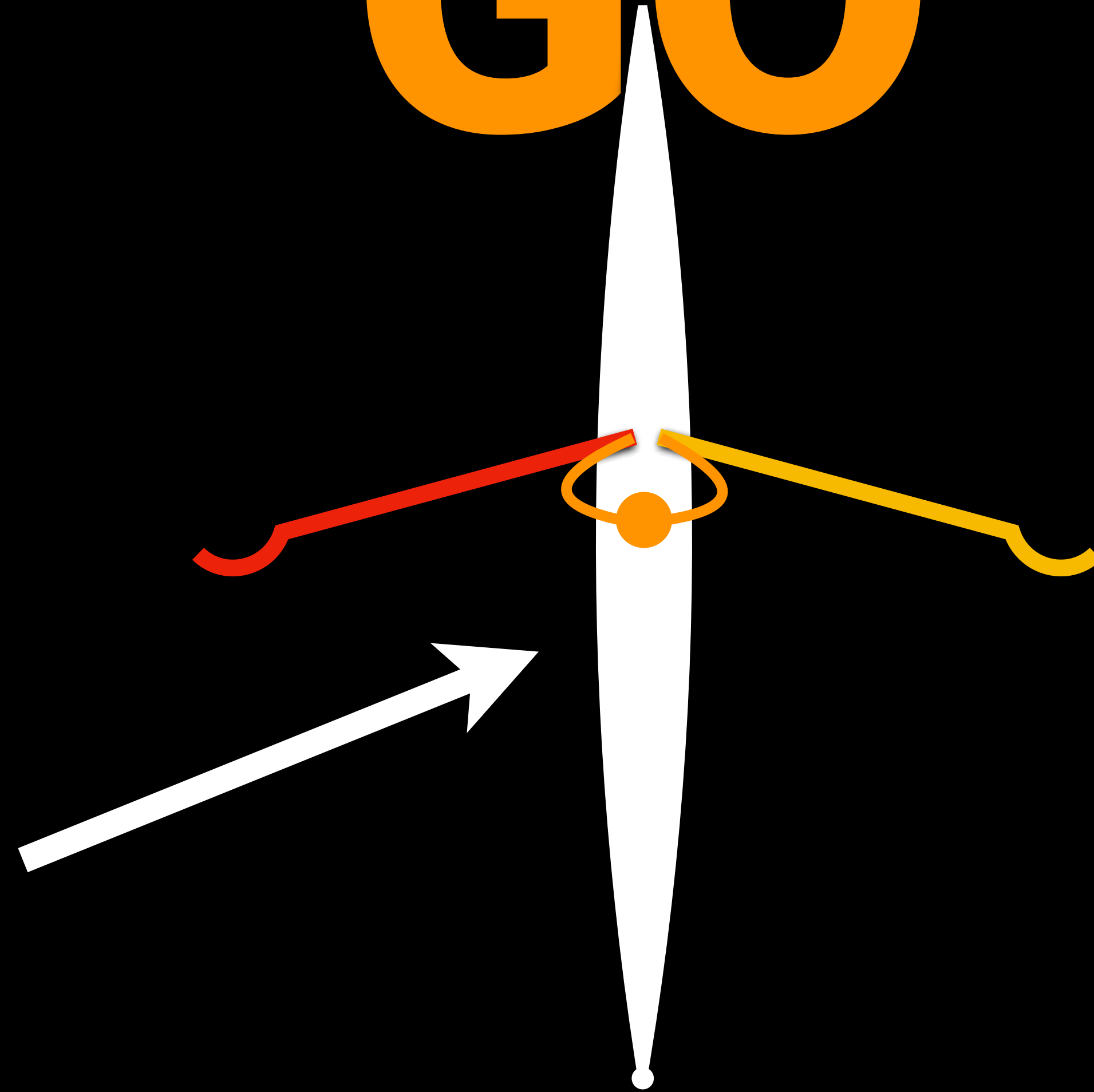


## MEASURABLE RESULTS

- Tasks prioritized over people
- Can't let go in face of change
- Team culture suffers
- Followers feel demotivated, uninspired

End Goal

# GO



*Health*  
**ENERGIZES**  
*the body that  
moves the  
boat.*

Your ability to  
optimize  
**physiological** and  
**psychological**  
energy for  
performance.

End Goal

# NEGLECTING THE PHYSICAL AND MENTAL REALITIES OF PERFORMANCE

## LOW ENERGY



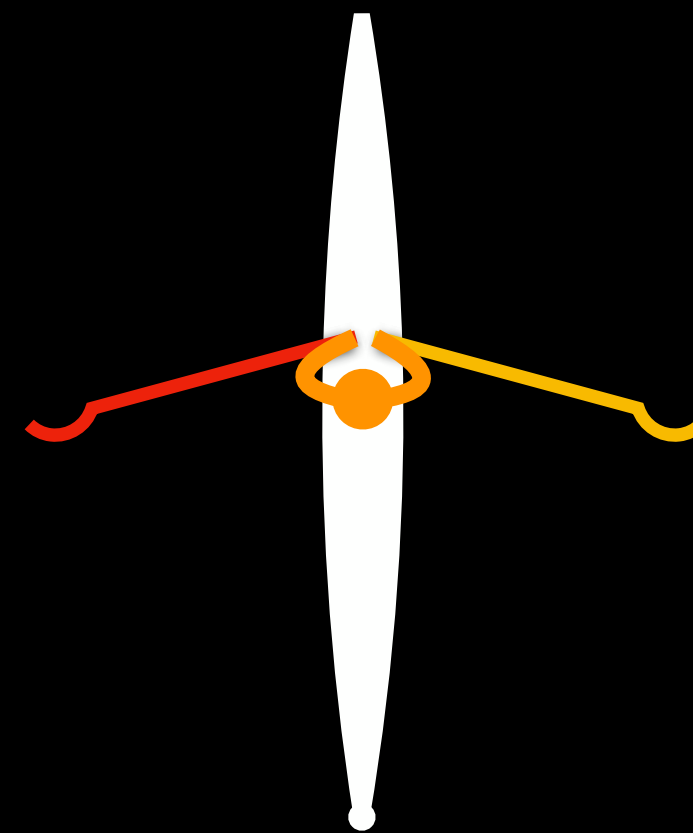
*Feeling tired,  
weak and  
listless*

*Depression,  
anxiety, mental  
health*

*Team culture  
suffers*

*Inability to  
deliver results  
and influence  
others*

*Lack presence  
and gravitas*



## End Goal

You **LACK**  **DRIVE** to achieve what matters most, **SHOW UP POORLY** or miss your timing window and **ARRIVE TOO LATE.**

# 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.*

**BUILT FOR HARD**

# Where's your balance?

*Do you need to build more grit, grace or go into your leadership endurance training?*



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





“We must seek to find our  
**own unique potentiality.**”

We must seek something  
that never has been and  
never could have been  
experienced by anyone else.”

- **Joseph Campbell**  
Author, Philosopher

# IDENTITY EVOLUTION

I'm good

I can  
do hard  
things

**Building for  
hard is a  
paradoxical  
identity**

## The Paradox of Hard

*Working out can make you feel weak, when the stress on your system is actually making you stronger.*

## The Paradox of Hard

*Learning new things can  
make you feel stupid, when  
thinking slow and  
deliberately is actually  
making you smarter*

## The Paradox of Hard

*Eating well can make you  
feel like you are missing out,  
when it actually creates more  
room for what truly matters  
to you*

## The Paradox of Hard

*Journaling and counselling  
can make you feel broken,  
when they're actually making  
you more connected, whole  
and grateful.*

## The Paradox of Hard

*Speaking your opinion for the first time will make you feel like an outcast, when its actually a sign that you belong*

## The Paradox of Hard

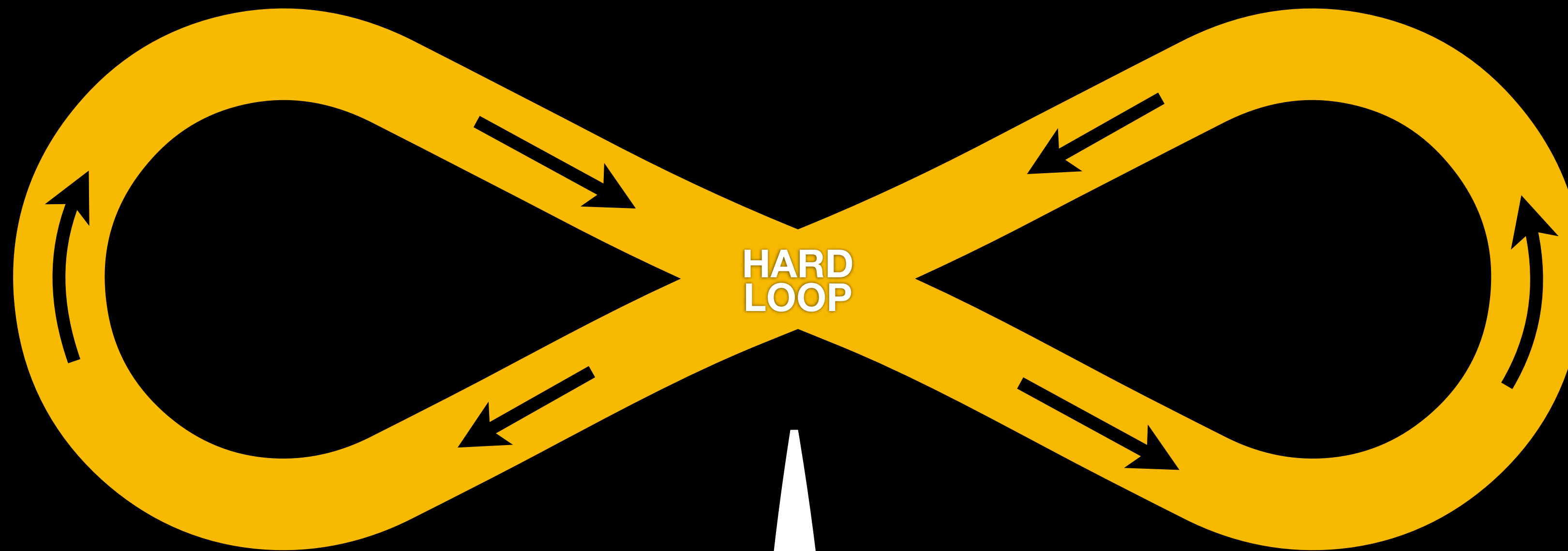
*Engaging in change will feel  
uncertain when its actually  
making your future more  
predictable*

**I CAN WIN  
THE HARD**

recommit

**I CAN SURVIVE  
THE HARD**

respond

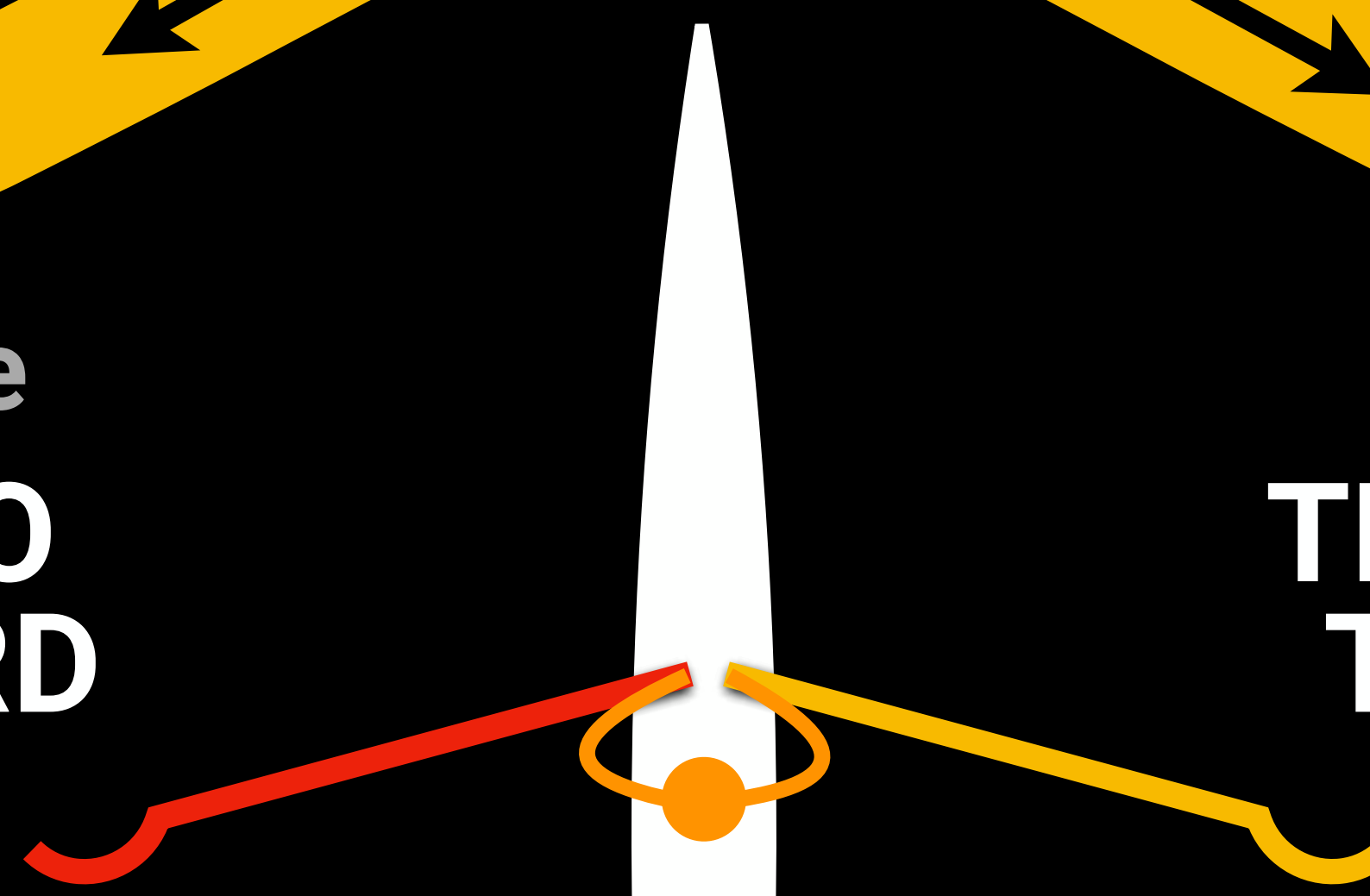


reimagine

**I CAN DO  
THE HARD**

reflect

**THE HARD IS  
TOO MUCH**



**BUILT FOR HARD**

# What's your identity upgrade?

*Who do you need to be to achieve the goals you say you want to achieve?*

# IDENTITY EVOLUTION

I can do  
hard things

I can  
support others  
(to make their  
hard more  
valuable)

**“You can’t just show up  
and expect to be  
successful.”**

**- David Patchell-  
Evans**

**Owner, Founder Goodlife Fitness**

**Built for  
HARD**



**V:DA**  
Values Driven Achievement



# BERMUDA TRIANGLE

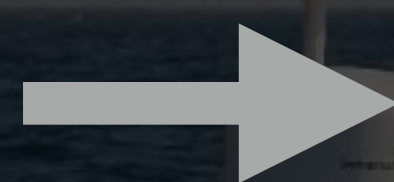
Built for  
**HARD**

**V:DA**  
Values Driven Achievement

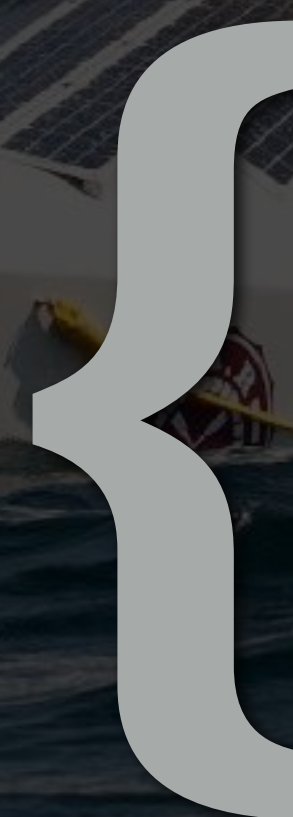
Adjusting to change:

# Physiology of Adaptation

WHERE QUITTING  
HAPPENS



WHERE WE  
FALL OFF  
AND GET  
BACK ON



Days 1-2 **This is awesome!**

Days 3-8 **I hate this. I'm an idiot.**

Days 9-24 **I'm OK with this. I can do it.**

Days 25-35 **Wow! This feels really normal.**

Days 36+ **Thriving.**

Days 355+ **New change is here to stay.**

**I CAN WIN  
THE HARD**

recommit

**I CAN SURVIVE  
THE HARD**

respond

Lasting change  
takes time



between 4  
and 355  
days

reimagine

**I CAN DO  
THE HARD**

reflect

**THE HARD IS  
TOO MUCH**

**BUILT FOR HARD**

# Where can you be more patient?

*Are you being realistic about how long change ACTUALLY takes, and are you building space for change?*

**AMC**  **U**nite

Annual Convention and Trade Show



“A crew is a group of people who are **in it all the time**, no matter what. They are stroking together every minute with the same purpose. They are willing to **sacrifice silently for each other**, give grace, hold accountable. A crew has the same cares and the same needs – and a **crew is inescapably, beautifully, dutifully linked.**”

- **Christina Kock**  
Astronaut, Artemis II

**FAILED UNITY**

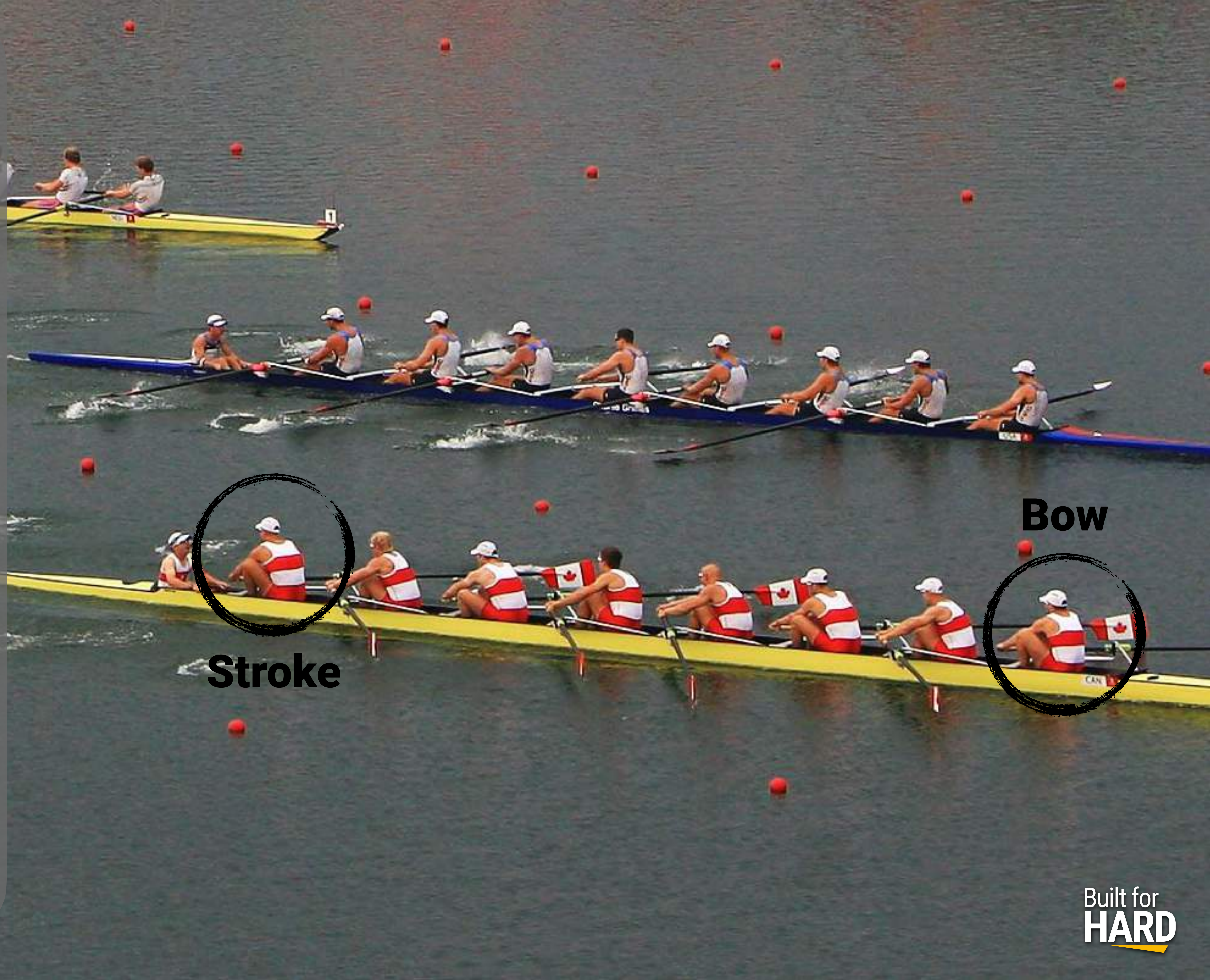
# SHARED RESPONSIBILITY



## -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**



“Individual commitment to a group effort – that is what makes a **team work**, a company work, a society work, a civilization work.”

- **Vince Lombardi**  
Football Coach

I've found the 'I' in

TEAM

It's hidden in the  
A-Hole!!

**BUILT FOR HARD**

# How can we unite?

*In what ways can we work together more effectively, more regularly, more diligently, to make this time work for us?*

# WHAT RESONATES WITH YOU?

*Inspiration, like fish or eggs, has an expiry date.*

**BEST USED FRESH**



**We are**

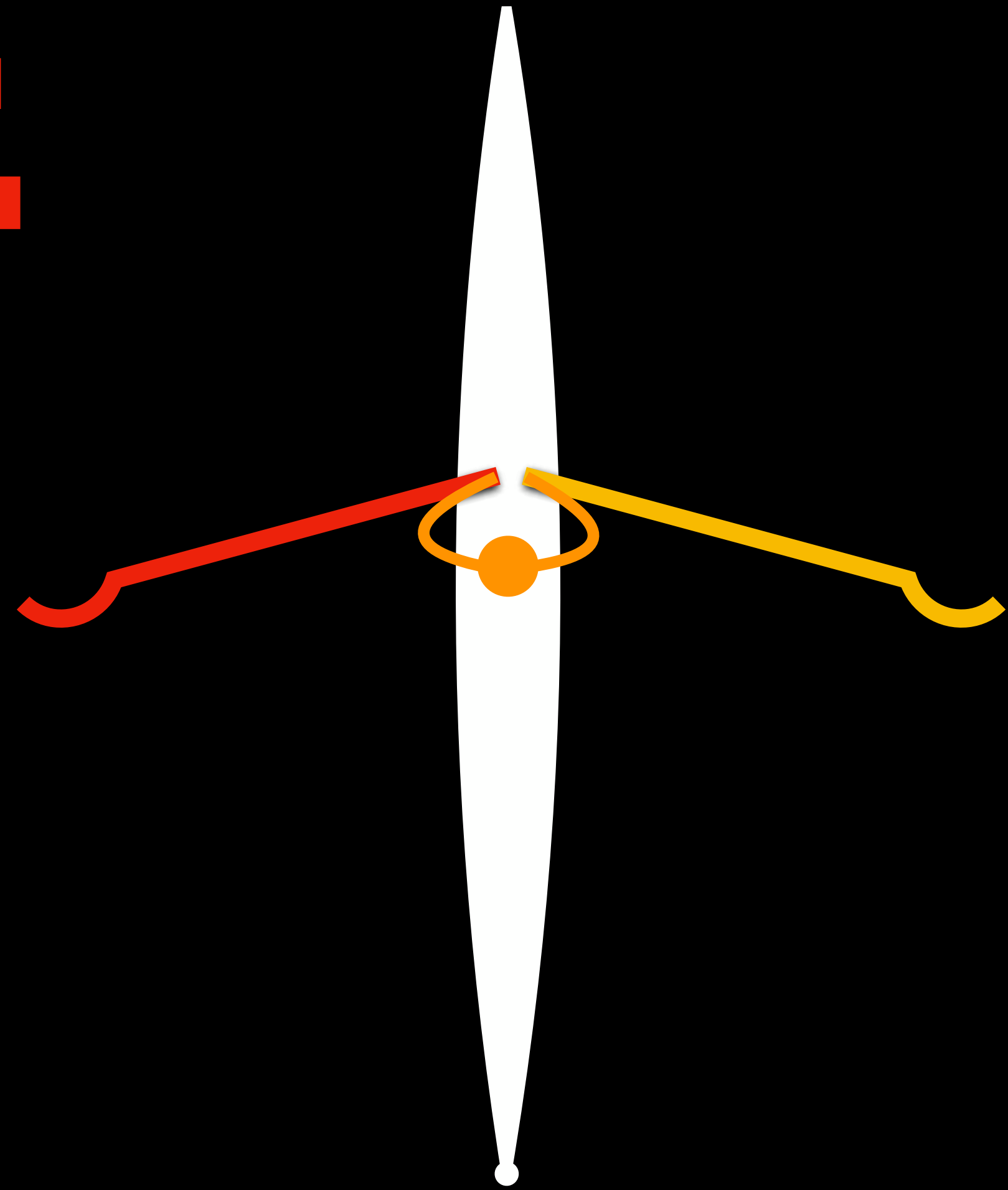
**Built for**

**HARD**

**GRACE**

**GRIT**

**GO**



**BUILT FOR HARD**

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“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.”

# You Got This



**You are**

**Built for**

**HARD**