

**Who Says
We Can't Do It?**

FOR PREVIEW ONLY

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I. Introduction

Cancer Survivor. Champion. Hero. Lance Armstrong has become one of the most compelling people in the sports world today. The story of his recovery from cancer and his subsequent multiple victories in the 1999, 2000 and 2001 Tour de France is known worldwide. But Lance's story goes much further. It has caught the attention of millions of people and has become a motivational catalyst that inspires people in all walks of life.

In the video, *Who Says We Can't Do It*, you will follow Lance Armstrong's journey and explore four key factors that have contributed to his success: setting goals, strategy, teamwork, and leadership. In each section, you will be provided with opportunities to customize these concepts for your own organization through questions for group discussion. In addition, we have provided you with a framework for developing a plan of action. This video can function as a motivational program and as a model for any individual, team or organization.

II. Trainer's Notes: How to Use

"Who Says We Can't Do It?"

This is your guide for use with the video, **"Who Says We Can't Do It?"** The program's overall message is a motivational one - it's about overcoming obstacles and achieving victory. Moreover, this video is designed to be used as a springboard for organizational motivation. Using Lance's own success as an athlete, there are further messages on teambuilding, leadership, strategy, and goal setting.

Audiences

It is hard to imagine a story or message that is more universally appealing than Lance Armstrong's journey. This program can be used at all levels of any organization as a motivator or as a launching pad for more detailed training.

This video and print package includes a number of elements to help you meet your training and teamwork goals.

The following is a list of action steps you can take in planning and conducting a course using "Who Says We Can't Do It?" You may want to modify these items to accommodate time constraints, intended audience needs, and training goals.

Advance Preparations

1) View the program in advance of the training session. In fact, watch it now and then jot down your thoughts below.

2) Arrange to have a VHS videocassette player and a monitor available for this training session. If you have more than 20 people attending, be sure to order at least a 25-inch monitor, multiple monitors, or a video projector, depending on the actual number of attendees.

3) Remember to encourage audience participation. This video is fun to watch, and follow-up discussions can be lively and productive, so plan to get everyone involved.

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- 4) Try to let everyone go home with a concrete “to do” list of steps they can take to put the key lessons to work for them.

III. The Four Key Learning Points

1. Set Goals

Goals: Overview

The best way to create a winning strategy is to stay focused on your goals. Lance Armstrong and his team had a very clear goal: Winning the toughest bike race in the world ... the Tour de France. But the road to that goal was complex. The Tour de France takes 22 days, and each day has its own challenges and mini-goals.

The message in this part of the program goes far beyond the simple process of identifying and pursuing goals. It's also about passion, the degree to which one commits to goals, as an individual or a team member. Lance loves what he does and attacks each goal with 100% aggression. He is intensely focused on success and precise implementation. He uses his goals - large and small - to help focus and motivate both himself and his team.

Goals: Questions for Discussion

1. Goals give you and your team clear direction and a common destination. Do you know what your goals are? Write them below.

2. Can you describe your objective in one simple sentence?

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3. Once you have established your goals, you will need to communicate them to your team. Make sure that each person has a clear understanding of the expectations. Work with the team to develop a consensus of the primary goals. List them below and get everyone to buy in.

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Goals: Action Steps

This section is designed for you to develop a list of action items that will allow you to be more focused on executing your goals and objectives. Use the questions below to develop a list of action items. But don't just make the list. Act on them!

1. How aggressively do you attack your objectives? List ways you can add more passion to your work.

2. Lance carefully prepares his objectives in a race. Think about a challenge you have at work. List the first three main steps required to meet this challenge:

3. Now list other steps and smaller goals that will help you reach the main goal.

4. Discuss ways you can realize each of these objectives. Try creating a schedule for executing each of these goals.

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2. Strategy

Strategy: Overview

In every interview we conducted for this production, we learned that Lance Armstrong believes passionately in developing a clear and consistent strategy. One strategic area of great importance to Lance is data collection and interpretation.

His focus on information began when he was diagnosed with cancer. Lance wanted to be an active participant in his recovery and as a result did copious amounts of research. He was informed about his treatment options and protocols. This concentration on research and preparation has continued on into his athletic competitions. Lance states that this attention to data and preparation has been a critical component in his success.

Strategy is also important because, as Lance describes, you can always end up competing against someone who is better than you. However, you can create a roadmap to success and beat the competition through motivation, planning, vision, and teamwork. More than once, Lance and his team have won because of their strategic approach. As their coach says, "They may not be the strongest or the fastest in every stage, but they understand the competition and strategize ways to beat them. And, Lance is the hardest worker. That's what it takes to win the Tour de France." With strategy in place, tactics such as training, teamwork, and exemplary leadership can have maximum benefit.

Strategy: Questions for Discussion

1. Have you done sufficient research to guarantee success in your project or job? Where can you learn more about the challenges, opportunities and competition?

2. Lance Armstrong says “You can always have somebody stronger than you. Somebody always has the ability to show up and be better. Those are the variables that you can’t really factor in. But, we have to control the things we can control, and that’s our training, and that’s our preparation. That’s the selection of our team, it’s the way we lead the team, the way we motivate the team. And then, let’s just throw it all on the table.” As you reflect on Lance’s statement, pick a challenge or project that you’re facing at work. Discuss the variables that are under your control related to that project. Do you have the knowledge and the training to get the job done? What can you do to be better prepared?

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3. Lance Armstrong reviews and trains on almost every critical part of the Tour de France course in advance of the race. As team owner Thom Weisel says, "It may seem obvious, but no other team does it." Lance is always aware of the challenges and opportunities that the race presents: where to challenge, where to hold back, where a competitor might try to break away. Think about your latest project. Have you mapped out your "road" ahead? How can you do a better job of familiarizing yourself with the course you have to navigate? What obstacles do you think you may encounter? What can you do to become better prepared to meet these challenges? List your observations below:

4. Are you focusing on the elements you can control? Are you wasting time and resources on items over which you have no control?

Strategy: Action Steps

This section is designed to help you develop a list of action items that will allow you to be more focused on implementation and getting the job done. As a result, you will achieve your objectives faster and more successfully. Use the points below to develop a list of action items. But don't just make the list. Act on the items!

1. Preparation is critical to building a successful strategy. Lance uses research, data collection and training to prepare for the Tour de France. List the ways you can improve your preparation below, then act on at least one of the items in the next week.

2. Lance says he focuses on the variables he can control, like training, preparation, team selection, and team motivation. Take each of these areas and, either alone, or in your group, list ways that you can improve them.

Training

Preparation

Team Selection

Team Motivation

3. Teamwork

Teamwork: Overview

The most common image of a bike race is that of the lone cyclist crossing the finish line or battling the competition one-on-one, but the truth is that cycling is a team sport. Team members have many responsibilities. They help keep Lance free from interference from the pack of cyclists (called the Peloton) and they protect him from the wind (this is called drafting). These actions keep him fresh for the final push.

In cycling, each team member has his own role on the team. Some specialize on the mountain stages. Others have expertise on the flats or in time trials. A successful cycling team has a diversity of skills represented. The same is true of teams in the world of work. People have different skills. They need to be able to work together and complement each other.

Lance discusses the challenge he faces as a team leader when he is recognized as an outstanding athlete while his team members remain unrecognized. For example, in the Tour de France, the leader of the race gets to wear the coveted yellow jersey (the Maillot Jaune). The team members remain largely unrecognized.

As a consequence, Lance actively works to support his team and recognize them. For example, at the end of the 1999 Tour de France, when everyone was celebrating Lance and the US Postal Team's victory, Lance went to the podium and said, "I wore the yellow jersey, but I figure maybe the only thing that belongs to me is the zipper. A small piece of it. My teammates deserve the rest - sleeves, the front and the back of it."

Teamwork: Questions for Discussion

1. Lance's teammate, Frankie Andreu, says that the ideal team needs to be diverse. It can't be merely made up of a group of team captains. As you assemble your team, be sure to include all the different roles that need to be filled. Do you look for people who are well rounded or have special talents specifically needed to complement your team?
2. Does every person know his or her role within the team?
3. Lance discussed how embarrassing it often is to be recognized as a top athlete while the team remains unrecognized. He says it's part of his job as a team leader to recognize and acknowledge the team. As a leader, do you recognize your team members? Do you make sure that each team member is aware of your appreciation for his or her contribution?

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4. Do you currently have all of the different skills you need represented on your team? Are you missing people who might help you achieve your goals?

Teamwork: Action Steps

This section is designed to help you develop a list of action items that will allow you to be more focused on implementation and as a result achieve your objectives faster and more successfully. Use the points below to develop a list of action items. But don't just make the list. Act on your ideas.

1. As a leader, you need to acknowledge and recognize your team. List at least five ways you can do this. (Hint: You can get great ideas from Bob Nelson's book, *1001 Ways to Recognize Employees*).

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2. Think about an upcoming project that will require you to assemble a team. List the ideal characteristics of each team member, what their strengths are, and what role you want them to fill.

3. During a race, Lance constantly supports his team. He is on the radio encouraging them during races and he supports them before and after each stage. Think of ways you can support your team during periods of intense activity. List ways you can support, motivate, and encourage people - particularly during the heat of battle. List your ideas below... then put this list in a prominent place and act on these ideas.

4. Leadership

Leadership Overview

Successful leadership requires many skills. Leaders need to support their subordinates. They also need to be straightforward and direct in addressing problems and challenges. Furthermore, leaders gain credibility through their own example.

Lance Armstrong leads by example. As Johan Bruyneel, the team director for the US Postal team says, "No matter how strong physically someone is, it's not enough. You really have to be the strongest *and* the hardest worker, and I think that's the secret of Lance. He's one of the strongest. He's maybe not the strongest... that's possible. It's possible that there are other people who are physically at the same level or maybe a little bit stronger. But I'm definitely sure that he's by far the hardest worker. And that's the secret of his success."

But leading by example is only part of Lance's success as a leader. Lance is honest and straightforward in his dealings with his teammates. This builds trust, which is critical for a leader. Lance also recognizes his team's contributions. He supports his team and works hard to see that each member has the tools and recognition to succeed.

Leadership: Questions for Discussion

1. Lance works hard to recognize and support his team and he provides the resources to get the job done. As a leader, do you recognize the contributions of your team? Do you provide the support necessary for success?
2. Lance regularly encourages his team during a race. He gives constant support and feedback. As a leader, do you support and encourage your team members? Do you do this during periods of intense effort?
3. As a leader do you “walk the talk?” Lance is clearly a hard worker. Remember that your behavior will encourage your co-workers peak performance. Do your co-workers see your contributions?

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Leadership: Action Steps

This section is designed to develop a list of action items that will allow you to be more focused on implementation and, as a result, achieve your objectives faster and more successfully. Use the points below to develop a list of action items. But don't just make the list. Act on your ideas.

1. List areas in which your team could benefit from specific and concrete support from you as leader. Now provide your team with the support and resources to get the job done.

2. It is very important to encourage your co-workers - particularly when things are busy and stressful. Lance does this during a race, using his radio to give his teammates encouragement and feedback. Do you support your people regularly with feedback? Do you do this when times are busy and stressful? List several ways in which you can support your co-workers during busy or stressful times. Remember it can be as simple as a "thank you" e-mail or something more sophisticated like a group celebration.

3. Lance works just as hard, if not harder than everyone on his team. He “walks the talk” and supports his words with action. As a leader, do you do this? List ways you can get out of your office and be more visible to your co-workers.

IV. The Motivational Message — Who Says We Can't Do It?

The Message: Overview

If there is one overriding message from Lance Armstrong's journey, it is that you CAN do it ... as an individual, as a team, as the entire organization.

As Lance said during our interview, “When I got sick and went through the whole process of the illness and trying to survive and really wanting to survive, I realized that if I was given another chance that I was not

going to screw it up. And I think since that day, everything for me has compounded really tenfold, everything from training to diet to focus to tactics to the way we put the team together, the staff that we employ, the riders that we hire, the training camps we have.”

The Message: Questions for Discussion

1. Lance discusses the importance of perspective in looking at challenges and problems. When you have had a bad day or a challenge at work, do you try and put things in perspective? Is the problem really as serious as it seems? Think about what you can do to help gain perspective.
2. Lance describes how he became lost, unsure of himself for a period of time after he recovered from cancer. He traveled to Boone, North Carolina, a quiet, familiar area, and just rode for fun. He began to fall back in love with his work. Think about what attracted you to your work. What do you need to do to make it fun, stimulating, and to make sure you give your all, just as Lance does?
3. When Lance had the odds stacked against him, he remained proactive... focused on learning about his cancer and all of the treatment options. When you are facing a particularly tough challenge, what can you do to remain proactive and engaged? Discuss specific action opportunities in the face of your latest challenge.

The Message: Action Steps

This section is designed to help you develop a list of action items that will allow you to be more focused on getting it done. As a result, you can achieve your objectives faster and more successfully. Use the points below to develop a list of action items. But don't just make the list. Act on your ideas.

1. List ways you can remain focused and proactive even when the odds are stacked against you.

2. List your four top departmental or team challenges. Use the "We CAN do it" concept to develop an action plan to overcome these challenges.

3. What three attributes for achievement most impressed you from the video (teamwork, Lance's work ethic, his focus, knowing how to deal with competitors, determination, solid values, etc.)? What else impressed you? If you had to give the motivational speech to get your team going, what would you say? List some ideas below:

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V. Sample Training Session

PRE-SCREENING PREPARATION. Welcome people to the training session and give them an overview of the program. You may want to address the concepts presented in this program in the context of your own organizational goals.

SCREENING. Show **“Who Says We Can’t Do It?”**

POST SCREENING DISCUSSION. Use the themes from the program and the material in this booklet as a catalyst for discussion, including:

Goal Setting

- Understand your primary goal
- Also pay attention to subsidiary goals

Building a Strategy

- Focus on preparation
- Pay attention to data collection
- Map out your plan of attack

Teambuilding

- Have a multi-functional, diverse team
- Don't have all "captains" on your team
- Recognize and support individual team contributions

Leadership

- Lead by example
- Support your people

Overall Messages

- You may only get one chance, so go for it
- Keep things in perspective
- Remember to love your job
- There are no shortcuts

SECOND SCREENING. You may find it valuable to re-screen the program after discussion.

Discussion Exercise 1:

Leading by Example

Small group discussions on the topic below can help illuminate leadership strategies for individuals and teams

One tenet of superior leadership is that of leading by example. A leader who leads from the front of his or her “troops” is one who believes that the success can best be learned through emulation. Such leaders act as role models for their co-workers. Their attitude is: I can’t ask the members of my team to do something that I myself can’t do, or am afraid to try.

Discuss ways in which the leaders in the video (Lance, Thom Weisel, LaTrice, Frankie Andreu, Johan) are role models for their co-workers. In what way do you as a leader and team member think you can lead by example within your organization? Are there limitations to this approach? If so, what are they? How may the weak points of each individual leader still become part of the strength of the team? Discuss.

Lance Armstrong leads by example. As Lance’s coaches and teammates say in the program, Lance consistently is one of the hardest workers on the team. If Lance embodies the idea of an athlete leading by example, how might this idea translate to the leadership issues of a front-line manager? How might you as a leader use your best personal attributes to lead by example? How might you use your own perceived flaws or failures to do the same? Is good leadership an act, or does it come from internalized beliefs and values?

Discussion Exercise 2:

Getting It Done

Divide up into small groups (4-8 people each) and elect a leader, who will take the group through the first 3 steps in about 30 minutes.

Setting Up The Exercise: The purpose of this exercise is to provide employees with the tools to convert challenges into opportunities. Before you begin the exercise, choose a challenge that your department, team or organization is facing. The idea is for the team to realize that the challenges they face can be overcome just as Lance overcame his cancer and went on to win the Tour de France. The ideal outcome is for your team to end with the answer, "Who Says We Can't Do It?"

Step One: The leader will explain this situation framing it as a challenge that needs to be overcome and placing it in the context of Lance Armstrong's own experience. Your team's goal: work on a specific strategy to overcome this challenge and end with a positive, concrete set of solutions or ideas.

Step 2: For 10 minutes, the leader will engage the group in a chat designed to identify issues that are holding people back. Among areas to explore in any organization are the following:

- Team workers don't have much confidence in their ability to solve the problem, "It's not in my area of responsibility."
- The scope of the challenge is big; it's too much for us.
- The time available for deciding how to attack the problem is limited, pressure is building.

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- People are frustrated, afraid to pursue change.
 - We don't have the resources to get the job done.

Step 3: For the last 15 minutes, the leader asks the group to shift focus away from the problems and limitations and toward solutions. The premise is that no matter what the limitations were when they were discussed previously, the group must now shift to finding solutions. The focus becomes the motivational message of the program. "Who says we can't resolve the problem?" or "Who says we can't change", "What can we learn from Lance?" and finally, "There has to be something we can do!"

The group now moves to a positive discussion about setting goals, exciting new strategies, re-energized teams, and a sense that everyone will display new levels of personal leadership to attack the objective. "As with Lance, this is our second chance. We are going to go for it. Quitting is not an option. We can face this challenge. We can accomplish the goal. We can change and We Can Do It!"

Have the team list their action steps on a flip chart. Each action item should have a specific time frame for execution. It is also a good idea to assign a team member to stay on top of the action item. Plan to meet again in a week to discuss the results of this implementation.

Step 4: Have each group present their ideas for "Getting the Job Done" in a larger group.