

2012 Storyteller Transcript And E-Book

World Class Performances



UNleash **WD**
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Mark Allen

6 Time Ironman World Champion

STORYTELLER BIO

Mark Allen



The Ironman Triathlon is the most difficult one-day sporting event in the world. It starts with a 2.4-mile ocean swim, followed by 112 grueling miles of cycling, and then finishes with a 26.2-mile marathon in the heat of the tropical sun. For most of the 1,500 men and women who compete in the Ironman, crossing the finish line amounts to a victory. **Mark had a different destiny...**

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Six Time Ironman World Champion



Mark shares his inspiring and motivational stories of Ironman, business, and life success during his Unleash:WD 2012 segment - Turning Loses Into Galvanized Commitment.

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compete in the Ironman crossing the finish line amounts to a victory.

Mark had a different destiny...

His first six attempts, all losses, were casualties of everything from flat tires to internal bleeding. Yet each defeat served to galvanize his

commitment to fulfilling his dream of becoming the Ironman Champion. Finally on his seventh attempt mark won, beating Dave Scott in triathlon's greatest race ever.

Allen went on to win a total of six Ironman titles in six attempts. His final victory came at the age of 37, making him the oldest champion ever in this incredibly challenging event! Mark completed a 15-year career in the world of elite athletics with a 90% top-three finish record and going undefeated in 20 races over a three year span from 1988-1990. He was named "Triathlete of the Year" six times, and after retiring in 1996 was called "The World's Fittest Man" by Outside magazine.

Still living the principles that enabled him to turn adversity into success, Mark was recently awarded the highest ranking any speaker ever receives from the Northwestern Financial Network for a keynote address he gave to their advisors. mark works for NBC Sports as an expert analyst each year at the Ironman and provided commentary at the Sydney Olympics for triathlon's debut at the games.

Mark is also an award winning author for the recently released book titled *Fit Soul, Fit Body: 9 Keys to a Healthier, Happier You* that he co-authored with Brant Secunda. They received the prestigious Nautilus Book Award in the category of Health, Healing, and Energetic Medicine in 2010

ALLEN THINK

Unleash:WD Summit November 14 - 15, 2012

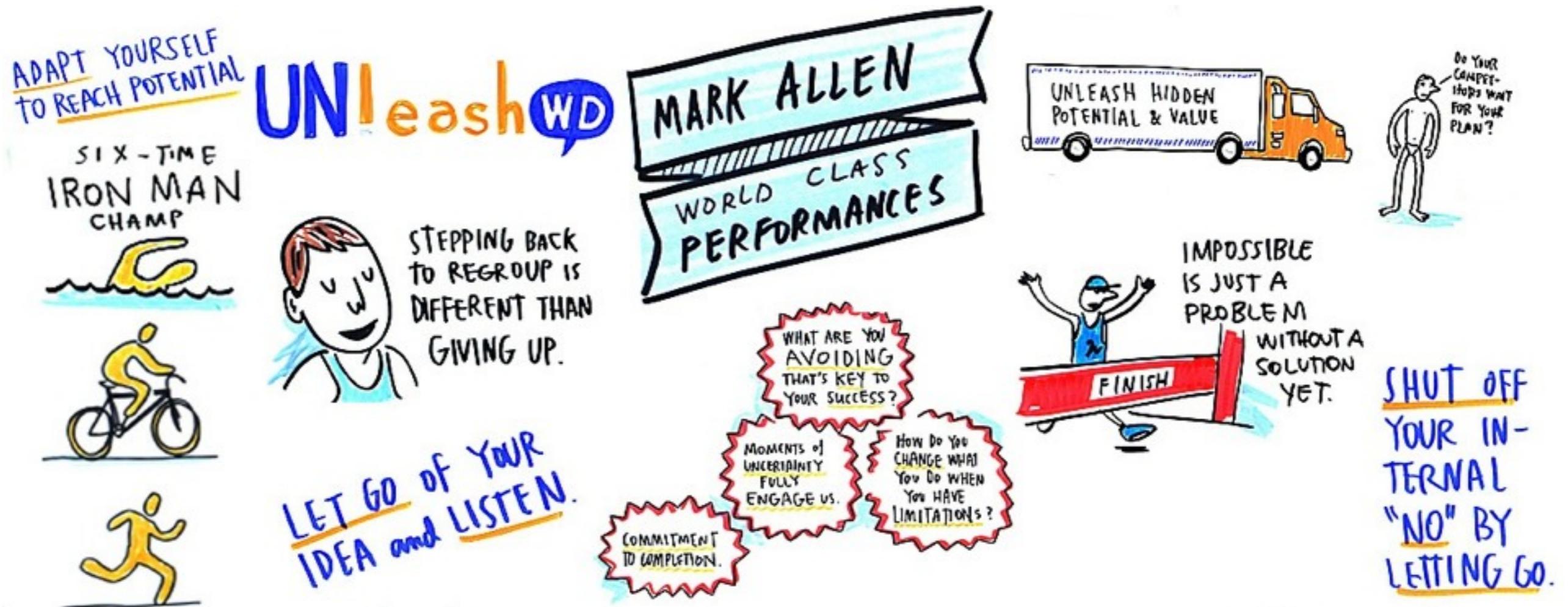
"What is the work that my goal is asking me to accomplish the success that I am after?"

"A commitment to completion says I am not going to join all the other people saying this is impossible. I am going to be the one leading the charge to find the answers and the solutions to take this dream to a reality."

Another area of focus is having a willingness to adjust the way I do my work based on its effectiveness in that ever changing environment called the real world. What got us success in the past may not be what is going to take us to success in the future."

"Impossible is simply a solution that has yet to present itself."

World Class Performances



Some stats about me. I am six feet tall. I weigh 160 pounds. My foot size is 9 1/2. At Nike I am a sample size. Sample means that you are about as average and ordinary as it comes. However, my goals was something truly extraordinary. I wanted to become the champion of the Ironman Triathlon. Now to do that I had to swim 2.4 miles in the open ocean off the coast of Kona in about 50 minutes,

get out of the water and bike 112 miles along the hot west side of the island averaging 25 miles an hour which is pretty much the speed limit on every residential street in the U.S. Get off my bike at 12:30 in the afternoon, the hottest point of the day on the hottest of all the Hawaiian Islands. Run a marathon, 26.2 miles, averaging six minutes and ten seconds every mile. If I could do that, I would be the Ironman champ.

You guys ready to sign up?

Anything less than that and somebody else was going to walk away with the title. I am probably most famous for my first Ironman victory in 1989 when I was 39 years old. I had tried six years to win that amazing race and six years I had fallen short. I could be in the lead, I could challenge the best in the world, but I couldn't hold it all the way to the finish line. I always tell people the person who finishes the race isn't always the guy who leads it the longest, it's the first guy to cross that line, but I couldn't do it.

Finally in 1989 I had a classic battle with an incredible competitor named Dave Scott. We were side by side for over eight hours of

SIX-TIME
IRON MAN
CHAMP



racing. On the final uphill before you drop down to the finish line, I was able to pull away to win the first of those victories. Winning by a mere 58 seconds. A very small difference on a very long day.

But the story I want to share with you today is of my final Ironman victory, or my final Ironman attempt at victory in 1995. And the reason is that my world had changed at that point in my career. I had won five Ironman titles. I was indeed coming back hoping to win my sixth title, however, in 1995 I was 37 years old. In your industry that is probably not too old, but as an endurance athlete I was ancient, I was a fossil. And when all of the young guys, my toughest competitors, heard that I was coming back, guys that were ten and fifteen years younger than me, they said come on Mark we are going to chew you up and spit you out all over that lava.

They knew that at 37 I could no longer train the way they did at 25, 30 or 32. I could no longer do the training that I had done in previous years that earned me those other 5 Ironman titles. I focused on three specific areas to hopefully be prepared to take that race. To take that final title. And these three areas are areas of focus that I use today when I am approaching any challenge whether it is my life in business, as a

father. I don't race anymore. I feel that I have done that pretty well, but anyways those three areas.

AREA OF FOCUS #1

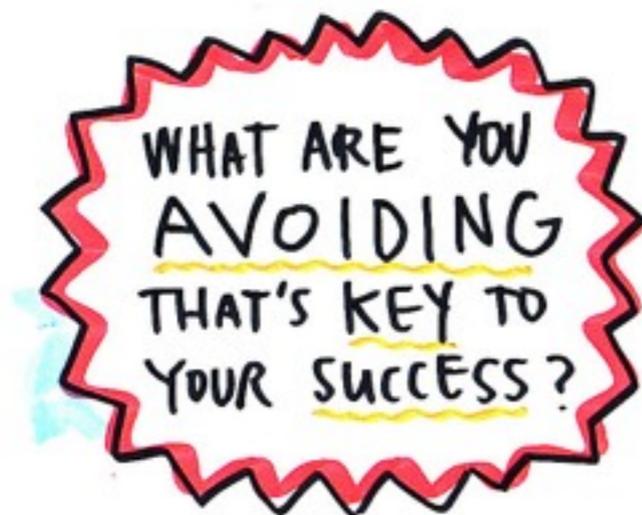
The first was to ask myself:

What is the work that my goal is asking me to do to accomplish the success that I am after.

What is the work the Ironman wants me to do to be the champion? Now often we do what is comfortable right? But the work of our goals may be very different. To win the Ironman I had to do days that simulated the race which meant that I had to do five days throughout the year where I would swim 30 minutes, get out of the water bike seven hours, get off my bike and run 30 minutes. That is an eight hour training day. The Ironman takes about eight hours to finish if you are going to win it. Those five days, that's about forty hours of work that I did throughout the entire year that were

absolutely key to my success as an Ironman champion. If I didn't do those days I didn't have a chance of winning. If I did them I might have a chance at winning.

The challenge was that I didn't like to do those days. I mean I am like everyone else in the



world here, I have a slight allergic reaction to huge volumes of work but I needed to do it.

What do you have facing you that you know is absolutely critical to your success that you are avoiding doing?

What is the one thing that you know that you have to do to achieve the goals that you are after that is not comfortable for you to do?

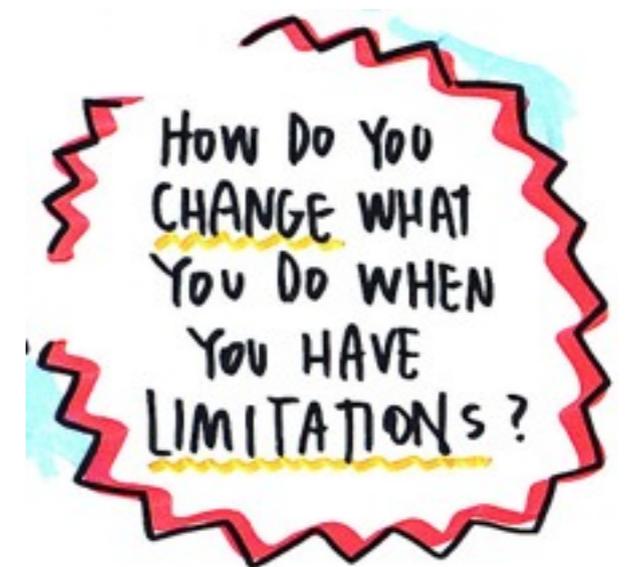
Having that answer is what can propel you to that top level in your world.

AREA OF FOCUS #2

The second area of focus that I had was to:

Having a willingness to adjust the way I train, the way I do my work based on its effectiveness in that ever changing environment called the real world.

What got us success in the past may not be what is going to take us to success in the future right? Especially in the modern world as it is today. Things are changing so rapidly. As a 37 year old athlete as you heard, I could no longer train the same way as those young guys did. If I did, if I trained the way I had as a younger triathlete I would burn out. A burned out triathlete does not win the Ironman. On any given day I



was going to have to cut back my training anywhere from 25 to 50 percent from what I had done in the past.

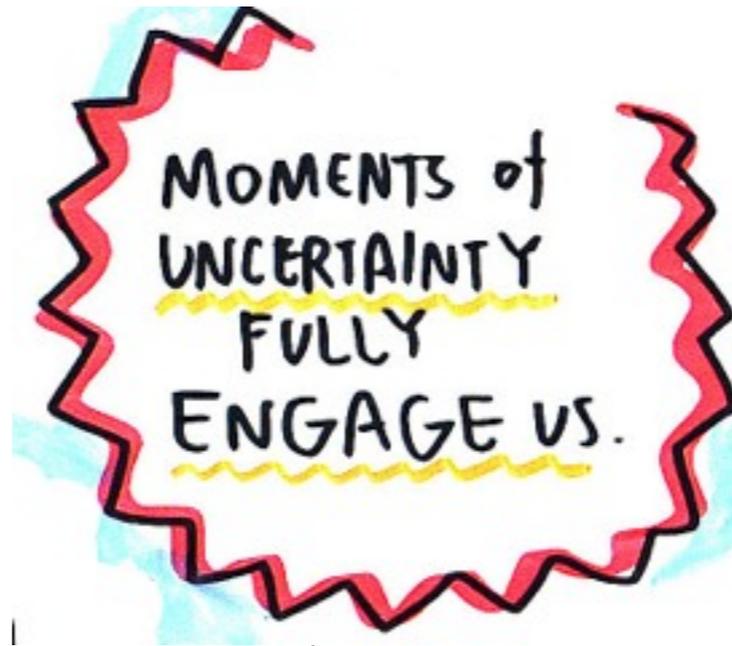
Have you ever had to do the same or better results with 25 to 50 percent less resources available to you? Where was I going to make that up? The way that I focused to make that up was to develop that internal strength of character that would help me bring more of who I was into that endeavor. I will tell you some of the stories of how I did that. But when we are fully engaged, that's when we have our best efforts isn't it?

Things that are certain, things that we know we can do, they rarely provide us with true experiences of living. It's a big challenge, when we are fully engaged we are fully living.

If you go to the grocery store, you know it is pretty certain right, you rarely come home and rave about how "Wow I went to Whole Foods and I found the bananas and after that I found the discount on dish soap and then the guy at the cash register gave me the exact change." No, these are not the things that we talk about.

The things that we talk about that fully engage us are the things that do have uncertainty, the things that we have to be fully engaged, and those are the moments, the experiences that bring out the best in us.

Winning Ironman at age 37 was something that nobody had ever done before in history. I was attempting to do something that nobody had ever done. That got me fully engaged. But again I



had to change my training if I was going to have any hope of winning.

AREA OF FOCUS #3

The final area of focus I worked on in 1995 was to:

Have an absolute commitment to completion.

Now what does that mean. A commitment to completion says that even though I have won five races, I am still going to do the

15,000 miles of training that will hopefully get me ready to be the Ironman champion. I will do that work.

A commitment to completion says, as you heard Ron say, I'll step back for a moment and ask myself what is it about this endeavor that has importance to me in here, not importance to anybody else. But why is this important to me to try. We can use that vision to carry us past those moments where other people may quit or a lesser self of who we are might quit if we didn't have that vision of why we have put importance into these endeavors that we are putting out there.

A commitment to completion says I am not going to join all the other people saying this is impossible. I am going to be the one leading the charge to find the answers and the solutions to take this dream to a reality.

My family and friends are saying, "Don't you think you are too old for this? Shouldn't you get another job, or start coaching or

anything that doesn't use your body so much?" I said, "This has meaning to me. I am going to give it a try. You know I have won five of these. I could retire with that, but if I win one more I will win six titles. There was another athlete named Dave Scott who won six Ironman titles. If I can do it, I will tie the record that represents the best our sport had to offer."

Now in January I started training. In June of that year, 1995, I did a test Ironman. It was in Japan and I wanted to see how I was doing as a 37 year old, if I had made the right adjustments to my training. I won it. The time was about 8 1/2 hours. It wasn't fast but it was a victory and I thought I am on pace here, I am on track. Well, two weeks after I did my test race, there was another Ironman in Germany and all the guys 10 and 15 years younger than me were at that race. The winning time in Germany was almost 20 minutes faster than I had gone two weeks previously in Japan. If I was with those young guys in their test race when the leader came across the finish line, I would have had over three miles to go in my marathon.

And I am thinking this is impossible. I'm thinking there is no way. I could train for the next 20 years. I can't compete with those guys.

Well fortunately, two weeks after that I had a retreat planned with a gentleman named Brant Secunda who teaches about a way of life from the Indians in Central Mexico called the Huichol Indians. The Huichol Indians had a saying that says, "It's not over till it's

over." Meaning no matter how impossible something might look right now, take that next step, put that next thing in place, because in the next moment it can turn around for you.

Brant would also teach me that the Huichol Indians value the ability to quiet their minds. They say when our minds are quiet then we can hear the answers to the big questions in life. When we turn off all that internal chatter that can derail our efforts. Have any of you had that little voice in there that's not helping you out, you know how that is.

Well in an Ironman that little voice tries to come up many many times and I had to learn to be able to quiet that voice. I went to a retreat with Brant two weeks after the German race and I showed up and I have been studying with him now for a number of years. He said, "Are you going to win Ironman October this year?" And I said, "You going to help me?" He kind of looked at me and said, "Boy you need some help this year." And so for eight days while all

my training partners are swimming, cycling and running I worked with Brandt to help develop that internal strength of character that would help me bring more of who I was into that endeavor called the Ironman.

That's what you are doing here isn't it? You are developing ideas and solutions and dreams for things that will help you bring more of who you are into the endeavors that are important for you.



But I looked at absolutely everything I could in 1995. I took my running shoes and I found a new lacing system that I could put in there that would save me about ten-seconds in transition from bike to run. Ten-seconds is a small amount, but why not. I found a new material that had less drag in the water than our skin. You probably saw a lot of the Olympic swimmers with these sleek suits.

I called up Nike and I said, "Hey, if you can make me a suit that covers my torso it will save me about 45 seconds in the swim at Kona this year and that would be huge." They said, "Right out to you." Well right out to you didn't happen. The suit arrived two days before the race. I yanked open the FedEx package. I pulled it out and I looked at it and I thought oh oh, big problem here. This thing didn't have the sleek styling that the Olympic swimmers had on their suits. This thing looked like it had been dragged out of my wife's side of the closet. I was totally embarrassed to wear this thing.

I went down to the swim start. I waited until NBC was off filming everybody else. I waited until all the other athletes were in the water warming up. It was time to unveil the suit. I went to the edge of the pier where you jump in the water and just as I was ready to jump in, there was a German triathlete named Jurgen Zack, the best cyclist in the sport in 1995. He was looking up at me and looking up at the suit shaking his head he just goes mock mock mock.



Well I don't know if it was the suit or the work that I did with Brandt or the fact that I had done the right kind of work, but I came out of the water ahead of triathletes I had never beaten before. I headed out for 112 miles of cycling, 15 miles into the bike ride I took the lead earlier than I had ever been in the lead before. To measure my pace so that I had the energy for a good marathon, I had a heart rate monitor because I learned through experience that if I kept my heart rate at 150 beats a minute or less on the bike then I would have the energy to run a very very fast marathon.

When I took the lead my heart rate was 135 beats a minute, 15 below what I needed to sustain. In the lead early, low heart rate, this final victory is going to be a piece of cake. Well right when I thought about how easy it was going to be the first guy to pass me was Mr. mock mock mock Jurgen Zack and right behind him was a 24 year old German soldier named Thomas Hellriegel one of the young guys who had gone 20 minutes faster in his test race than I had in mine. He passed me looking like he was on a motorcycle and I thought I can't let these guys go it is too early so I upped my pace and right away my heart rate began to go up, 145, 150, 152. I had to let them go. I thought they will only get 5 minutes on me maybe in the rest of the bike ride and that's a gap that I know I can make up.

They did not stick to my ideal race plan. Do your competitors stick to your ideal strategy of how you are going to be the best? No. That's not their job. Their job is to beat you.

I came off the bike so far behind Hellriegel, he had come into transition, he was out, he was gone. I didn't know what the gap was but as I was putting on my running shoes somebody yelled out he's 13 1/2 minutes ahead of you. Go catch him. I am thinking, gee I just saved 10 seconds.

I was trying to keep my mind quiet. I headed out of the run transition area. I did the calculations and I realized I had to make up 30 seconds a mile every single mile on that 24 year old if I was going to catch him at the finish line. I thought there was no possible way I could do that but I decided to just stay quiet, draw in as much positive energy from the crowd as you can and when I got to the top of the first hill there were 3 old ladies who were cheering looking right at me and they say, "Go Mark, go Mark, go Mark. Oh he doesn't look so good." And that thought sunk in and about a mile later I felt so bad that I didn't even know if I would be able to finish.

Then my mind went crazy with all this stuff that doesn't help you out. Hellriegel is so far ahead, there is no way that I can catch him, hey there is the hotel just.... If we quit, there is no chance of completion is there? Even if we stick with it, if we give up there is no chance of realizing our dreams and our goals.

Now stepping back to regroup is very different than giving up.

SHUT OFF
YOUR IN-
TERNAL
"NO" BY
LETTING GO.

But my mind was going crazy. Finally I got my mind to be quiet and the answer came, just take it to the finish line. And I thought I did not come here to finish, and I thought you know what the way I feel right now if I could get to that finish line that would be a success on this day. I said, "Yes, no matter what I have to do, even if I have to walk every step of this marathon, I am going to get to the Ironman finish line. This is my final Ironman. I want to go out at least as a finisher."

And in the instant I made the commitment to finish that race the guy in fourth place, ten seconds ahead of me up the road stopped, he stretched his back, I made a pass and suddenly the whole world of opportunity began to open back up. I moved from fifth place to fourth and then eventually into third and then eventually I passed Mr. mock mock mock Jurgen Zack and I moved into second.

With eight miles to go I got a time split. I was four minutes behind Thomas Hellriegel. Let me do the math for you. Eight miles to go with a four mile gap, I was making up 40 seconds a mile but I was still only on pace to catch him at the finish line and that is not a



STEPPING BACK
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good place to catch a guy who is 13 years younger than you when you are sprinting for the world championship. I needed something else, I couldn't find it.

Hellriegel is so far ahead, I couldn't even see the guy. My legs are killing me. I just don't think I can do it. Finally I said, "Shut up." That is an option. And then the answer came. Give it a 100 percent of what you have to give. And I thought give it a 100 percent, I am, I mean my legs are killing me, I made up a lot of time. Then I realized, you know what, I am holding back just a little bit.

You see I was waiting for some imaginary billboard to pop out of the lava that said Mark Allen if you give 100 percent of what you have to give I guarantee you are going to win this race. Those type of guarantees do not exist in the real world do they?

I draw all my energy away from Hellriegel, that thing I couldn't control. I said, "No matter what I am going to give it everything I have here even if I come in an inch behind Hellriegel, even if I completely blow up, Big Island help me here."

The mile after that I made up 40 seconds, the one after that a little over 50, the mile after that I made up a minute 15 seconds on the guy who had been leading nearly six hours. Finally I could see Thomas Hellriegel at about mile 20 and at mile 23 I was closing in on him hoping to make the final pass of my Ironman career. So let me show you one video here as I close in on this incredible athlete.

Video Narrator:

The energy lab, its very name often a misnomer can be a watershed for the bravest of athletes. Thomas Hellriegel is experiencing the loneliest day of his life. And now he faces up to the man who is haunting him. Mark Allen was once almost 14 minutes back. Like a robot in perfect control of his functions, Allen has moved in. He's just three-and-a-half minutes behind.

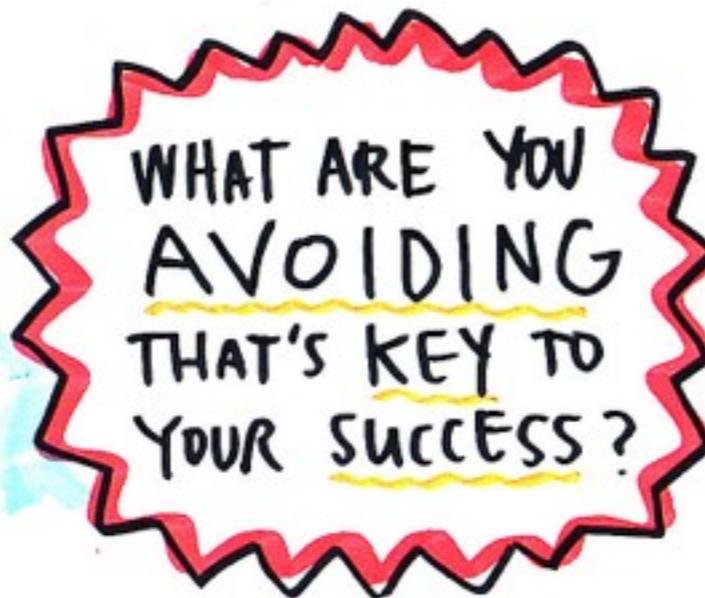
This race is down to just two men. The brave German attacked in the bike ride to have any chance of winning. But for the first time in 7 hours his body is objecting to the torture.

Mark Allen has chased Thomas Hellriegel for nearly six hours with patience few of us know. Cat and mouse mean cunning. Tortoise and hare mean slow and steady. Fox and hound, respect and eventual victory. They're all alive and well here on a road called QueenK.

Mark Allen has done much in his career. But nothing equals this.

Baring the unimaginable, Mark Allen has just pulled off the greatest comeback in the history of this event. A lot of people questioned his return after a year off, and people do become beatable someday don't they? Well they all gave it their best shot. Hellriegel, Zach, Mueller, Welch. And they all failed.

Six Ironman Championships. That'll tie the record of Dave Scott. And if this is Allen's final Ironman he is leaving on top of the game.



He said in every other Ironman, he ran out of anger. Feeling as if he had to fill some hole in his life. He said this is the first one he ran for himself. Somethings change when you become a father, some things remain the same. Mark Allen is the 1995 Gatorade Ironman World Champion.

NOTE: You can view the video at the 17:45 point of Mark's Unleash:WD presentation - <http://youtu.be/T-zKLL4iguA>

Alright, let's here it for the old guys. I beat Hellriegel by about 2 1/2 minutes and if you figure that as a percent of the total amount of the time we raced each other the difference in our times was less than one half of one percent. A very small difference in a very long day but one that was very significant.

So I invite you to use these tools that I shared through my stories today.

What is the work your goals are asking you to do to accomplish the success you are after this year?



What are your five Ironman training days going to look like for you?

What is that one thing that you know that you have to do that you are resisting doing that will ultimately help you achieve the dreams that you are after?

If you are willing to make the adjustments not only in how you do your work but also to develop that internal strength and character so that you are bringing more of who you are into all of the endeavors that you are putting energy into.

And ultimately have that absolute commitment to completion to giving 100 percent even if success looks impossible.

Remember impossible is simply a solution that has yet to present itself.



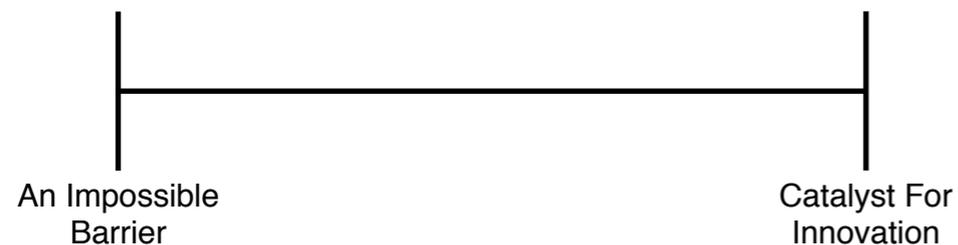
MARK ALLEN: WORLD CLASS PERFORMANCES

Lift & Shift



Unleash started with a provocative question: “What if we had an industry summit with no industry speakers?” Mark Allen was one of 17 storytellers from outside distribution to bring new thinking to our industry and businesses. It’s now time for you to Lift & Shift - to take great ideas from other industries, lift them out and shift them into your own company. These questions are designed to help you start.

1. Do you believe - do we as a group believe that average people, groups, businesses, and teams can accomplish the truly extraordinary?
2. Can you think of an equivalent goal that we have set - or could set for ourselves that would equal Mark's desire to be Ironman World Champion?
3. What do you think is required at the human level to set such a goal and be committed to its completion?
4. Mark shared the challenges of competing against younger competitors and how his age produced constraints on his training. How do we view constraints? If we were to look at the possibilities on a continuum where over to the left we view constraints as impossible barriers and to the extreme right catalysts for innovation, how do we typically approach constraints? Can you share an example?



5. How could we use Mark's question - "What is the work that my goal is asking me to do to accomplish the success that I am after?" Have there been instances where we have set goals and come up short - due to not doing the work required? In this fast paced world, the age of multi-tasking, instantaneous communication, the constant ping of incoming e-mail, changing customer, market, and even our own corporate demands how easy is it to be pulled from the work that is required to to accomplish the success that we are after?

6. Mark brought up an interesting insight - that part of the work needed to accomplish his goal was the five gritty, not-so-fun, long and hard training days built into his training plan. What do we personally and as a group think about the non-sexy and hard aspects of what needs to be done to achieve our goals?
7. Here is a kicker to the hard work that is required. As Mark said, if we do the work that is required we *might* have a chance at winning. Even if we do what's required it doesn't guarantee success - it only gives us a chance of achieving our goals. Not sure this is talked about much, but it does seem like a truism. What do you think about this? Does the fact that hard work - doing the work that the goal is asking us to accomplish the success we are after - only gives us a shot at victory impact the commitment we bring to our goals?
8. Do we as a team have anything facing us that we now is absolutely critical to our success that we are avoiding doing? If so, what is the root cause of our avoidance?
9. What is the one thing we know that we have to do to achieve the goals that we are after that is not comfortable for us to do?
10. Mark's 2nd area of focus is having a willingness to adjust the way we do our work based on its effectiveness in that ever changing environment called the real world. Are we guilty of doing things - despite the changes in our world - because "that's the way we've always done it?"
11. Do you agree with the thinking - What got us success in the past does not guarantee us success in the future? Can you share a story of something that brought us success in the past is no longer generating the required results?

12. What do you think about Mark's observation that things that are certain, things that we know we can do rarely provide us with true experience of living? He suggests that it is the big challenges that fully engage us. Do you agree? Disagree?
13. Let's tie this thinking to employee engagement. The Gallup organization's research has demonstrated that only 28% of employees are fully engaged in their work. What we know as Mark points out, it is only when we are fully engaged that we give our best effort. How engaged are we personally? How about our organization as a whole?
14. Mark's third area of focus was to have an absolute commitment to completion. What do you think he means by this?
15. Why do you think individuals give up on goals? How about organizations?
16. Can you think of an example in our business where we did not bring an absolute commitment to completion? How about an example where we did?
17. Mark talked about the importance of personalizing what you are after - that it has to have importance to you, not importance to anyone else. That this vision can carry you past those moments where other people may quit - or a lesser self of who we are might quit." What do you think Mark is trying to explain here?
18. When goals are set - if the goal is meaningful - there will always be a degree of uncertainty, stretch, and maybe even a degree of impossibility. How can we as an organization pull the team towards the possible - turning the goal/dream into a reality - rather than being sucked into the nay sayers point-of-view?
19. Mark talked about the little voices of doubt that continue to creep into our minds. Have you ever experienced this? Is it possible for collective voices of doubts to seep into the collective psyche of an organization? Has it ever happened here?
20. How about the alternative - collective voices of possibility. Can an organization develop an anything is possible mindset and act accordingly? Can you share any examples?
21. Mark talked about developing his internal strength of character and how it was so important for achievement of his bold goal. What do you think he means by this internal strength of character?
22. Do you remember Mark's story of the swim suit he asked Nike to make for him? He was out there in front in terms of a new idea. How did the others look at him when he brought this idea to the sport? Are there any parallels to our business - what happens to those in our organization who brings new and untried ideas? Do we as Mark's competitor Jurgen Zack did - mock, mock, mock, or would you say we look to understand, heighten and explore the idea?
23. Are there any lessons from Mark's cycling experience in his last race. His plan called for a heart rate of 150 beats per minute. But then the competitors flew by him as if he were standing still. Mark's first reaction was to up his pace - throw out his plan and let his competitors dictate his actions. How about us - have we ever been guilty of allowing our competitors to dictate our actions? How do we feel about this?
24. Do you agree with Mark when he says stepping back to regroup is very different than giving up? Have we ever been guilty of giving up, when we should have regrouped?

25. Mark realized in the run that he was holding back - he tried telling himself he was giving everything he could but when he was honest with himself he knew there was more. He said he was looking for a guarantee that if he gave everything - that success would be certain. What are the parallels in our business? How about that way in which we personally attack the challenges and opportunities we face every day?
26. What do you think about the very last lesson Mark shared - that impossible is simply a solution that has yet to present itself?

THE DISTRIBUTION INDUSTRY'S FIRST INNOVATION SUMMIT

About Unleash



Innovative and Transformative. The summit was created by Dirk Beveridge, 4th Generation Systems, and distributors to ignite new energy into the industry through a lively, unforgettable storytelling and collaborative discussion format. For each summit we search high and low outside the distribution industry to deliver the most innovative storytellers to drive forward leaning thinking within your business. We're setting a new agenda for the industry and invite you to join the movement. www.unleashwd.com