

Deputy Black Belt Curriculum Guide

Create Dynamic Organizational Leadership

Assessment of Organizational Leadership

Key: Great 5 points / Good 4 points / Average 3 points / Poor 2 points/ Awful 1 point.

	You	Your Boss	Mayor	Governor	President
Personal power					
Team building ability					
Financial mgmt ability					
Vision					
Intelligence					
Courage					
Trust					
Fairness					
Generosity					
Total					

40 + pts = great leader

36-39 pts = good leader

30-35 pts = average leader

21-29 pts = poor leader

20 pts & under = awful leader

Discover the qualities that need improvement, maintain your strengths, and improve your weaknesses to become a great organizational leader.



**Be a great leader!
Maximize your life!**

Welcome to the Deputy Black Belt Curriculum, the final review on your journey to black belt.

The Deputy Black Belt Curriculum reviews the previous three levels of basic, intermediate, and advanced level techniques.

There are three tip tests in the Deputy Black Belt curriculum, so this booklet is divided into four sections:

Section 1	MU-DO Curriculum Review	p. 5
Section 2	JA-YUN Curriculum Review	p. 97
Section 3	PYUNG-HWA Curriculum Review	p. 111
Section 4	Preparation for Black Belt Test	p. 127

About the Founder Grandmaster Y. K. Kim

Grandmaster Y. K. Kim breathes, eats, and sleeps Martial Arts 25 hours a day and 8 days a week. His total life is dedicated to improving and promoting the Martial Arts.

Y. K. Kim is a living testament that the Martial Arts spirit and American Dream are alive and kicking. Born and raised in Seoul, Korea, and after he finished his military duty in his native country of Korea, he immigrated to America in 1977 with only his Black Belt and a heart full of hope.

He started homeless and without a green card and was able to overcome cultural shock, financial hardship and language barriers to achieve a rare level of success and build one of the strongest and most beneficial Martial Arts organizations in the world.

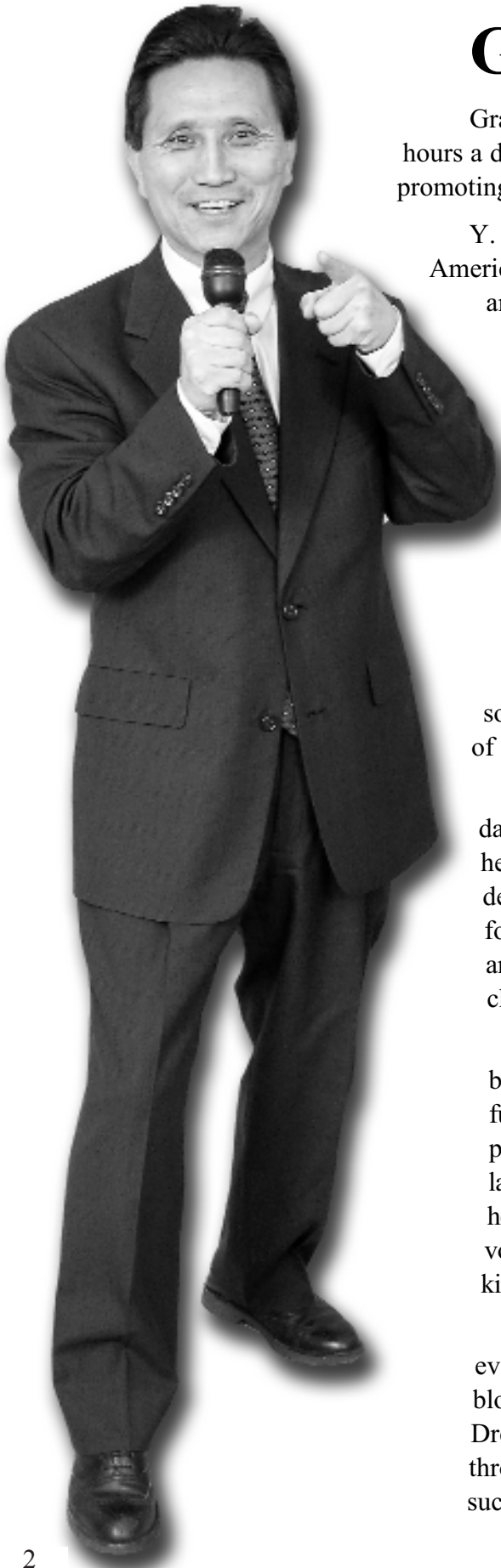
There is no one like Y. K. Kim. He wants to change the world through the Martial Arts World philosophy.

He has proven his principles in his own life, from humble and sometimes even embarrassing beginnings to becoming a world leader of the Martial Arts.

He recounts one story where he went to a grocery store one day in Queens, New York, to pick up something quick to eat because he was hungry. He scanned the shelves and found a can of food with delicious looking meat chunks on the label. He grabbed the can, paid for it, and rushed back home. Once he got home, he opened the can and inside he found what was on the label, delicious looking meat chunks drowning in gravy. He took his spoon and dug in.

After his stomach stopped gnawing at itself, he was concerned because something wasn't quite right about the meat; it tasted kind of funny, but he couldn't figure out why. Maybe the meat had expired. He put the can down and grabbed his English to Korean dictionary to translate the words on the label. His eyes widened when he discovered what he ate . . . dog food. He actually ate dog food! From that moment he vowed he would devour the dictionary before he would make the same kind of mistake again.

He conquered every obstacle, despite the language barrier, to eventually build a multi-million dollar organization. Through his blood, sweat, tears, and Martial Arts spirit, he made his American Dream become a reality. Y. K. Kim has shared his American dream through touching thousands of people's hearts and helping them to succeed with his diverse achievements, which include:



Author of *Martial Arts World, Tae Kwon Do World, Success in Martial Arts Business, Health is the Foundation of Success; and Winning is a Choice;*

World's most dynamic speaker on business, leadership, and motivation;

Producer, writer, and star of the action film *Miami Connection*;

Publisher of *Martial Arts World Magazine*;

Celebrated public servant, winning the prestigious **Thomas Jefferson Award** for producing charitable events to raise funds for unfortunate children;

Honored by the proclamation of **Y. K. Kim Day** by the City of Orlando, City of Deland, City of Winter Park, Orange County Commission in Florida, and by the Commonwealth of Virginia for his outstanding community leadership;

Appointed Honorary Deputy Sheriff by Orange County Sheriff's Department for his support of the fight against drugs;

Commissioned Ambassador at Large by the City of Orlando for his extraordinary promotional ability;

Chairman and Founder of Martial Arts World and World Martial Arts Research Foundation.

Grandmaster Y. K. Kim's next goal is to build a 4-year Martial Arts University to provide future leaders.

What the Press says about Grandmaster Y. K. Kim

"Y. K. Kim has shown that the American dream is still a reality. He is a pioneer in the truest sense. What he has accomplished I would call a miracle if I had not seen him do it with sweat, spirit, and a keen intelligence.

"He has lived by the principals about which he writes. His action philosophy is the product of an alert, intelligent mind learning from the most demanding school of all, 'life.' That he has lived and learned in two worlds, East and West, makes his observations all the richer."



Charley Reese,
Nationally Syndicated Columnist

Congratulations and welcome to the Deputy Black Belt team

My Dear Friend,

What a knock out! You are a Deputy Black. I applaud you for your endless effort and commitment. You have only one more step to achieve your Black Belt. After that, you can look forward to becoming a Certified Instructor (or Assistant Instructor if you are under 21 years old.)

I know you will enjoy perfecting all the techniques from white belt through red belt, black stripe in your preparation for Black Belt testing. You will also learn the exciting new philosophy of the Deputy Black Belt curriculum, which is "Create Dynamic Organizations". It will teach you how to become a stronger leader.

You are going to have an unforgettable experience at the upcoming Black Belt test. Black Belt testing will be the most challenging, fun, exciting, and meaningful event of your Martial Arts career. Be prepared!

Black Belt testing requirements are:

1. Complete White Belt to Deputy Black Belt curriculum, including philosophy.
2. National Public Speaker certification by Martial Arts World.
3. Introduction of at least 10 new students to Martial Arts World.
4. Participation in at least 2 tournaments.
5. Participation in at least 2 camps.
6. Participation in at least 3 volunteer projects at your Martial Arts World School.
7. "A" average on your report card (elementary school through high school students).
8. Permission from your Instructor and a completed application.

If you have any questions or need any help, ask your Instructor. His or her goal is to help you to become a Certified Instructor.

Please share with us any success story using the Martial Arts World philosophy in your daily life to motivate, energize, and encourage all our Martial Arts World family.

Martial Arts World:

E-mail: ykkim@martialartsworld.com

Website: www.martialartsworld.com

We will see you at the upcoming Black Belt testing
Your best friend,
Grandmaster Y. K. Kim

MU-DO
Curriculum
Review

What are the Martial Arts?

The Martial arts are an action philosophy. They are based on the nature.

The Martial arts are the art of physical fitness, mental fitness, moral fitness, financial fitness, and life fitness for personal and professional improvement for life-long success.

The Martial Arts are physical, mental, moral, financial, and life self-defense.

Through Martial arts training and discipline, you will become healthier, stronger, wiser, richer, happier, a better communicator, and a great leader.

The indomitable spirit of the Martial Arts principles will support you to maximize your life.

The Martial Arts are the way of life.

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Congratulations!

On your achievement and welcome to the Deputy Black Belt Team. You have completed your study of the basic, intermediate, and advanced level techniques, and are now ready to make your final preparations for your Black Belt test.

You have already passed each of the tests represented in this curriculum, but many students forget their old curriculum as soon as they learn their new curriculum. A Black Belt must master each level of the basics and not forget them. During the next six months you will have a chance to re-focus on each level of the curriculum.

Hopefully, you will find that your understanding of the martial arts at this point in your development will change the way you perform and practice the techniques you have already learned. In other words, the way a Deputy Black Belt practices a back side kick **SHOULD** be significantly different than the way a yellow belt practices the same technique. Please take the time to re-learn and re-examine each technique in the curriculum based on what you now know about the martial arts, and you will find this review rich and rewarding.

What is a Deputy Black Belt?

A Deputy Black Belt is half red and half black, to symbolize that you are literally half-way between red belt and black belt. As black is the symbol of the mixture of all colors, you have advanced from a red belt with only a black stripe to a red belt that is now half black, and soon to be all black. Before it can become all black, though, you must be certain that you have mastered all of the color belts, so that you can truly mix them all together to make a rich, black color.

Before you take your black belt test, wear your belt with the red half on top and the black half on the bottom. AFTER you take your black belt test, there will be a waiting period of three to six months before you will be able to wear your black belt. During this waiting period, you will wear your belt with the black half on top and the red half on the bottom, to symbolize that you are ready to start learning your black belt curriculum.

Courtesy

International Manners

As a martial artist, you must always try to respect others, and that includes respecting their culture. Realize that another culture is just as “right” as yours -- it just a matter of perspective. From your point of view, your culture is right, because everyone you know believes the same way -- it’s just common sense. In any other culture, they feel the same way: their culture is right, because everyone they know believes the same way -- in their country it’s just common sense. When people from one culture meet people from another culture, we get a clash of ideas and expectations that can lead to conflict or growth. The choice is ours.

For example, it’s easy for a group of teenagers to laugh at a boy from a foreign country who behaves differently. From their point of view, the foreigner is a geek. He doesn’t know how to dress or how to behave. What those teens must remember is that if they were in his country, being judged by his friends, they would be the geeks. They would not know how to dress or how to behave.

This conflict can cause pain to the foreign boy, especially if they try to impose their values on him. Unfortunately, that is how we establish a culture -- by punishing those who don’t conform with emotional pressure until they behave properly. We raise our children on this very principle: behave as we do, and you will get along much better in life. Although this process works well with children, we must be aware not to use it improperly by forcing our culture on others.

When two cultures collide, it can be an opportunity for growth to both cultures if they maintain respect for each other and honestly try to understand why they do what they do. Through sharing instead of competition, both may learn a better way of doing things.

America was founded on the idea that lots of cultures can mix together and learn from each other, so that we can take the best of each culture to create a truly better way of life.

Greeting

One of the first ways you will notice a different culture is in the greeting. Everyone knows what a smile means. When you smile at someone, it is generally a safe that you are being friendly. In some cultures, though, dignity may be the appropriate way to meet, and a smile will make you appear silly. A safe recommendation is to have a smile ready, but show it cautiously, until you see the other person reflecting the smile.

A bow is a fairly universal greeting that shows respect for the other person. An almost universal abbreviation of the bow is a nod of the head.

A handshake is another common way to greet, and a way to communicate strength, warmth, and affection all at once. However, in some cultures, it may be too soon to touch upon first introduction. In other cultures it may be appropriate to embrace, and/or kiss when introduced.

Generally speaking, when greeting someone, look at them to make a judgement about their probable culture, and offer the most respectful greeting you think appropriate. Watch them with interest to see how they offer a greeting to you, and match them. It is usually safe to be a little more friendly than the other person to encourage a better relationship, than to be a little less friendly and appear cold or not interested.

Age/Youth

Different cultures value age differently. In Eastern cultures like Korea, age is respected. The eldest member of the family is shown the highest level of respect, and the youngest members of the family must wait until they are older to express their opinions and receive respect from those younger than them. Young people “can’t wait until they are older” and will get more respect.

In Western cultures like modern America, youth is respected, even envied. The oldest members of the families are sometimes treated like children, or even put in old folks homes so they don’t bother the younger ones. Parents often ask the children where they would like to go on vacation, or which restaurant they would like to visit for dinner. Older people often say, “I wish I were young again.”

It is important to respect age, because age represents experience. In the martial arts we respect our senior ranks because they have already gone through all the challenges we are now facing and succeeded. They have valuable information to help us succeed. The same principal applies outside of the martial arts. Our parents and teachers have probably already gone through similar challenges to those we are facing now, and their experience will be valuable if we choose to listen.

Age, however, tends to continue to do things the way they were always done. Youth has the energy to ask, “Why?” and even more importantly, “Why not?” Youth is always willing to challenge the way things were always done in search of a better way. Youth is the catalyst for improvement.

When you meet someone from another culture, be aware that he may act according to his beliefs based on his age. For example, he may assume that because he is older, it is his responsibility to decide what is right. He may assume that because you are younger, your opinion is not yet valuable. If you are faced with this attitude, realize it may be due to cultural upbringing. Try to understand where it comes from, and realize that it is not a personal attack on your ability or intelligence. Offer him the respect he deserves as someone who is doing what he truly believes is right.

Individual vs. Group

Eastern cultures tend to think in terms of the group, rather than the individual. People think of the good of their family, their company, their school, or their team ahead of their own personal good.

Westerners, especially Americans, tend to think in terms of the individual. We tend to be very selfish. We ask, “What’s in it for me?” This focus on individual accomplishment may tempt someone not to care whether his team loses, as long as he looks good -- as if anyone can look truly good when his team loses.

If you find yourself in a group oriented culture, do not be surprised if you are expected to sacrifice for the good of the group. If you are uncomfortable, or you don’t have the best equipment, don’t expect to get a lot of sympathy. If you are treated roughly, don’t take it personally. Again, it is not that they don’t care about you personally, it’s that they don’t believe individual comfort is as important as group achievement.

Male vs. Female

Many Eastern cultures tend to be male dominated. The men get all the rights and privileges, and there may even be a double standard: men behave one way, and women behave another.

Western culture, especially American and European cultures, although they are predominantly run by men, give women preferred treatment out of courtesy. In these cultures, women may have equal rights and equal opportunities (or may not), but they are usually given preference, as the popular saying, “Ladies first” reveals.

If you are in a male dominated society, the man may expect to go through the door first, because that is his rightful place. When he walks ahead of you he is not being rude, he is being proper. If you find yourself in a western society and are offered the chance to walk first, politely accept and say, “Thank you.”

In a male dominated society, men do not commonly work in the kitchen. That is the woman’s place and it would be a shame on the man and on the woman for him to do so. In an equal rights society, men and women often share all kinds of duties: men help with cooking and cleaning the kitchen, while women help with gardening and even repair work.

When you find yourself in another culture, be sensitive to their values. Although offering to help in the kitchen may be generous in your culture, it may be taken as strange or even an insult in theirs. Read their reaction to your offer, and follow their lead as to what they think is proper.

This last piece of advice should be your guiding principal in any international dealings. There is an old saying, “When in Rome, do as the Romans do.” In other words, when you find yourself in a foreign culture, whether you are half way around the world or right next door in the home of your neighbor, try to do as they do. Look to them for cues as to what they feel is the proper behavior, and out of respect for them, follow their lead. As long as their culture doesn’t violate a moral principal of yours, the experience will be fun, you will gain a fresh perspective on how to live life, and perhaps you will learn a new way of doing things. Just keep an open mind and an open heart, and everything else will fall into place.

Mental Exercise (Meditation)

The study of the martial arts develops you not only physically, but mentally, emotionally, and spiritually as well. There are different parts of our curriculum that emphasize the different aspects of your development. Just as important as the physical exercise of kicks, blocks, and punches, is the mental exercise that develops concentration and focus.

As a white belt, you learned two kinds of mental exercise: Concentration and Reflective.

Concentration Mental Exercise

When you concentrate on your ideas and thoughts, or what you are doing, or what you are about to do, you must focus on one thing at a time.

When you have

-a complete, clear understanding of our words and thoughts, and/or

-a complete, clear understanding of what you are doing, or

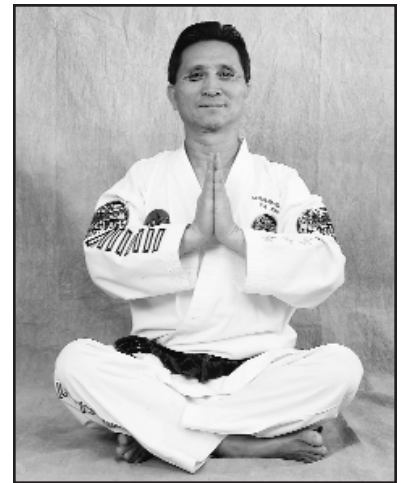
-a mental rehearsal of what you are about to do, you can get the maximum benefit from whatever you do because you will have a clear, open mind, improved memory, and more confidence.

Please review the steps for Concentration Mental Exercise in the White Belt Curriculum Guide.

Reflective Mental Exercise

When you mentally review what happened during class, and event, a day, a year, or your lifetime, you are engaging in Reflective Mental Exercise. During reflection, you should not only remember what happened, but evaluate it. You can learn from your mistakes and your successes so that you can reduce the number of future mistakes and increase the number of future successes. It will help you develop the winning habit.

Please review the steps for Reflective Mental Exercise in the MU-DO Curriculum Guide.



Power Breathing

Power Breathing is a resource of natural health that will make you healthier than you have ever been in your life. It will increase the oxygen supply to your body, increase your blood circulation, strengthen your internal organs, improve your digestion system, build up your immune system, balance your hormones, quiet your nervous system, calm your mind, and increase your energy level.

Power Breathing is the best resource of personal power (*ki*).

Basic Power Breathing

Basic Breathing is retraining to return to abdominal breathing.

Please review the steps for Basic Breathing 1, 2, and 3 from the White Belt Curriculum Guide.

Basic #1. Hands on lower abdomen to learn to breathe deeper: push all the air out through the mouth, inhale through the nose, hold breath, and repeat.

Basic #2. No hands; don't hold the breath. Inhale through the nose and exhale through the mouth for as long as possible to clean junk out of the system.

Basic #3. Inhale through the nose and exhale through the nose for the same length of time to balance the autonomic nervous system, but deeper, longer, gentler, quieter, and smoother.

Intermediate Breathing

In intermediate breathing, you will learn to tighten your lower abdomen. By tightening your lower abdomen, you will learn to make your lower body strong and your upper body light. The dividing line between the upper body and lower body is the diaphragm. The organs above the diaphragm enjoy being airy, light and cool. The heart and lungs do not enjoy pressure or heat. The organs below the diaphragm like pressure and heat. The stomach, liver, kidneys, spleen, pancreas, bladder, intestines, etc., need pressure to help the blood flow through them properly, and need heat for protection. Should the upper body become tight and heavy, as in the case of tension localized in the shoulders and neck, the body gets out of balance, and begins to breathe chest breathing. It becomes like a building whose top is heavier than its foundation: ready for a fall. To maintain good body balance you need to consciously keep the upper body relaxed and cool, and the lower body strong and warm.

Please review the steps for Intermediate Breathing 1, 2, and 3 in the MU-DO Curriculum Guide.

Intermediate #1 - massage the *solar plexus*, and very lightly tighten the lower abdomen, close the rectum, and tighten the legs.

Intermediate #2: - visualize that you are cleaning out the entire body while you exhale through mouth for as long as possible and very lightly tighten the lower abdomen, close the rectum, and tighten the legs. Exhale for a longer period of time than you inhale.

Intermediate #3 - visualize that you are cleaning out the entire body while you exhale through nose and very lightly tighten the lower abdomen, close the rectum, and tighten the legs. Inhale and exhale for the same length of time.

Power Exercises

Power Exercises are a complete body exercise program using Power Breathing. Power Exercises were designed to loosen up, adjust, and strengthen your entire body: all the joints from the fingers to the toes, all the muscles from the face to the feet, and all the internal organs in the body. Power Breathing was also specially designed to release stress and tension, improve digestion, increase the supply of oxygen, increase the blood circulation, open all clogged veins and arteries, and build a strong immune system. It will help to relieve lower back pain, upper back and neck pain, minor headaches, stomach aches, asthma, high blood pressure, and arthritis. Together, they will prevent you from getting many diseases and injuries, and help you heal the ones you already have. You will be able to sleep deeply and peacefully and wake up feeling great, with lots of energy. You will be healthier, stronger, more confident, more positive, more enthusiastic, and you will feel more lively both physically and mentally every day of your life.

Standing Power Exercises

The standing exercises were designed to loosen, adjust, and strengthen all your internal organs, joints, and muscles. You may practice indoors or outdoors, and you do not need any special equipment or a lot of space. All you need is your body. It is a great way to warm up the entire body in preparation for more intense exercise or activity like aerobics, martial arts, swimming, or any sport: football, basketball, baseball, golf, etc., from amateur to pro level.

1. Deep Breathing
2. Finger and Wrist Exercises
3. Shoulder Exercises
4. Neck Exercises
5. Face Exercises
6. Chest and Back Exercises
7. Hip and Abdominal Exercises
8. Knee and Thigh Exercise
9. Ankle and Shoulder Exercise
10. Elbow and Hip Exercise
11. Finger Chain Stretch
12. Pull Down Exercise and Loosen up
13. Abdomen and Back Exercises
14. Shoulder and Lower Back Exercises
15. Hamstring and Back Stretch
16. Balance Stretch
17. Internal Organ Massage
18. Skin Massage
19. Body Bouncing

Please Review the steps to each of the Standing Power Exercises from the White Belt Curriculum Guide.

Seated Power Exercises

The seated exercises as a whole can more properly be named "stretching" than "warm-up" exercises, because they concentrate more on stretching muscles and loosening joints than on increasing the heart rate and body temperature. Whenever you perform stretching exercises, be certain to

- A.** Be gentle to the muscle,
- B.** Go slowly as not to strain the muscle,
- C.** Adapt the directions to your body: stretch as far as is possible for you, but do not over-pull and end up straining yourself.
- D.** Keep the head back whenever you bend forward, to avoid lower back strain.

Seated Exercises

1. Foot Massage
2. Single Leg Stretch
3. Butterfly
4. Open Leg Stretch
5. Double Leg Stretch
6. Seated Adjust the Spine
7. Rhythm Breathing
8. Finger Chain Breathing

Please Review the steps to each of the Seated Power Exercises from the MU-DO Curriculum Guide.

Lying Down Power Exercises

Lying Down Power Exercises are a little more challenging than the standing or seated exercises, but they are very worthwhile. Do them the best you can until you can slowly build up the strength and flexibility necessary. You will have a lot of fun and a sense of accomplishment.

Lying Down Exercises

1. Push-up Stretch
2. Side Push-up
3. Hip-up
4. Sit-ups
5. Single Leg Pull
6. Inverted Butterfly Pull
7. Adjust the Spine
8. Full Body Stretch

Please Review the steps to each of the Lying Down Power Exercises from the MU-DO Curriculum Guide.

Basics

Basics are the building blocks of the martial arts. They are the bricks, boards, and stones that you can form to build the most beautiful advanced techniques. Good basics lead to good intermediate and advanced techniques. Weak basics lead to even weaker intermediate and advanced techniques.

Testing Combinations

The following combinations can be used to begin belt testing for all ranks, from white belt to black belt, to show uniformity. The instructor should name the combination and say, “*Si jack!*” and all the students should count together as they perform each combination. At the Deputy Black Belt level, we will use the testing combinations to review the white belt curriculum.

Basic Striking Combinations

(Fighting Stance)

5 Punches
(say, "MU-DO, Martial Arts World")

1. Left Single Punch
2. Right Single Punch
3. Left Hook Punch
4. Right Hook Punch
5. Left Upper Cut
6. Right Upper Cut
7. Left Backfist
8. Right Backfist
9. Left Elbow Across
10. Right Elbow Across
11. Left Elbow Back
12. Right Elbow Back
13. Left Elbow Up
14. Right Elbow Up
15. Left Elbow Up and Down
16. Right Elbow Up and Down

On the instructor's command, switch stance and repeat for the other side.

Basic Kicks

(Fighting Stance)

1. Right Leg Raise
2. Left Leg Raise
3. Right Swing Kick
4. Left Swing Kick
5. Right Inside Swing Kick
6. Left Inside Swing Kick
7. Right Pick Ax Kick
8. Left Pick Ax Kick
9. Right Knee Kick
10. Left Knee Kick

Basic Kicks

(Continued)

11. Right Pushing Kick
12. Left Pushing Kick
13. Right Front Kick
14. Left Front Kick
15. Right Roundhouse Kick
16. Left Roundhouse Kick
17. Right Side Kick
18. Left Side Kick
19. Double Step Left Side Kick
20. Double Step Right Side Kick

Basic 1

(Horse Riding Stance)

1. Left Low Block
2. Right Low Block
3. Left Inside Block
4. Right Inside Block
5. Left High Block
6. Right High block
7. Left Knife-hand Block to the Side
8. Right Knife-hand Block to the Side
9. Left Knife-hand Strike to the Neck
10. Right Knife-hand Strike to the Neck
11. Left Spear Finger Strike
12. Right Spear Finger Strike
13. Left Palm Heel Strike
14. Right Palm Heel Strike

5 Punches

(say, "MU-DO, Martial Arts World")

Stances

Attention
Bow
Jhoon-bi
Fighting

Advanced Basics

Advanced Basics are the next step in developing your technique. Martial arts improvement moves one step at a time. If you try to move too fast, skipping over steps, you will usually trip up later on. Take your time to learn and practice your basics and your advanced basics.

Stances

Front Stance

Back Stance

Tiger Stance

Advanced Basics (Horse Riding Stance)

Double Low Block

Double Inside Block

Double High Block

Double Knife-hand Block to the Side

Double Knife-hand Strike to the Neck

Double Spear Finger Strike

Double Palm Strike

Stepping Kicks (Fighting Stance)

Stepping Leg Raise

Stepping Outside Swing Kick

Stepping Inside Swing Kick

Stepping Pick Ax Kick

Stepping Knee Kick

Stepping Pushing Kick

Stepping Front Kick

Stepping Roundhouse Kick

Turning Back Kicks (Fighting Stance)

Back Side Kick

Back Swing Kick

Back Moon Kick

Poom Se

Poom se is the art and beauty of the Martial Arts. It is a set combination of basic blocks and attacks performed in a specified pattern. The proper way to learn, teach, or practice *poom se* is to first know the name and meaning of the *poom se*, then learn the three components of each movement in this order:

- a) Direction
- b) Stance
- c) Technique of block or attack

***Poom se* MU-DO (Marital Arts)**

Poom se MU-DO means “martial arts.” It represents the martial arts in that it is balanced, like nature. We move to the left and right, to the front and the back. We exercise our upper body and lower body, our external muscles and our internal organs, as well as our mind, emotions, and spirit.

Please Review *Poom Se* MU-DO 1 through 24 from your MU-DO Curriculum Guide.

Please review the 18 Styles of *Poom Se* in the MU-DO Curriculum Guide.

18 Styles of *Poom se*

Any *poom se* can be performed in many different styles, and each style reveals a deeper layer of understanding of the form. Here are 18 different ways you can practice your form:

- 1. Regular Style**
- 2. Ballet Style**
- 3. Dynamic Tension Style**
- 4. Power Breathing Style**
- 5. Musical Style**
- 6. Motivational Style**
- 7. Combination Style**
- 8. Directional Style (including Wall Style)**
- 9. Free Style (Including Backwards Style)**
- 10. Blind Style**
- 11. Balance Style**
- 12. Jumping Style**
- 13. Stance Style**
- 14. Mental Style**
- 15. Practical Application Style**
- 16. Breaking Style**
- 17. Exhibition Style**
- 18. Weapons Style**

MU-DO Breaking Techniques:

The purpose of breaking technique is to test your power. Your partner is not your punching bag, so it is impolite and actually dangerous to test your power on your partner. Full power techniques should be practiced only on pads or breaking materials.

On the Deputy Black Belt level, it is important that you not only perfect the breaking techniques, but also learn how to hold the boards properly for each different technique.

Please review the step-by-step instructions on how to do each of the following breaking techniques in the White Belt and MU-DO Curriculum Guides:

Stepping Side Kick

Back Side Kick

Back Swing Kick

Back Moon Kick

How to Hold Boards for Breaking Technique Safety

The main concern when holding a board is safety. The board holder must be concerned with his own safety, the safety of the person attempting to break the board, and the safety of anyone else in the room.

The board holder's main risks of injury are being hit by the breaking technique and being hit by a broken piece of board. Unfortunately, the breaker is not always 100% accurate in his attempt to break the board. Sometimes he will miss the center of the target and strike the fingers of the person(s) holding the board. There is little that can be done to protect yourself from this kind of injury. The holder must trust the accuracy of the breaker. It is important, however, that you always hold the board with your fingers flat on the board, never bent so that the back of your fingers are against the board, which will dramatically increase the possibility of broken or dislocated finger joints. In addition, you must be aware that the breaker may miss the board entirely, striking you in the arm, head, or body. Be sure to hold the board as far away from your body as possible, to minimize the risks of these injuries.

A second significant risk of injury for the board holder is a flying piece of the board. NEVER hold boards in front of your face. Occasionally the board will break in three or more pieces, or you will lose grip of one side of the board, and it will fly out of your hands. If the board is in front of your face, you may be struck in the face by the board.

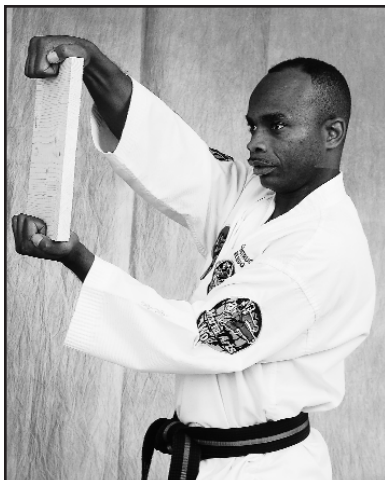
The board holder must also be concerned with the safety of the person attempting to break the board. Holding the board too high may cause an extension or falling injury. Always encourage the breaker to adjust the height of the board according to his own ability. In addition, the holder should lightly pull the board apart, so that after the break, the board does not collapse inward on the foot or hand of the breaker, like a trap. In addition, you may have to coach lower belts and children on the proper part of the foot to use for a specific break, to prevent injury.



Fingers Flat



Fingers Bent



Never Hold a Board
in Front of Your Face



Collapse Inward



Pull Apart

The board holder must protect the audience, the other students, the examiners, and even breakable objects from flying breaking materials. For any speed break that would cause a piece of board to fly forcefully through the air, you must arrange the break so that the flying material goes straight into a solid wall. NEVER allow pieces of broken boards to fly toward people, mirrors, or any other breakable objects.

Support

The second job of the board holder is to provide adequate support so that the board can be broken. For example, holding the board with bent elbows will usually cause the arms to bend and absorb the shock, making the board unnecessarily difficult to break. By holding the board with straight elbows and a solid stance, you provide solid support for the board, and give the breaker a fair opportunity to break it.

Etiquette:

Stand at attention with the board held like a school book in one hand on your side, facing the breaker. At the Breaking Controller's command, "Face your holder, *Kyung nyeh!*" bow to your partner. At the Breaking Controller's command, "Breaking Stance, *Jhoon Bi!*" step into a proper holding position for this breaker and *ki-hap!*

Stepping Side Kick

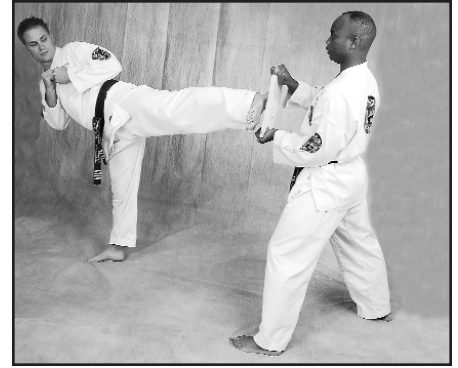
The proper holding position for a Stepping Side Kick is a front stance, with the board held straight in front of your body at approximately the waist height of the kicker, with your hands placed in the middle of the top and bottom of the board, and elbows straight. The hand on the same side as the back foot should be on the top of the board. The grain of the board should be horizontal.

If two people are holding the board, they each should hold one corner, top and bottom; their inside shoulders should touch, and they should be in opposite front stances, each with the inside leg back.

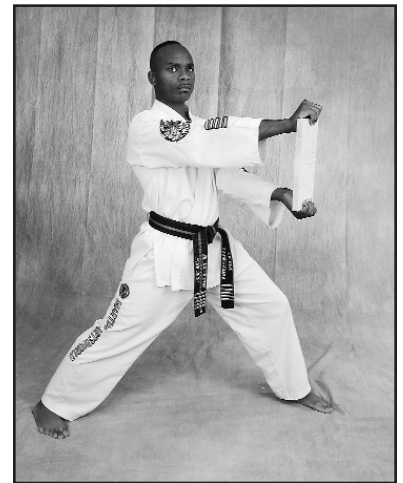
When holding for small children, you may drop down to one knee, but be sure you NEVER hold the board in front of your face.

Back Side Kick

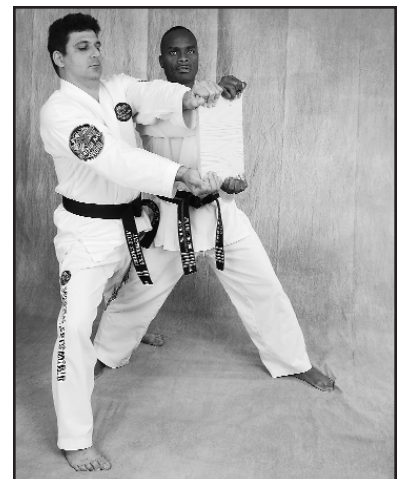
The holding position for the Back Side Kick is the same as the holding position for the Stepping Side Kick.



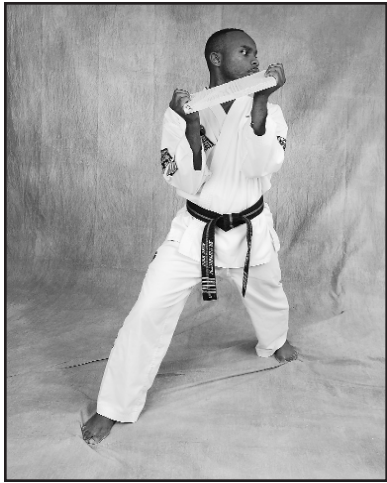
Elbows Bent,
Absorbs Power



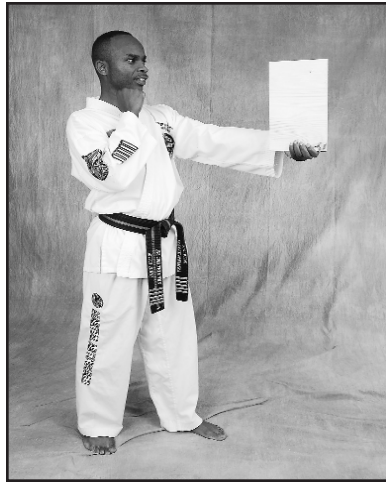
Elbows Straight, Strong
Stance, One Holder



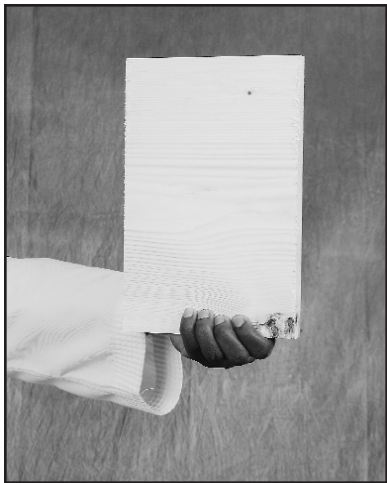
Two Holders



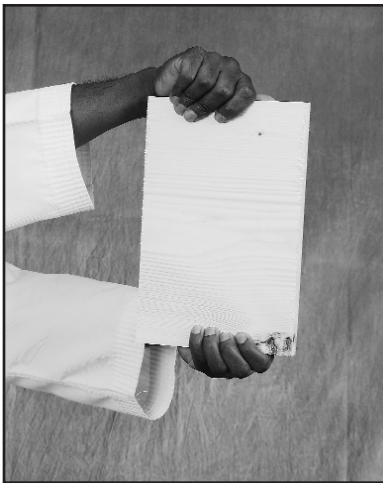
Back Swing Kick



Back Moon Kick



Back Moon Kick,
Close-up of Hand



Back Moon Kick,
Two Hand Hold

Back Swing Kick

The proper holding position for a Back Swing Kick is a front stance, with the board held straight in front of your body at an upward angle, with your hands placed in the middle of the sides of the board, and elbows resting against your body for support. The grain of the board should be vertical.

It is important to angle the board upward, and slightly toward the back of the kicker to provide the best angle for the foot to strike. Be sure to turn your face away from the kick and hold the board as far away from your body as possible, while still supplying support.

Back Moon Kick

The proper holding position for a Back Moon Kick is a walking stance with the board held straight in front of your body (facing directly sideways) at approximately the head height of the kicker. Hold the board in one hand, with your palm placed in the middle of the bottom of the board, palm facing toward the back of the kicker.

Because this is a speed break, ideally the kicker will kick the board in half -- you will keep the bottom half of the board in your hand, while the top half flies off into the wall.

Note: Allow the kicker to adjust the height of the board according to his own ability. The Instructor will determine whether or not to allow the holder to hold with two hands for more support. For the two hand hold, remain in the same stance, with the same grip on the bottom of the board, and simply reach over with your other hand to the center of the top of the board so that both your palms face the same direction.

MU-DO Self-Defense

MU-DO Self-Defense is a series of situational defenses designed to teach you how to defend yourself against basic attacks. They apply to street self-defense in that most fights will start with a punch or a kick. They are also an excellent way to learn the basics of sparring for tournaments.

Partners face each other in a closed fighting stance (both partners have left foot forward). The best way to practice is for Partner A to attack left, then right while Partner B defends both sides. If there is a B or C option, Partner A continues to attack and Partner B continues to defend until all options have been practiced on both sides before they switch roles so that Partner A becomes the attacker and Partner B becomes the defender. Then partners switch roles and switch stances, to practice the same technique in the same order from a right foot forward stance.

Please review MU-DO Self-Defense 1 through 10 from the MU-DO Curriculum Guide, and practice them Regular Style, Slow Motion Style, Exhibition Style, and Counter-Attack Style.

Break Falls

Please review the Break Falls explained in the MU-DO Curriculum Guide, including

Front Fall

Back Fall

Side Falls

Front Rolls

and strive to perfect them so that you will be able to fall from any position easily and safely.

Physical Self-Defense

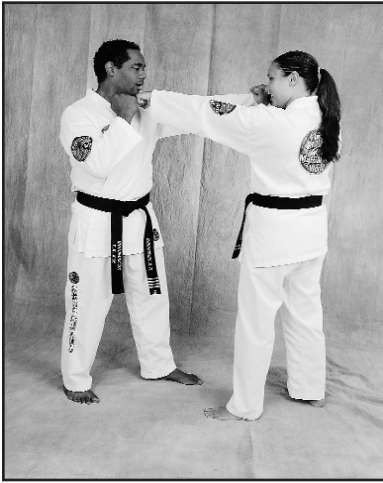
You only have one body, and you must protect it. Of course you will protect yourself against attack from someone else who tries to punch or kick you, but physical self-defense involves much more than that. Sometimes the most dangerous threats come not from others, but from yourself in the form of bad judgement or bad habits. For example, taking unnecessary risks can cause you to be injured not only in recreational activities, but also at work, and even doing something as common as driving. In addition, bad habits like smoking, drinking alcohol, drug use, and even bad eating habits can hurt you in the long run.

The obvious defense against injury from drunk driving is not to drink in the first place, or if you do drink, not to drive. The best defense against lung cancer is not to smoke. There are many risks you cannot control, but to defend yourself against many common threats you only need educate yourself and exercise self-control.

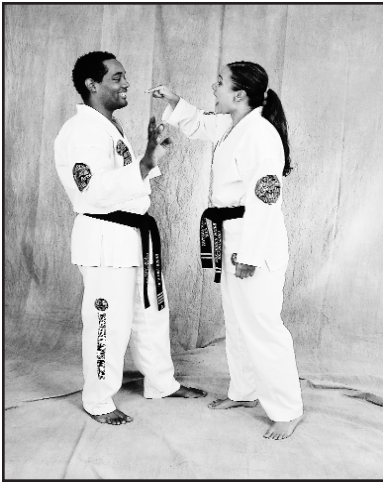
Mental Self-Defense

Most people don't realize that mental self-defense is just as important as physical self-defense. Mental bullying by people who want to control you can hurt you worse in the long run than a punch or a kick. You must be able to defend yourself from their verbal attacks and intimidation.

Sometimes the best mental defense is to simply say, "No!" and stand up for your rights. Other times the real damage is not done by the person who says something cruel, but by your own acceptance of that opinion as fact. The real enemies that you must defend against mentally are your own ignorance, laziness, negativity, and fear. These four enemies do more to ruin your potential than any other person could. You must constantly fight within yourself to replace your bad mental habits with good mental habits through education, hard work, positive expectations, and indomitable spirit.



Physical Self-Defense



Mental Self-Defense

Moral Self-Defense

Once you understand that mental self-defense is just as important as physical self-defense, you will also realize that moral self-defense is more important than both of them. True self-confidence and self-esteem come from being a good person. A fantastic athlete with a sharp mind can have very low personal self-confidence if he is a liar and a thief. He will always worry about what will happen when he gets caught. On the other hand a person in a wheel chair with a lower than average IQ can be very happy and confident if she knows she is honest, responsible, and cares about others.

Moral self defense comes from resisting temptation. When “bad people” offer you something you know is bad, that is the easiest temptation to resist. It’s not so easy when your family and friends tempt you to adopt their bad habits. Thieves always try to get you to share in their guilt by stealing with them. Kids who smoke encourage you to smoke with them. Most people who have have bad and immoral habits were taught those habits by someone they liked and trusted.

However, the hardest temptations to resist are the internal temptations within your own heart. Even when your family and friends tempt you to do something, you may be able to resist because you know that someone else will know what you did, and you are afraid of getting caught. The toughest temptations of all are the ones where if you do the bad thing, no one may know about it but you. It’s easy to say, “Oh, what the heck!” because no one will know, but the truth is that YOU will know, and YOU are the one whose opinion counts. Your confidence comes from your belief that either you are a good person or a bad person.

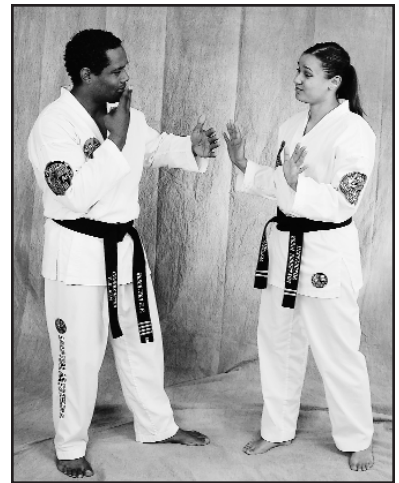
If you are a good person, defend yourself spiritually by resisting temptation and doing the right thing. If you have been a bad person in the past, you have the choice every minute of every day to change, by resisting temptation from now on, and changing your life. Every time you choose right over wrong, you do the right thing, and you put another brick in the foundation of your self-confidence.

Financial Self-Defense

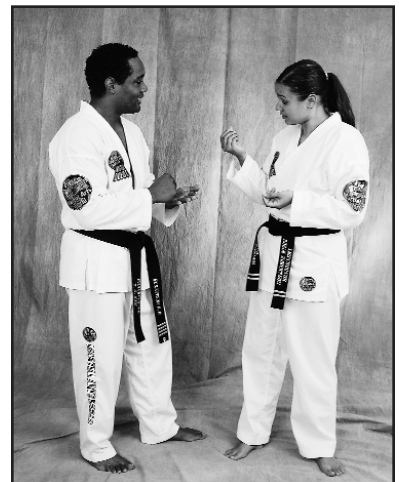
Money will not make you happy, but the lack of money can make you unhappy. When you spend more than you make, you are constantly worried how to pay your bills. When you spend less than you make, you are at peace because you know you have extra to give away or to handle a sudden emergency.

The key to financial self-defense is NOT to make more money, but rather to spend less than you make. What good is it to make a million dollars a year if you spend a million and one? You still have financial pressure because you can’t pay your bills.

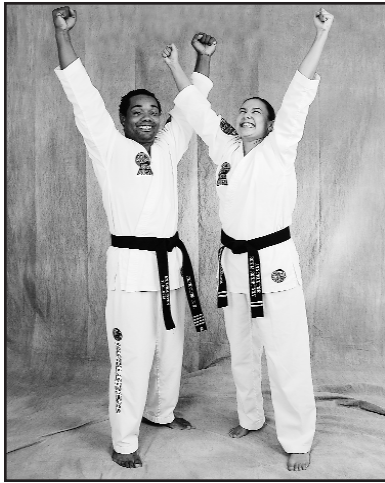
You have no reason to be poor. If you discover your talents and develop them, you can become rich. If you do the thing that you love, and it helps others rather than hurts others, you will be happy. However, no matter how much money you make, financial self-defense is the discipline to spend less than you make. Learn how to manage your money so that you don’t develop excessive debt, and the excessive pressure that goes along with it.



Moral Self-Defense



Financial Self-Defense



Life Self-Defense

Life Self-Defense

You only have one life to live, and it is your responsibility to maximize your life. If you let others control you, you live their life and not your own.

Research has shown that having a successful life usually comes from having a long-range plan. Those who plan only the next few minutes or next few hours, usually find they can satisfy their needs for the moment, but often find themselves in trouble at the end of the day. Those who make a five year, ten year, or even a twenty year plan may have to sacrifice in the short run, but they get what they want in the long run.

To defend your life, you must be proactive, not reactive. You must learn as much as you can about yourself -- your strengths and weaknesses, your talents and desires -- and then make your plan. Decide what it is you want, plan your work, then work your plan, and never give up. Defend yourself against those who would take away your dream and replace it with theirs. Defend your dream against yourself, because you will be tempted to accept something less because it is easier. Just as in physical self-defense, your best Life self-defense is to educate yourself and then exercise self-control.

Kicking Combinations

On the MU-DO level, you learned to start combining the basic techniques into combinations. At the yellow belt level we learned some specific kicking combinations that combined the basic kicks with your breaking technique, the back side kick. At the green belt level we combined the same kicking combinations with the back swing kick, and at the purple belt level we combined the same basic kicks with the back moon kick.

There are several purposes to practicing combinations. In the first place, combinations reveal weakness in your technique. For example, you may feel confident that you have learned your roundhouse kick and your back side kick rather well because you feel and look good when you do either of them in the air or on a target. However, when you try to do a roundhouse, back side kick combination, you may discover that your balance is not as good as it seemed when only attempting one technique. Combinations force us to improve our balance and during and especially at the end of each technique, so that our overall technique improves.

In the second place, if we were to use our techniques in a practical application like sparring or self-defense, it is unlikely that we would just throw one technique and be done with it. In sparring and in self-defense, we usually have to continue to throw combinations of techniques until we have reached our goal, whether that goal be scoring points or personal safety. Practicing basic combinations prepares us for the advanced practice of sparring and for the possibility of having to defend ourselves. For this reason, practice should always be done with a serious, focused mental attitude. Practicing your techniques as if your life depended on it not only helps you improve your technique rapidly, it prepares you emotionally in case you really have to defend yourself.

The following are the MU-DO Combinations for your test:

Outside Swing kick, breaking technique

Inside swing kick, breaking technique

Pick ax kick, breaking technique

Knee kick, breaking technique

Pushing Kick, breaking technique

Front kick, breaking technique

Roundhouse kick, breaking technique

Side kick, breaking technique

For descriptions of each of the individual techniques, look at the basics section of the White belt and MU-DO Curriculum guides.

Sparring

Sparring is the practical application of the Martial Arts. In sparring, we have the chance to put together all that we have learned in a very challenging situation -- someone is trying to punch and kick us. We have to judge distance, attack, block, and counter-attack on balance, with speed, timing, accuracy, and above all, control. If we make a mistake, we get hit.

Sparring by its very nature is competitive, pitting one athlete against the other, to determine who will be the winner. Sparring teaches us to succeed under pressure. It teaches us that life is not always a bowl of cherries, but that if we are strong and determined, we can overcome the challenges it places before us.

On the Deputy level we will continue to practice sparring, but we must remember that there are many different styles of sparring, and many different areas to develop this skill. Some styles teach competitive spirit, while others teach cooperation over competition. Throughout the remainder of your study of the martial arts, you will encounter many different styles of sparring, and continue to learn by experience what works and what doesn't work in different situations.

<p>Physical Fitness Sparring Styles develop a strong body.</p>	<p>Moral Fitness Styles of Sparring develop strong moral fiber and outstanding character.</p>
<ol style="list-style-type: none"> 1. Aerobic Sparring 2. Alternate Sparring 3. Tournament Sparring 4. Practical Style Sparring 5. Exhibition Style Sparring 6. Target Sparring 7. Belt Sparring 8. Group Sparring 	<ol style="list-style-type: none"> 15. Solitary Sparring 16. Motivational Sparring 17. Emotional Sparring 18. Spiritual Sparring
<p>Mental Fitness Styles of Sparring develop a strong mind and a positive Personality.</p>	<p>Financial Fitness Style Sparring develops peace of mind through financial freedom.</p>
<ol style="list-style-type: none"> 9. Eye Contact Sparring 10. Smile Sparring 11. Enthusiasm Sparring 12. Limited Sparring 13. Set-up Sparring 14. Team Spirit Sparring 	<p>Life Fitness style of Sparring develops a happy life and personal leadership.</p>

**Philosophy
for
Deputy
Black Belt**

**Create
Dynamic
Organizations**

Be triumphant in your life.

The Sunset of America

I came to America in 1977 with many of the same hopes and dreams millions of immigrants before me had envisioned; America was a land where the streets were paved with gold, with freedom for everyone and opportunity everywhere. I dreamt of great success and a new, wonderful place to call home. However, my vision was clouded quickly.

Under Jimmy Carter's Presidency, America was in turmoil. Rising oil prices were causing a critical shortage of gasoline, forcing millions of Americans to wait in line for hours just to put 10 to 15 gallons of gas in their cars. The nation's inflation rate climbed to a staggering 18%, the interest rate climbed even higher to 20% and the federal deficit doubled from \$27.7 billion to \$57 billion from 1979 to 1980. Prices on goods continued to climb as well, while the average person's salary remained the same.

Then there was the American hostage situation in Iran. On November 4th, 1979, Iranian students stormed the U.S. embassy and held 52 hostages for 444 days, making it one of the most intense international incidents in world history. America could do little to solve the situation for more than a year; every rescue attempt failed.

*Strong leadership is a product
of survival of the fittest.*

The U.S. had even more trouble on the home front. In 1980, President Carter announced to the world that the Americans were boycotting the Summer Olympic Games in Moscow because of the Soviet Union's invasion of Afghanistan. Just like that, hundreds of American athletes had their dreams of Olympic gold crushed for political reasons. Carter's decision to pull the U.S. out of the Summer Games was a public and political disaster, plunging his administration into further disfavor with the American people.

If that wasn't enough, the crime rate was going up nationwide. Homicides, robberies, assaults, and rapes increased by the year, especially in New York City, Chicago, and Detroit, along with other major U.S. cities.

During this period of time, many Americans lost confidence in their nation. Elsewhere, Japan, West Germany, Korea, and China

gained more confidence as they strengthened their economies and increased productivity.

Meanwhile, America's federal and trade deficits continued snowballing out of control and these economic problems trickled down into mainstream society. Companies laid people off by the millions, hiking the unemployment rate even higher. With millions out of work and the U.S. struggling to right itself at home and abroad, its economic forecast was bleak.

As America searched for answers to its troubles, Americans became obsessed with products made abroad, especially ones made in Japan. Americans were so enamored with all things foreign, from electrical household appliances to automobiles that consumer surveys at the time showed most Americans favored Japanese products, believing they were far superior to their American counterparts. In fact, Japanese-made cars eventually comprised 25% of the U.S. automobile market. [Ironically, Americans were further enraged when the Japanese bought some of the symbols of Americana, the aftermath of the economical damage done during Carter's presidency. In 1985, a group of Japanese investors purchased the Rockefeller Center (the Rockefeller Center was a symbol of capitalism in a free, democratic society and is located in the heart of America's business center: New York City). In 1989, Sony purchased Columbia Pictures (the Columbia picture logo features the Statue of Liberty).]

*Good things take time to build
while bad things fall apart
within the blink of an eye.*

The Americans' decision to purchase imported goods and services further enlarged the nation's federal trade deficit. Japan's superior products and Korea and China's low-cost goods forced U.S. imports to exceed exports. The nation's ever-increasing purchases of foreign products also decreased the value of the American dollar at such a rapid rate. Many American manufacturers suffered, including such icons as General Motors, Ford and Chrysler.

With the U.S. economy steadily sinking, fears began to rise that Japan would eventually take over America's corporate world.

Many international writers at the time began writing about the "**Sunset of America**," noting that world leaders were openly saying

that America had become a nation full of lazy citizens, a **"Paper Tiger."**

What was even more unbelievable was how the people of my native country were treating Korean-Americans (persons who were born in Korea, but now lived in the U.S.) as second-class citizens. Korea was slowly becoming a rich and powerful nation, and America looked like a "sunset" country to Koreans. To them, America was no longer a leading nation but a directionless one.

*Crises need strong leaders to
transform them into opportunities*

All of these setbacks were disappointing. I came to America to pursue the American dream, not be dragged into a nightmare. I was so shocked that Americans were being so reactive instead of proactive. They were trying to cure the country's ills instead of finding, then eliminating the causes behind them to prevent future problems. At this point, America hated immigrants like me, and my homeland hated Korean-Americans like me. It felt like I belonged nowhere.

The Sunrise of America

On June 20th, 1998, the G7 and 10 Asian nations had an emergency currency meeting in Tokyo. Just 20 years after Americans feared a Japanese takeover of the U.S., Japan was now in the middle of an economic crisis of their own. Although the U.S. harbored bitter feelings toward the Japanese two decades ago, America had matured and grown wiser from its experiences and was deeply concerned over Japan's economic crisis.

Meanwhile, the U.S. government announced a federal budget surplus of more than \$70 billion by the year's end. The U.S. was a world power again and its economic forecast was brighter than ever. I even noticed that most Americans were busier and more energetic than ever. They were filled with confidence.

*A strong leader can create
unity, while a weak leader
causes anarchy.*

After 20 years of native Koreans regarding Korean-Americans as second-class citizens, they were now treating Korean-Americans as first-class citizens once again. In the interim, Korea's economic system became so corrupted that the International Monetary Fund barely bailed the country out and saved Korea's economy.

I was ecstatic that America was doing well again, but I was still stunned. I had so many questions:

* Why was the Japanese economy so strong in the 1980s?

* Why did it appear that the Japanese would take over America?

* What was it that made Americans burn Japanese cars and smash Japanese radios? What was it that changed the American way of thinking?

~~* Why did the Japanese economy suddenly begin to decline in the mid-1990s?~~

✳ Even though America was an economic superpower once again, what exactly forced our economy to struggle so much from the late 1970s to the early 1990's?

✳ How did America revive its economy in the mid-1990's to once again become a leader on the world stage?

I found a lot of answers, some of which I didn't put much stock into.

Some said that the change in fortunes between the U.S. and Japan stemmed from land, or rather the size of it. I didn't believe that argument because there are plenty of countries that are bigger or more populated than the U.S. (China & India, for instance), but don't economically compare to the U.S. So what if Japan is the size of California? In the 1980s, Japan was a huge economic power that threatened to overtake the U.S.

Others said the economic turnaround in America could be traced to our abundance of natural resources. Sure natural resources help, but I didn't think that alone made the difference. In fact, Korea has no natural resources and it was able to build itself into a huge economic power.

***Strong leaders take
educated risks.***

Some said that the U.S. was lucky because it had all the right citizens at the right time to turn the nation around--smart, handsome, and beautiful people. That may be true, but looks and smarts certainly didn't help America in the 1970s and 1980s. Also, countries everywhere are blessed with intelligent and beautiful people.

All of these theories still didn't answer my questions so I looked to my own native country of Korea for the answers.

When President Chung Hee Park came into power in the 1960s, Korea was extremely impoverished. Under Park's leadership, Korea became the 11th richest country in the world. However, things went south when President Young Sam Kim later came into office. Under President Kim's leadership, Korea went from having a great economy to going into near economic collapse. It took a helping hand from the International Monetary Fund in 1997 to save it.

President Park, however, wasn't the only leader to turn around a nation in the modern era. Great Britain was filled with problems not

too long ago, but former Prime Minister Margaret Thatcher rebuilt it into a strong and prosperous nation. The U.S. was no different under former President Bill Clinton. Under his leadership, the U.S. erased a deep federal deficit and created a \$256 billion surplus.

It wasn't just the nation that turned its fortunes around. Take a look at Chrysler for instance. In the late 1970s, the automobile giant was on the verge of collapse, but Chairman Lee Iacocca turned the company around to where it was strong and profitable again. Walt Disney Company shared Chrysler's struggles until Michael Eisner was named CEO and chairman, a move that turned the company into a major media powerhouse--strong enough to buy ABC Networks.

American cities also turned their fortunes around. In New York City, former mayor Rudolph Guliani took the reins of the nation's most powerful city in 1994, when the city's crime rate was at its highest. Under his leadership, New York's crime rate declined every year until it reached some of the lowest numbers in the city's history. As part of his war on crime, Guliani cleaned up the formerly seedy Times Square, transforming it into a booming, bustling nerve center of business and entertainment. Gone were the pornographic shops and prostitutes, replaced by the likes of Disney Store, Virgin Records, other mega chain stores and businesses.

***Strong leaders create the
strong future they envision.***

It became obvious to me why nations, companies and even cities have so many ups and downs: leaders make or break everything. A strong leader can make a great difference while a weak leader can make a disastrous one.

To better understand the impact leaders have on the world, let's examine two different companies, and what made them what they are today.

The Best Corporation on Earth

People are proud to work for General Electric. As of 2001, 32,000 GE employees held \$12 billion of stock--the largest amount of employee-held stock in corporate history. In 1980, GE owned 10 businesses and had \$11 billion in assets, all of which were in North America. By 2000, GE owned 24 businesses and had \$370 billion in assets in 48 countries. In 20 years, Chairman and CEO Jack Welch helped the company grow 3,400%. Under his leadership, he built the most productive, competitive, and modern corporation on Earth. His efforts helped General Electric's market value cap with more than \$450 billion in 20 years.

When Jack Welch was named CEO of GE in 1981, he knew the conventional wisdom of corporateship could be distilled in three inevitable trends: oil, inflation, and America's manufacturing battle with the Japanese. Oil was at \$35 a barrel and heading toward \$100, if anyone could even afford it. Inflation rocketed to 20%, making some believe that it would be in double-digits forever. Japanese-made products, from simple household appliances to cars, invaded the U.S.; it appeared that the Japanese manufacturing juggernaut was going to take over America. Despite all of these things, the business world saw General Electric as a strong and healthy corporation, secure in its position as an industrial world leader.

*Strong leadership
is the phoenix
rising from the ashes.*

Still, Welch had visions that no one else had. He knew GE couldn't fight back against foreign businesses, especially Japan's, with the company's bureaucracy of the time. It desperately needed to be fundamentally reshaped in order for his company to be more productive and competitive among the world's corporations. Welch knew that he had a huge fight on his hands.

Welch began improving the company by examining its productivity. In his 20 years as a GE employee, he recognized that some of the workforce was unproductive, and that many positions in GE's 29 level hierarchy were totally redundant and harmful to the company's success. He felt a management structure that con-

Welch strongly believed that his company needed to rid itself of conventional bureaucracy and unnecessary management. He saw that some managers wasted time and created teamwork problems by solely monitoring other people, which only discouraged, stifled or hurt their staff in the process. At the same time, Welch knew he needed to develop more people into strong leaders so they could motivate, encourage, and energize others to form a winning team at General Electric. He did the following things to reach his goals:

First, GE went from having 411,000 employees at the end of 1980 to 299,000 by 1985, an approximate 25% cut in the workforce. Of the 112,000 people who left the GE payroll, about 37,000 were in businesses that he sold. The remaining 75,000 people lost their jobs for productivity reasons. Downsizing helped to form a strong, winning team that saved billions of dollars, which helped GE lay the foundation for better and more productive services.

Second, upon making the cuts, Welch sought to increase production by rewarding employees based on their personal performance. On an individual level, Welch's idea worked well, with some workers increasing their productivity by 165%. However there were others that made no progress. Welch then switched to the team reward system for more consistent productivity, and he found that the system worked. Comparatively speaking, the team reward system yielded much better results than the personal performance reward system.

Third, Welch's biggest task in rebuilding GE was re-examining the company's profitability. Whether it was fixing, closing, selling or purchasing, Welch religiously believed that all of GE's businesses needed to be first or second in their respective market, and be profitable. Purchasing and reviving NBC television, Welch and NBC chairman Bob Wright, who came from GE, used the company's hard-driving culture to turn around NBC, GE's marquee property. From there, NBC, CNBC and MSNBC turned huge profits. The turnaround led NBC news anchor Tom Brokaw to say, "I honestly believe that (Welch and Wright) saved the company."

Fourth, Welch succeeded because he never stopped learning, and was adept at personal and professional improvement. He created and achieved excellent quality control through the MAIC system. (Measuring, Analyzing, Improving, and Controlling)

Fifth, Welch adopted new Internet E-business for GE, and E-business became a part of the company's DNA. E-business transformed GE, saving the company tens of billions of dollars per year, while modernizing it for efficiency, but this transformation didn't happen overnight. E-business wasn't something Welch was comfortable with. He feared the Internet because he didn't know how to type well, but Welch had the guts to overcome this personal obstacle and made e-mail useful and an ally to him.

Sixth, Welch emphasized and lived the values of honesty and integrity both personally and professionally, which helped GE become a success. Honesty and integrity became GE values. In 1994, Welch fought with the federal government for three years over an issue of integrity. They battled over pre price-fixing. Welch and company counsel Ben Heinemann traveled to Washington, D.C., to meet with an assistant attorney general over GE's case. She couldn't have cared less about arguments. She was out to get an indictment, and nothing was going to get in her way.

To avoid an indictment for price-fixing, GE was asked by the assistant attorney general in February 1994 to plead guilty to a felony and pay a fine. Welch balked.

He said: "There was no way I was going to do that. We hadn't done anything wrong. The government's case was built on a bunch of lies. We had to fight this all the way."

In an effort to gain some evidence, the government got the FBI to wire a dismissed GE employee. The FBI got nothing but a bunch of wasted time. The government then hired an expensive independent lawyer to try the case. Eight months later, on October 25th, 1994, the trial began in federal court in Columbus, Ohio. After listening to arguments on both sides, on December 5th, 1994, Judge George Smith threw out the entire case. Welch won a huge victory for the real foundation of GE, integrity.

Through vision, integrity, wisdom, courage, and passion, Welch developed the kind of leadership that helped rebuild one of the most competitive and modern corporations on Earth, revolutionizing the culture of the corporate world. Jack Welch is a role model to businessmen everywhere. He helped rebuild America into a strong nation.

A personal note

Welch started at General Electric in 1960 as an engineer, earning \$10,500 a year, the same as other entry-level employees. By the time he finished his career, he climbed 29 levels in the company's hierarchy; which makes Jack Welch's book, *Jack, Straight From the Gut*, a business dictionary, a guidance tool, and even a business "Bible." I highly recommend reading it.

The Worst Company in America

Just how did Enron, the 7th biggest corporation in America, go bankrupt in 2002? The answer is very simple: bad leadership. Enron's leaders demonstrated bad leadership through their dishonest and unethical business practices. According to Sherron Watkins, former Vice President of Enron, the company was hiding hundreds of millions of dollars of debt through their numerous partnerships and accounting loopholes. Once these findings were brought to light, Enron was forced to reveal their true financial status and were forced into declaring bankruptcy.

*Weak leaders are the
termites that weaken the
foundation of the world.*

Enron's collapse hurt millions of people within their company and nationwide. Enron employees and their family members, investors, business partners, and hundreds of thousands of innocent people lost their life savings for retirement when Enron's stock was decommissioned by the Stock Exchange. The anguish from the fallout left many mentally and financially ruined. Equally as damaging was the fact that Enron had disgraced American corporate credibility to the rest of the world.

GE and Enron illustrate the importance of organizational leadership regarding dynamic organizations and why all of us need to develop organizational leadership in order to protect ourselves and make life successful.

From a "Paper Tiger" to a "Proud Eagle."

What fundamentally made America's transformation from a paper tiger into a proud eagle possible? Who had the unique ideas and vision to make that turning point a reality? Whose organizational leadership was the most influential in contributing to turning the American economy back into a superpower? Let's re-examine how America's economy emerged from the doldrums and became a world power once again in the 1990s.

Political Leaders

Former President Ronald Reagan's leadership started America's economic rebuilding process. It was Reagan who built the foundation of a strong U.S. economy during his presidential term (1981-1989). Under his courageous leadership, America was able to help boost its economy through reduced taxes and regulations.

Former President George Bush's leadership continued America's restoration, especially in the country's victory against Iraq during the Gulf War. Before the war, the media and many foreign leaders publicly said America was lazy, calling it a paper tiger. After the war, no one called America a paper tiger. Wars wake up the American spirit and help breathe life into the economy.

From there, former President Bill Clinton's leadership strengthened the economy and the nation's confidence during his term (1993-2001). Clinton's tireless efforts and leadership skills helped not only to eliminate the federal deficit but also built a surplus. The whole world looked up to America instead of looking down on it.

Economic Leader

Also helping America's recovery was **Federal Reserve Chairman Alan Greenspan,** whose intelligent leadership and sharp judgment made the economy the strongest it had been in 40 years.

Business Leaders

Jack Welch's leadership helped transform America's corporate culture, which also contributed to America's revival as an economic superpower. In 1980, nobody saw the problems that General Electric had like Jack Welch did. Nobody had his vision to turn things around and set an example for other companies to follow. Subsequently, many business leaders followed Welch's ideas and vision to great success, thus reshaping American industry and making it more competitive in the world.

Also, **Microsoft founder Bill Gates boosted the American economy by using his leadership and computer genius** to create technology that not only enhanced the American corporate landscape, but changed technology all over the world.

Self-improvement Leaders

Amid all of the great leaders were a pair of motivational speakers/authors who helped and inspired millions of people to change their thinking and habits nationwide, which helped to turn around the nation's economy during the 1990s: **Dr. Steven Covey, the author of *Seven Habits of Highly Effective People*, and Anthony Robbins, the author of *Awaken the Giant Within*.**

All Americans

Teamwork and great leadership helped put America back on the map again, economically. **Former presidents Reagan, Bush and Clinton, along with Greenspan, Welch, Gates, Covey, Robbins, and all American people collectively rebuilt the U.S. into a superpower again.**

*Now that we understand the impact that leaders have, we can learn how to develop **The Nine Qualities of Organizational Leadership**.*

The Nine Qualities of Organizational Leadership

Lead dynamic organizations.

1. Personal Power

Personal leadership is the first step to leading organizations.

2. Team Building Ability

Team building is the cornerstone of organizations.

3. Financial Management Ability

Cash flow is critical to dynamic organizations.

4. Vision

Vision gives organizations clear direction.

5. Intelligence

The smarter the leader, the better the organization.

6. Courage

Courage fuels dynamic organizations.

7. Trust

Trust is the foundation of all organizations.

8. Fairness

Fairness breeds strength in organizations.

9. Generosity

Generosity creates loyalty in organizations.

These nine qualities will help you build the dynamic organizations that make life triumphant.

---Y.K.KIM---

The Importance of Organizational Leadership

We all participate in organizations directly and indirectly for many reasons. For example, some people join an academic organization in high school or college to help them professionally. When we go to work, we are participating in a company. People join a religious group for worship or join the military to protect their country. There are also a variety of organizations that we join based on our personal beliefs, like political parties, different business or sports associations.

Then there are organizations that we are indirectly involved in such as companies and governments by being stockholders and voters. Stockholders can vote in company matters while voters can vote for a candidate to fill a local, state, or a federal government office. To be indirectly involved in an organization is to have a say in said organization but not be a part of its day-to-day operations. The state of our society is the direct result of the organizational leadership exhibited by its leaders and its people, so how you choose to participate in an organization will impact your future.

However, before you can know what it takes to lead a dynamic organization, there is something that you need to know about the value of experience in terms of organizational leadership.

Though experience is important, organizational leadership needs more than experience. I believe **experience only accounts for a fifth of leadership ability**, contradicting the common belief that experience largely makes leaders what they are. If experience were the most vital part of being a leader, then all of the elderly would be great leaders based on the accumulation of their life experiences. Why does experience account for only a fifth of actual leadership? The answer lies in the interpretation of experience itself.

Did President George W. Bush hold a government office before he was elected the Governor of Texas? No. Despite having less than 5 years of political experience, George W. Bush ran for President and won, beating more experienced opponents. Bush is an example of experience only counting for 1/5th of leadership ability.

Even though experience is very important, organizational leadership requires much more than experience. Physical, mental, and moral fitness along with all the other necessary characteristics of organizational leadership must also be developed.

Before I begin talking about the nine qualities of organizational leadership, I present my personal assessment of the organizational leadership of the US's last five Presidents (1977-2003), based on their performance and results.

Assessment of Organizational Leadership The U.S. Presidencies 1977-2004

Key: Great 5 points / Good 4 points / Average 3 points / Poor 2 points / Awful 1 point

	Jimmy Carter	Ronald Reagan	George Bush	Bill Clinton	George W. Bush
Personal power	5	5	5	4	5
Team building ability	4	4	5	5	5
Financial mgmt ability	3	5	3	5	5
Vision	4	5	5	5	5
Intelligence	5	5	5	5	5
Courage	3	5	5	5	5
Trust	5	5	5	3	5
Fairness	4	5	5	5	5
Generosity	5	4	3	5	3
Total	38	43	41	42	43

- 40 + pts = great leader
- 36-39 pts = good leader
- 30-35 pts = average leader
- 21-29 pts = poor leader
- 20 pts & under = awful leader

Organizational leadership creates harmony. If you are missing one of the nine qualities, you will weaken your organization when you are in a leadership position.

1977-1981 Jimmy Carter (38 pts-Good leader)

After his presidency, he became one of the best ex-Presidents in history because of his strong personal leadership ability. Unfortunately, he didn't demonstrate strong organizational leadership while he was President because of the struggling economy and the American hostage crisis in Iran.

1981-1989 Ronald Reagan (43 pts-Great leader)

He proved his strong leadership ability through two historical events, building the foundation of a strong U.S. economy and defeating Communism.

1989-1993 George Bush (41 pts-Great leader)

He proved his strong leadership ability as a President by winning the Gulf War, and proved it again after his Presidency, by helping one of his sons win the 2000 Presidential election and the other win the Florida Governor's office. However, his organizational leadership was unbalanced because he broke promises about not raising taxes, weakening the economy under his Presidency.

1993-2001 Bill Clinton (42 pts-Great leader)

By balancing the budget, creating 23 million jobs, and creating a surplus of money by strengthening the economy, he proved his strong leadership ability. However, Clinton showed he wasn't trustworthy through several scandals, including one that got him impeached by the U.S. House of Representatives.

2001-2004 George W. Bush (43 pts-Great leader)

He showed strong leadership in handling the tragedy of September 11th, and then led the U.S. in liberating Iraq and capturing Saddam Hussein, finally bringing him to justice. Also, Bush demonstrated his economic leadership ability when he cut taxes despite an increase in the U.S. Federal deficit and the national unemployment rate, which sparked an economic recovery.

If you develop the nine qualities of organizational leadership, you can lead any organization, a nation, and even the world.

This is my personal assessment of organizational leadership between the five most prominent American CEO's based on their performance and results from 1980-2004.

Assessment of organizational leadership

Key: Great 5 points / Good 4 points / Average 3 points / Poor 2 points/ Awful 1 point.

	Jack Welch	Bill Gates	Michael Eisner	Ted Turner	Warren Buffet
Personal power	4	5	5	4	5
Team building ability	5	5	4	5	5
Financial mgmt ability	5	5	5	3	5
Vision	5	5	5	5	5
Intelligence	5	5	5	5	5
Courage	5	5	5	5	5
Trust	5	4	4	5	5
Fairness	5	4	4	4	5
Generosity	4	5	3	5	3
Total	43	43	40	41	43

- 40 + pts = great leader
- 36-39 pts = good leader
- 30-35 pts = average leader
- 21-29 pts = poor leader
- 20 pts & under = awful leader

Please keep in mind that the assessment of these CEOs is on a different level than assessing Presidents, but the principles of leadership are the same.

Jack Welch. Former CEO of General Electric **(43 pts-Great Leader)**

Through his strong leadership, Welch built General Electric into one of the best companies on Earth. GE is so good to its employees that they own over \$12 billion in GE stock. It was because of Welch's leadership that American corporate culture was forever changed, making him partially responsible for America's resurgence as an economic superpower.

Bill Gates. Founder of Microsoft and the richest person in the world **(43 pts-Great Leader)**

Gates used his strong leadership abilities to invent user-friendly PC software that totally changed the world, making lots of other people millionaires and billionaires. He also founded a charity foundation that donates billions of dollars worldwide.

Michael Eisner. CEO of Walt Disney **(40 pts-Great Leader)**

Eisner's strong leadership made Disney so strong at one point that they were able to buy the ABC Network, creating a potential media giant. Now among the four networks, ABC has the weakest ratings. In addition, Roy Disney, Walt Disney's nephew, quit the company because he believed that Eisner's leadership caused Disney to lose "its focus, its creative energy, and its heritage" and called for Eisner to step down. He subsequently lost his position as chairman.

Ted Turner. Founder of CNN **(41 pts-Great Leader)**

Ted Turner used his strong leadership to do something that no one ever dreamed of, create a 24-hour news network. He stunned the world with his creation of CNN, which made him very rich. Turner also became the first person to donate \$1 billion to the United Nations for charitable purposes, which was almost one-third of his wealth at the time.

Warren Buffett. The World's greatest investor

(Second richest person in the world) **(43 pts-Great Leader)**

Buffett's strong leadership not only made him the 2nd richest person in the world; he made lots of other people millionaires, too.

Let's examine how these nine qualities of organization leadership impact our lives.

1. Personal Power

Does anyone want to follow someone who is weaker than they are? Unless they have to, absolutely not. People naturally follow those who are stronger, not weaker, than they because people know if they follow weakness, they themselves will become weak, totally destroying any possibility of a bright future. However, when people follow those who are stronger than they are, they have the chance to become strong and secure, leading themselves into a bright future.

In order to lead organizations, you must be strong so that you can lead and inspire others to follow you even if they don't have to, by developing personal power.

What is personal power in organizational leadership?

Personal power, which is personal leadership, consists of physical, mental, and moral fitness. If you are physically sick, you can't physically act. If you are mentally ill, your brain won't be clear enough to think. If you are morally corrupt, your actions will only damage others. Having personal power is the first step to leading organizations.

Without personal power, you can't take the action necessary to lead others and yourself because nothing happens without action.

A powerful position means nothing without personal leadership. You must build personal power before you can earn a position of leadership. With personal power, you can use your powerful position well.

The following is the best illustration of why we need personal power and how dangerous a position of power is without it.

Consider King Louis the 16th. At the turn of the 19th century, this man inherited the throne of one of the most privileged countries of the Western World: France. As king, Louis commanded a massive army and controlled the purse strings of an equally impressive national treasury. So, how did he eventually face a national revolution in which he lost both his crown and his head?

Simple. Although he enjoyed many of the trappings of a grand leader, he lacked the qualities of true leadership. The title of "King of France" was given to Louis because it was his birthright, not

because he won great battles or garnered any great amount of popularity from his subjects. In fact, while Louis the 16th held the title of King, he bled the French treasury dry in the pursuit of pretentious personal fashion and luxury, all the while taxing his subjects into abject poverty. The citizens of France responded with their violent judgment of his leadership, and Louis's vision ended with him. By disgracing himself and his family and hurting many innocent people in the process, Louis the 16th destroyed his country--all because of his lack of leadership.

What are the most fundamental differences between personal and positional power?

※ **Positional power** is used by a person who lacks personal leadership. Nobody wants to follow people who use positional power, unless they have to, because these kinds of leaders only stifle or oppress those who follow them. People know that to follow them is to throw away their future.

※ **Personal power** is used by a person who has personal leadership. Most people want to follow leaders who use personal power, even if they don't have to, because this kind of leader motivates, energizes, and empowers those who follow them to succeed.

How to develop personal power

To develop personal power, you need to review "**Develop Personal Power**," so you can discover who you really are, build physical, mental, and moral fitness, learn how to manage your time and money, build a positive self-image, and build self-esteem by loving yourself unconditionally.

Be a powerful leader!

2. Team Building Ability

Team building is key to having the most dynamic organization ever. Why? A winning team will work together to achieve all of the organization's goals.

What is team building ability in organizational leadership?

Team building ability is the ability to build winning teams in organizations.

How to Build Winning Teams in Any Organization

* **Recruit the right people for the right place**

If you want to win the dogfight, you have to choose a strong dog.

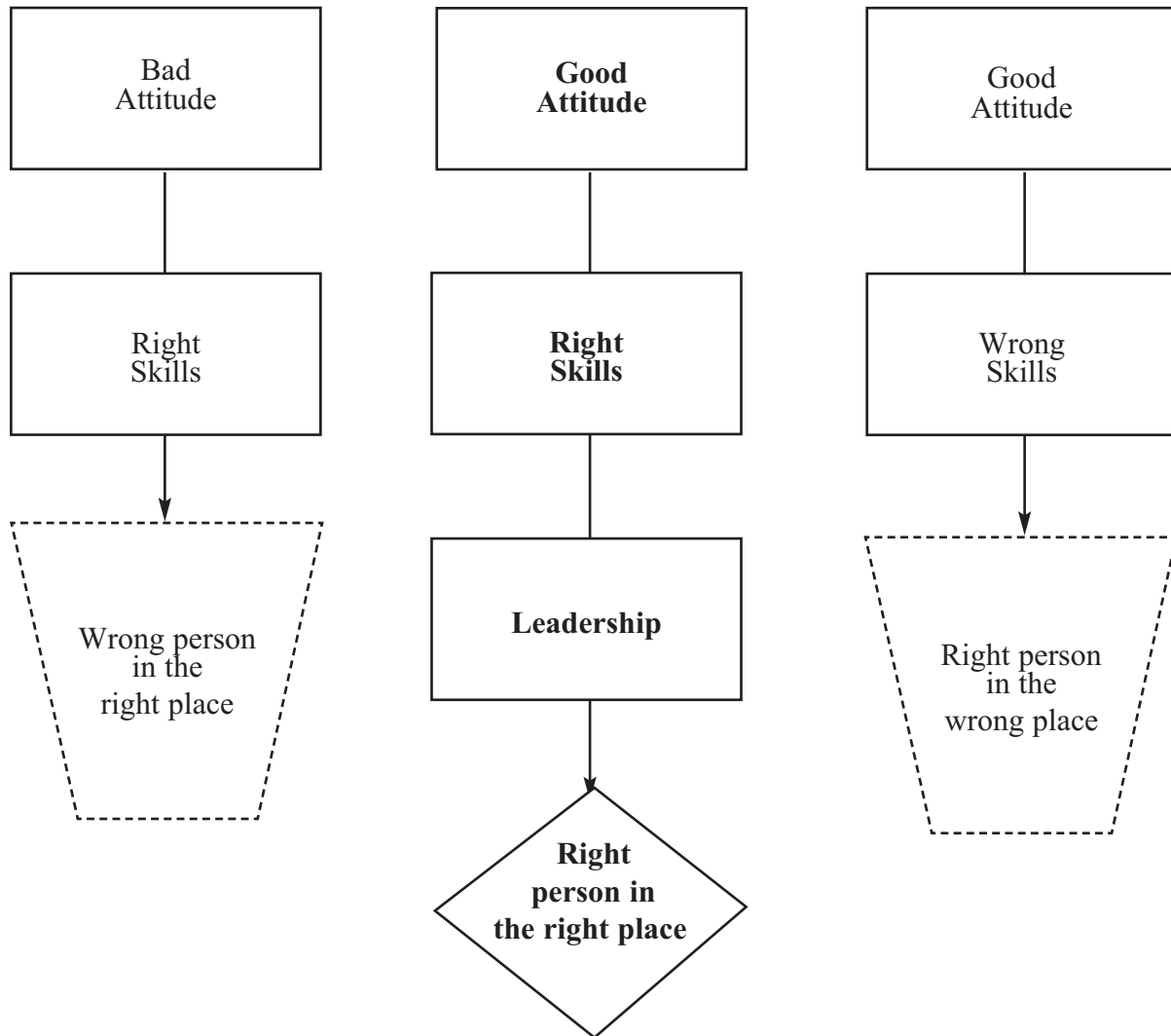
* **Create a team reward system**

Teams will maximize their potential when they work towards the same goal.

* **Develop an assessment system**

Keep the right people and let go of the wrong people based on their performance and leadership ability.

Recruit the Right People for the Right Place



For your organization to stay dynamic in the real world you must recruit the right people for the right place; *this is extremely important because you don't want to put the right person in the wrong place or the wrong person in the right place.* If you don't recruit the right people for the right place, you will fail to build a winning team and have a strong dynamic organization. Here is an example:

Jack is an excellent basketball player but has an awful attitude. If an NBA team drafts Jack, that means the **wrong person came to the right place.** In another case, Bob has a great attitude but lacks any basketball skill. If an NBA team drafts Bob, that means the **right person came to the wrong place.** Now in a third case, George has an excellent attitude and the skills to play basketball. If an NBA team drafts George, that means the **right person has come to the right place.**

The best way to start the process of building your team is to look at the following traits in finding the right person for the right place:

* **Attitude:** Attitude is essential because the right person must have the right attitude. Without the right attitude, creating and maintaining a team-work dynamic is impossible.

* **Skills:** A person must have the right skills to be put into the right place. A person who has the wrong skills or no skills at all would be in the wrong place because he would never get any work done.

* **Leadership ability:** People who have the passion, the ability to prioritize, and the ability to lead themselves and others will strengthen the team if put in the right place. Finding people with leadership ability will make your organization's future bright.

Before hiring people, check your own attitude, skills, and leadership ability to see if you meet the same standards you expect from others.

The right person isn't necessarily someone who has a great education or a high IQ. The right person is someone who has passion, a strong burning desire to succeed, and leadership ability, regardless of his or her IQ level or educational background. Without these things, even a genius or a college graduate from an Ivy League school can only use a limited amount of his or her potential, doing just a decent job by only having the right attitude and the right skills. Those who have passion, a strong burning desire to succeed, and leadership ability will maximize their potential in your organization while having the right attitude and the right skills, thus maximizing the organization itself. These are the kind of people

Create a Team Reward System

The following is just an example of a team reward system. You can set up your own team reward system with monthly or yearly goals based on the needs of your organization, but the principles are the same.

The Marketing Team Reward system

Encouragement and support are keys to achieving team goals.

Goals for November 2003

	Yellow belt	Black belt	Instructor
New clients	20	35	50
Sales	\$1,000,000	\$2,000,000	\$3,000,000
Retention	30%	60%	90%
Reduce expenses	3%	5%	10%

(The above figures are based on a team of 5 people)

Additional requirements

1. A team member must achieve 1/5th of at least two categories in any of the above categories in order to receive his or her portion of the team reward for the month.
2. If the team has not achieved at least three goals, then the team reward will be voided for that month.
3. Each team member is rewarded personally for his or her teamwork if the team has met all of the above requirements. The amount of the reward given is based on the goal level that the team has achieved:

Achieving the Yellow belt goal-- $\$10,000/5=\$2,000$ per person

Achieving the Black belt goal-- $\$20,000/5=\$4,000$ per person

Achieving the Instructor goal-- $\$40,000/5=\$8,000$ per person

In order to receive the Black belt or higher reward, all categories of Yellow belt must be achieved.

Maximize your potential

How to operate the Team Reward system

Pre-meeting preparations

1. Create a team reward chart (see the previous page for an example).
2. Select the subject of the team reward meeting based on whatever specific improvement is needed in your organization.
3. Set up the team and study each team member's strong characteristics.
4. Inform all team members of where, when, and what the meeting is about and encourage them to bring all of their difficulties and ideas regarding the subject.

Opening of the meeting

First, the team leader sets this meeting up to explain that the purpose of the team reward system is to create a win-win situation for everyone on the team and in the organization by striving for a common goal through team work.

Second, the team leader should use a friendly ice breaking exercise, such as having each team member introduce another team member, saying something that they admire about him or her, to make the team feel more comfortable and open to talk freely once the meeting begins.

Third, the team leader should introduce each team member to the team and mention what that specific member's strong points or positive qualities are, even if some or all of the team knows each other. It's the team leader's responsibility to do the research necessary beforehand to make this exercise successful.

Fourth, Distribute the reward chart and identify the team goals.

The meeting

First, ask "why" questions to dig out the negative points, obstacles, and problems stopping the team from achieving a common goal. These obstacles can be anything from the product, customer service, productivity, management, marketing, etc.

For example, **why can't we sell our product?**

1. No money to advertise our product.
2. No one knows how to sell it properly.
3. The product is bad.
4. We need a projector for a sales presentation.
5. We have responsibilities but no rights as salespeople.

The purpose of brainstorming for problems is to bring them to light so everyone can work together to solve them during the solution phase of the meeting. With the team working together, problems can be brought to light so the team can easily solve them later on.

During this "why" part of the meeting, no one is allowed to bring up solutions, only obstacles and problems; make sure the team leader reminds everyone of this rule because not everyone has the same problems or the same answers. The reason why this rule should be enforced is because normally when people hear problems, they want to offer solutions right away and not everyone will agree to the problems being brought up during this portion of the meeting. Some may even wonder why such an easily solved problem was brought to everyone's attention, which will hurt individual pride and damage the teamwork dynamic. Solve problems only when it's time to do so.

Second, ask the question "How" to find the answers to the problems the team discovered during the previous portion of the meeting. When asking "How," everyone works together to brainstorm solutions for the obstacles, negative points, and problems that were brought up earlier. By doing so, the team will discover how to achieve their goals.

Why is this session a discussion about solutions and not problems? If you discuss problems again, the meeting will never be finished and all the problems will go unsolved.

For example, **how can we sell our product?**

1. No money to advertise our product.

Solution: We can advertise for free through a direct phone promotion.

2. No one knows how to sell it properly.

Solution: Spend 2 hours a day training and role-playing the sales presentation.

3. The product is bad.

Solution: Find out why the product is bad and improve it.

4. We need a projector for a sales presentation.

Solution: Purchase or rent a new projector.

5. We have responsibilities but no rights as salespeople.

Solution: Salespeople have 100% freedom but 100% responsibility.

The team should not try solving all of their problems at once. Fix them one at a time, even when things appear dismal. To make things easier, break down your problem-solving tasks anywhere from two to four phases. For example, work on sales the first week; dig out all the problems and find the solutions in the second week; learn how to make a proper phone presentation in the third week; practice how to handle a live customer in the fourth week; create a proper sales presentation during week five. If the team leader feels this schedule might be too long, then they should do it in daily increments.

Third, after the team gathers their solutions, the team leader must execute them right away. If the team need money, like solution #4, the team leader needs to make a decision and execute it quickly or with solution #3, set up another meeting to find out the problems, the solutions, and execute the solutions.

Fourth, when the team achieves their goals, the team leader checks individual goal achievements and rewards team members accordingly. After they have achieved a goal, maintain and improve the quality of the product or service, and set higher goals.

There are three reasons that the team reward system is the best tool for team building:

1. When the team digs out the problems in their organization, they rid themselves of stress.
2. When the team brainstorms for solutions, everyone on the team feels that they are an important part of the organization and equally responsible in achieving their goals.
3. One person can make a boulder move up a mountain a little but five people can make a boulder move up a mountain a lot; a team effort is much stronger than individual efforts in achieving goals.

Overall, this system boosts performance 100% and builds a winning team because the team supports each other, improving productivity and morale to achieve common goals.

Develop an Assessment System

After finding the right people for your winning team, you have to retain them to keep your organization dynamic and ferociously competitive in the real world. You do so by setting up a system that will assess people on three levels,

"A" class (Elite), "B" class (Good), "C" class (Poor).

- * **"A" class:** People on this level have a great attitude, are highly skilled, and show great leadership ability. They have vision and passion, demonstrate prioritization, are committed to the organization they belong to and its values, and achieve personal and team goals. Even after they have achieved their goals, these people immediately move up to the next level and also help others to become leaders.
- * **"B" class:** People on this level have a good attitude, are adequately skilled, and try developing their leadership ability. They have passion, are committed, and demonstrate the values of the organization they belong to, and they achieve personal and team goals.
- * **"C" class:** People on this level have the wrong attitude, lack the right skills, and/or lack leadership ability. They also have no desire or passion. These people show that they are against the values of their organization, and cannot achieve personal or team goals.

Retain "A" class and "B" class people. They are the right people for the right place.

Let go "C" class people. Why? They are either the right person in the wrong place, the wrong person in the right place, or the wrong person in the wrong place.

How to refine your team building ability

In order to refine your team building ability, you must develop your organizational skills. To develop your organizational skills, you must:

- * Get information about what you need for your organization and organize it in written form.
- * Analyze the information you have received.
- * Divide each piece of information into small chunks and write an outline with details under each piece of information.
- * Write down what you will need to execute your plans.

If you are running a small organization, you're the leader. However in a big organization, you'll need to find leaders for each department and train them in team-building methods, which includes how to conduct team meetings, and how to find and retain the right people in the right place in your organization.

Be a team leader!

3. Build Financial Management Ability

Who puts their financial future in the hands of someone who has no financial management ability? Unless people don't know that someone has no financial management ability, no one at all. Everyone knows that if they put their money into the hands of someone with no financial management ability they commit financial suicide. People like to follow someone with strong financial management ability because they know that their financial future won't be just secure, but bright. Even if they don't like a person, people will follow him or her if they have strong financial management ability so that they can survive and succeed. In order to lead an organization, you must have strong financial management ability.

Financial management is crucial to the survival and success of any dynamic organization. If your financial management abilities are weak, you will suck the lifeblood out of your organization, which is cash flow, and cause it to go bankrupt. Therefore, it is absolutely necessary that you build your financial management abilities to make you and your organization stronger.

What is financial management ability in organizational leadership?

Financial management ability is simply the ability to manage the financial aspects of your organization so it is generating more income (assets) and paying fewer expenses (liabilities).

Two of the best examples of the power of good financial management abilities and the price of poor financial management are Jack Welch, former Chairman and CEO of General Electric and the people who ran Enron.

In the almost twenty years that Jack Welch was CEO and chairman of GE, he turned what was an \$11 billion North American business into a \$370 billion international powerhouse. No company

has ever achieved such amazing growth in such a short amount of time.

Jack Welch had excellent financial management abilities. He wasn't afraid to cut the unnecessary fat out of his company, which sometimes included unproductive workers. He wasn't afraid to sell off liabilities and invest in assets. Welch was also open-minded and always found ways to cut expenses and make more money

On the other hand, Enron did none of the things Jack Welch did. On paper, Enron was making money hand over fist, but in reality Enron was hiding hundreds of millions of dollars in debt through their numerous partnerships and other accounting loopholes. It was because of such poor financial management that the company went bankrupt, hurting their employees, their stockholders, and American corporate credibility.

How to build financial management abilities

1. Think big but spend wisely; cut liabilities (unnecessary expenses) and generate more assets (income)

Always pay attention to your finances. Analyze your expenses and see which ones can be cut in order to save money and make sure that you are paying the least amount of expenses to generate the most amount of income. At the same time, research new ways to generate income for your organization. For example, whatever operational money you have in the bank, put it into a safe money market account so you can generate even more income, instead of paying checking account expenses to the bank.

Also keep an open mind; continue seeking out new, more efficient ways to manage your organization's finances and make the right investments to generate future assets.

2. Keep the cash flowing

Don't spend more than what you earn unless it is an emergency or an investment for future profit.

3. Generate only flexible, not high fixed expenses for your organization.

For example, your organization had a profitable year so you doubled your staff's salaries, but in the next year your organization struggled, but you can't cut salaries. In that case, the organization spent more than it earned. The solution would be to set up a team reward system based on performance so not only will the organization make more money, those who perform well will also make money, keeping the organization stable.

4. Build a professional financial team.

If you are the head of a big organization, you'll need to use your financial abilities to create and train a team that will help you with your organization's financial management.

By doing these things, you are utilizing proper money management, which will help you lead organizations.

Become a rich leader!

4. Vision

Vision is an organization's path to the future. How you use vision can make that path filled with pitfalls that send your organization into a dark, dimly insecure future, or a path so clear in direction and purpose that the future of your organization will be so bright that it will inspire hope in all who belong to it. Those who are near-sighted with their vision will always smash into a wall without even knowing it. Then there are those who see the wall coming but choose to deal with it at the last minute; some of these people survive and some don't. Those who are visionaries will see the wall way before they get to that wall and already have figured out a strategy around or through it. It is because of this that everyone loves following visionaries because they provide a clear direction that leads to a bright and secure future, not a near-sighted person. In order to build a dynamic organization, you must create vision.

What is vision in organizational leadership?

Vision is the ability to mentally picture the future. Vision can be many things; it's envisioning a huge shopping center on an empty lot, a recreational center to keep teenagers off the streets, a special hospital for burn victims, a new park for children, or even the vision of a political goal to promote better understanding. Having vision means that your dreams are alive! All leaders have to have vision.

Dr. Martin Luther King, Jr. campaigned for African-American civil rights in the U.S. during the 1960's. He had a vision of freedom and equality for every person regardless of their skin color or religious beliefs. King's vision is outlined in his famous "I Have a Dream," speech, which still influences people over 30 years later; his vision ultimately gave him great power.

How to create vision in organizational leadership

Vision comes from imagination, and imagination comes through mental concentration. You develop vision by focusing 100% on whatever you do or on whatever you want to do. By having vision, you create the possibility of a new future and will generate hope for you and for others; anyone can have vision. When you have vision, you generate power. Vision is the driving power behind leadership.

Be a leader with vision!

5. Intelligence

Who willingly follows stupid people? Unless we have to follow them, no one does. We don't follow stupidity because we can't learn from it and if we follow stupid people, we become unproductive and crawl into a dark future. Most of us like following intelligent people because they not only help others to learn new things, but lead them to a great future. Intelligence builds organizations while stupidity destroys them. With intelligence, people not only need to follow you but like to follow you as well. You must have intelligence to lead any organization.

Dynamic organizations need intelligent people. The more intelligence there is in a dynamic organization, the more dynamic that organization becomes. With personal power, team building ability, financial management ability, and vision, you are four steps closer to creating strong organizational leadership. Now you have to increase your intelligence.

What is intelligence in organizational leadership?

Intelligence in organizational leadership consists of wisdom, vision, and good communication skills, all of which come from acquiring knowledge. These traits assist in understanding, analyzing, forming sharp judgements, making decisions, planning, organizing, which puts the organization on a clear and right direction.

Intelligence is a gift that should never be abused by anyone. Why? When used selfishly or immorally, intelligence is very dangerous to everyone, including to the person abusing it. In fact, most good, intelligent people will avoid those who abuse intelligence because they realize following them would lead their lives into ruin. Good, intelligent people use their intelligence for the benefit of others, which causes people to flock to them.

Here are two of the best examples of the need for good intelligent leaders. One of the worst leaders in history was **Adolf Hitler**, who slaughtered millions of innocent people in order to create a master

race and in the end, committed suicide. Hitler was incredibly intelligent and had strong leadership abilities, but he immorally and diabolically exercised his intelligence, built bad leadership, becoming one of the most evil leaders in human history.

Now consider **George Washington**. Besides his role as the first President of the United States and a Founding Father, Washington still earns the respect of people today. Why? He exercised his intelligence for the right reasons. Although he held the title of General of the Continental Army and then President, he didn't lead the nation through position alone. He led America with great leadership, believing in a system of government that favored the election of strong leaders over the mere succession of inherited titles. Because of the strength of his convictions and conscience, his intelligence helped establish the democratic system of government we enjoy today.

How to be a good, intelligent leader in an organization

- 1.** Bear in mind what Thomas Edison once said, "Success is 1% inspiration and 99% perspiration." Therefore, you must "perspire" in constantly developing wisdom, vision, and good communication skills by acquiring more knowledge. By developing these traits, you will become more understanding, be better at forming sharp judgements, and have strong decision-making skills, giving your organization a clear and right direction.
- 2.** Without having all of the correct and necessary information, you can't make the right decisions for your organization. Therefore, you must stay informed always, learning and listening to everything you can; information is power.

Be an intelligent leader!

6. Courage

Is anyone willing to follow a coward? No one is, because nobody wants to follow someone weaker than they are unless they have to; cowards weaken or destroy organizations. If you decide to follow a coward, your future will be uncertain. Naturally, people follow courageous leaders because they offer security and the promise of a prosperous future.

Courage creates a fighting spirit, generating passion, determination, energy, enthusiasm, flexibility, and adaptability; courageous leaders have all of these qualities. Also, they have the ability to take action, which is necessary for anything to happen in an organization or in life. If you have courage, you are seen as a strong leader. If you don't have courage, you are seen as a weak leader. Therefore to lead a dynamic organization, you have to build courageous leadership.

What is courageous organizational leadership?

Courageous leadership is the type of leadership that embraces and utilizes courage in the decision-making and leadership processes in organizations. Courageous leaders always encourage, energize, and motivate others, never giving up until they achieve their goals. Courageous leaders fight to win and always stand for justice. Courage helps make things happen in an organization.

In the same fashion that an intelligent person can use his or her intellect the wrong way, a courageous person can use his or her courage for personal gain or for hurtful, illegal, and/or immoral purposes. However, people have a choice not to associate with someone who is selfish, immoral, dangerous, or all three like Adolf Hitler, Osama Bin Laden, or Saddam Hussein. A person who uses courageous leadership for the right reasons is beneficial to others; people gravitate towards courageous leaders. Let's compare the Presidencies of Jimmy Carter and Ronald Reagan to further illustrate the impact weak and strong leaders have on society.

Consider the U.S. hostage crisis in Iran from November 1979-January 1981. Why were 52 Americans held hostage for so long?

Jimmy Carter was President at the time when Iranian extremists took Americans hostages at the U.S. Embassy in Iran. He reacted by severing diplomatic ties with Iran and set up a trade embargo. More than a year later, the embargo had little effect on resolving the hostage crisis. Carter then tried a rescue operation, but that practically failed before it began. The crisis continued until the last day of his presidency. Once the new, stronger leadership of Ronald Reagan came into the White House, the extremists became afraid and released the hostages immediately.

Further illustration of Carter's weak leadership was the fact that the American people lost confidence in him. During his Presidency, countries around the world joked about America's new image, comparing it to that of "a paper tiger." Carter's weak leadership created economic havoc: soaring inflation, outrageous interest rates, and sky-high gasoline prices, which depleted the federal budget and created trade deficits.

*The amount of courage we
have determines how strong
our leadership will be.*

The former Soviet Union also took advantage of Carter's weak leadership by invading Afghanistan. In 1980, the U.S. responded by boycotting the Summer Olympics in Moscow. That boycott crushed the dreams of many young U.S. Olympic hopefuls, ruining years of training and left many disappointed and depressed.

Carter's weak leadership not only disgraced the nation, but it hurt countless Americans. His leadership was so damaging that he did not get reelected. The Carter presidency illustrates the danger of weak leadership.

In contrast, President Ronald Reagan believed in the principles of the American democratic system: personal freedom and capitalism. He reinforced these principles in his fight against aggressive Communism. Reagan took a strong stance against negotiating with terrorists. His strong leadership became more evident through the courage he showed in building a strong national defense.

In addition to wearing down Communism during the Cold War, Reagan built a strong foundation for the American economic system by cutting taxes and reducing government regulations for business, despite the risk of making the inflation rate soar even higher. He remained positive and full of courage, believing his economic strategy would turn America around. Reagan told his advisers over

and over an anecdote about two boys, one a pessimist and the other an optimist. The pessimist was given a pile of new toys and responded by crying because he was afraid someone would come and take them away. The optimist was given the job of going down to the barn and shoveling out the stalls. He tackled the chore with great enthusiasm, heartily digging into the manure, because he was convinced that "there's got to be a pony in here somewhere." Reagan made the tough choice of taking a hit in popularity over a short-term recession in order to have a stronger economy in the long run.

Ronald Reagan's strong leadership was key in demolishing the Berlin Wall, a symbol of the Cold War that stood between East and West Germany. When it crumbled, it changed the course of human history.

Presidents Ronald Reagan and Jimmy Carter are perfect examples of strong and weak leaders.

Personal note:

Earlier in this chapter, I assessed former President Jimmy Carter's leadership during, not after, his Presidency. After his Presidency, Jimmy Carter showed great personal leadership more than any retired President in U.S. history, which was why he won the Nobel Peace Prize in 2002. If he didn't show great leadership after his time in office, I don't think Carter would have won such an honor. It's a great example for all of us that we cannot change the past, but we can change the future.

How to build courageous leadership

Courage comes from confidence so in order to be a courageous leader, love yourself and believe in yourself to build self-confidence and become a courageous leader.

7. Trust

Is anyone willing to follow liars? No one, unless they don't know they are following a liar: everyone knows that liars can't be depended on. Without trust, you cannot gain the influence needed to get others to cooperate with you in an organization. People prefer working with those who are trustworthy -- people who are dependable, reliable, responsible, and act with honesty and integrity; trustworthy people give everyone peace of mind. In fact, people will not only have a need to follow trustworthy people, they will enjoy following them as well. Leading organizations also takes trust not only to guarantee that people will follow you, but also build winning teams. Without trust, organizations have no foundation.

What is trust in organizational leadership?

Trust in organizational leadership consists of honesty, integrity, responsibility, and proven ability, all of which follow the truth.

Leaders who wrongfully exercise their trustworthiness can hurt others and even ruin their own lives. A truly trustworthy leader exercises his or her leadership to touch countless hearts and change countless lives. Here are two examples of the importance and impact of trustworthiness in our lives.

Charles Manson was a self-proclaimed 1960s "messiah" whose cult followed his beliefs, committing murder and suicide in his name. Among the people his followers murdered was popular actress Sharon Tate. Manson used his trust to build the wrong kind of leadership and became a bad leader. His actions landed him in prison, where Manson remains to this day.

Charles Manson is evil because he wrongfully and immorally exercised his trustworthiness, hurting many innocent people in the process. His actions cost him his freedom.

On the other hand, evangelist **Billy Graham** tirelessly travels around the world, using his trustworthiness to touch and change hundreds of millions of people's lives. Graham led the U.S.

Presidential inaugurations for Dwight Eisenhower, John F. Kennedy, Richard Nixon, Jimmy Carter, Ronald Reagan, George Bush, and Bill Clinton. Rev. Graham is the living embodiment of trustworthiness around the world. His trustworthiness helped him to touch and transform hundreds of millions of people; that's why people call Billy Graham a great leader.

It is through the examples of Charles Manson and Billy Graham, that it is paramount that we build good trustworthy leadership to eliminate the worst leaders in our world. A good leader believes in his or her principles, lives by those principles and promotes them. A bad leader believes that a separate set of rules only apply to him or her, directing others to work for his or her benefit, rather than for the good of all. Honesty, integrity, and reliability all are part of trust, which is the foundation of an organization.

How to be a trustworthy leader

If you aspire to be a trustworthy leader, follow the truth, always exercise your principles, do the right thing, take responsibility for your actions, educate, and discipline yourself. Exercise your principles to become a trustworthy leader.

Be a good leader not a bad leader!

8. Fairness

Is anyone willing to follow unfair people? Unless they have to, no one; people hate being treated unfairly. Those who follow unfair people will be oppressed and frustrated by unfairness. People like to follow fair people because fair people try to understand others, making them that much easier to work with. In fact, those that treat others fairly will get others not only to need to follow them, but to like following them as well. In order to build dynamic organizations, you must exercise fairness by using flexibility and strictness.

It is very important to maintain rules and regulations to prevent chaos in an organization. Yet without flexibility, rules and regulations cannot function within an organization because no rule or regulation is perfect. With flexibility, it becomes incredibly easy to handle any obstacle and problem while maintaining and improving a competitive organization. Flexibility also improves adaptability, making the chances of you achieving your goals that much greater.

However, there are times where you cannot be flexible; you must be strict when a situation calls for it, always keeping fairness in mind.

What is fairness in organizational leadership?

Fairness in organizational leadership is the balance of flexibility and strictness.

Flexibility is the ability to bend, not break, in handling life's situations. Flexibility leads to equality, fairness, open-mindedness, and cooperation, allowing a leader to work with people equally, despite their strengths and weaknesses. When flexibility is applied in an organizational setting, it allows anyone to adapt to any situation in solving problems and improving the organization. Flexibility does not mean for organizational leaders to follow their feelings or ignore rules and regulations; flexibility is used to benefit the organization, not the leader. Organizations need flexibility in order to adapt and improve in our rapidly changing environment to not only survive, but also succeed.

Strictness in an organization is order. When applied properly, strictness ensures that punishments and rewards are given to those who deserve them. For example, those who do well in an organization get rewarded, while those who break the rules get punished. Strictness strengthens organizations and prevents them from falling into chaos.

When this balance is achieved, no one is treated like they are above or below the law; everyone is treated fairly.

Early on as a Martial Arts Instructor, I was very strict. In fact, I was so strict that I allowed no water or bathroom breaks to be taken during practice. In one particular class, an elementary school student named Joey raised his hand and asked to go to the bathroom. "No!" I angrily replied. A minute later, I heard liquid splashing on the practice mats. I looked over and saw that Joey just relieved himself; I was mortified. I couldn't believe it! My inflexibility had caused this child to wet the floor and his pants. I wanted to just run right out the door; we both felt humiliated. When Joey's parents arrived to pick him up, I apologized profusely. Now, I am extremely flexible, especially when it comes to bathroom breaks.

However, strictness, like flexibility, is important to any organization because it prevents an organization from collapsing, and helps in maintaining its strength, making an organization competitive. Without strictness, you have chaos.

In fact, it's always painful to work with someone who is inconsistently strict. These kinds of people don't know right from wrong, are unfair, and are only strict when it's convenient to them. They confuse, discourage, or make others sick with their unfair treatment of people.

Inconsistently strict people also make bad and biased decisions. For example, an inconsistently strict person would show favor to an unproductive worker over a productive one by awarding him or her a raise. Another example of inconsistent strictness is in the following scenario:

Bobby gets expelled from school by the principal after hurting Larry in a fight. Larry gets off with just a warning. The principal was unfair because he showed preferential treatment towards Larry, his nephew, and didn't investigate the facts; Larry had tried to rob

Bobby at knifepoint while Bobby just defended himself. The wrong person got the wrong punishment.

What can we learn from this example? True strictness is achieved through consistency.

Most positive people love working with someone who believes in fairness because he or she loves maintaining a positive environment. However, most negative people hate working with fair and consistent people.

Here is one of the best examples of the impact that fairness has on organizations.

Jack Welch was the strictest, yet most flexible CEO on Earth. How did he use fairness to help build the best company in the world?

In the 1980s, no one could understand why Welch continued to downsize GE. His strictness eliminated tens of thousands of useless positions based on performance, saving the company billions of dollars. His flexibility also helped 35,000 GE employees share in \$12 billion worth of stock. General Electric didn't just save money, it helped build and maintain quality people in the company that made GE the strongest corporation in the world.

How to develop fairness in organizational leadership

1. Follow your principles, keeping in mind what is right for your organization, when exercising strictness and flexibility.
2. Keep in mind that flexibility and strictness are for the benefit of your organization only, not for your own.
3. You must learn to be as hard as a rock but soft as water to achieve fairness.

Be a fair leader, not an unfair leader!

9. Generosity

One of the best ways to generate the loyalty that builds successful organizations is generosity. People will work harder for a generous leader instead of a selfish one because generous leaders have an "I win, you win, so we win" attitude.

What is generosity in organizational leadership?

Generosity in organizational leadership consists of selflessness, compassion, and care for everyone within the organization.

One example of selfishness in organizations is the companies that make a lot of profit while they overwork and underpay their employees. Sooner or later these companies would lose quality people unless they became more generous. Employees can be equally as selfish, i.e. demanding more money without equal work, causing a good company to go bankrupt and actually hurting themselves. Everybody prefers generous leaders.

How to be a generous organizational leader

In order to be a generous leader, you must have a big heart, be willing to make personal sacrifices, and take the time to always share your experiences, time, and knowledge with others so that you always care for, support, and help those in your organization. Build an attitude of gratitude. Share with others and become a generous organizational leader.

Be a generous leader!

Organizational Leadership is Harmony

The foundation of a dynamic organization lies in the nine qualities of organizational leadership: *Personal power, team building ability, financial management ability, vision, intelligence, courage, trustworthiness, fairness, and generosity*. In order to make other people love to follow you even if they don't have to, you have to develop all nine organizational leadership qualities to build a competitive and productive organization.

Each of us has different ratios of these qualities. If one of your qualities is stronger than the others, don't despair. As long as you continue to improve the remaining eight, you will become a good organizational leader.

Consider that Mother Teresa was remembered for being generous; Dr. Martin Luther King, Jr. for his vision, Ronald Reagan for his courage; Teddy Roosevelt for his personal power, Alan Greenspan for his financial management ability, Thomas Edison for his intelligence, Phil Jackson for his team building ability, Billy Graham for his trustworthiness, and Jack Welch for his fairness. They used their strongest qualities of organizational leadership to help build the remaining eight.

However, if you are completely missing one of the nine qualities of organizational leadership, it will be difficult for you to become a great leader. No one wants to follow a sickly, unorganized, financially irresponsible, clouded, dumb, cowardly, untrustworthy, unfair, or selfish leader. You need all nine qualities to lead an organization.

Do you have all nine of these organizational leadership qualities? If not, which ones do you think you need improvement in? Try to improve those qualities so that you will have all that you need to lead an organization.

Now take some time and assess how good of an organizational leader you, your boss, your Mayor, your Governor, and your President are based on performance and results.

Assessment of Organizational Leadership

Key: Great 5 points / Good 4 points / Average 3 points / Poor 2 points/ Awful 1 point.

	You	Your boss	Mayor	Governor	President
Personal power					
Team building ability					
Financial mgmt ability					
Vision					
Intelligence					
Courage					
Trust					
Fairness					
Generosity					
Total					

- 40 + pts = great leader
- 36-39 pts = good leader
- 30-35 pts = average leader
- 21-29 pts = poor leader
- 20 pts & under = awful leader

Discover the qualities that need improvement, maintain your strengths, and improve your weaknesses to become a great organizational leader.

Be a great leader!

Maximize your life!

Summary

The Sunset of America

Leading an organization requires strong leadership. Weak leadership creates disaster.

The Sunrise of America

Strong leadership brings significant changes, and the difference is like night and day.

The Best Company on Earth

Jack Welch, former CEO of GE, showed us how strong leadership impacts organizations and society.

The Worst Company in America

Enron showed us we have to build strong organizational leadership.

From a "Paper Tiger" to a "Proud Eagle."

Political leaders Ronald Reagan, George Bush, Bill Clinton, Economic leader Alan Greenspan, Business leaders Jack Welch, Bill Gates, and Motivational leaders Steven Covey and Anthony Robbins, along with all Americans transformed America from a "Paper Tiger" to a "Proud Eagle."

The Nine Qualities of Organizational Leadership

These nine qualities are necessary to successfully build dynamic organizations.

1. Personal Power

Personal leadership is the first step to leading organizations.

2. Team Building Ability

Team building is the cornerstone of organizations.

3. Financial Management Ability

Cash flow is critical to dynamic organizations.

4. Vision

Vision gives organizations clear direction.

5. Intelligence

The smarter the organization, the better.

6. Courage

Courage fuels dynamic organizations.

7. Trust

Trust is the foundation of all organizations.

8. Fairness

Fairness breeds strength in organizations.

9. Generosity

Generosity creates loyalty in organizations.

Review of "Create Dynamic Organizations"

In the late 1970's, why did other countries call America a "Paper Tiger"?

How did General Electric grow from \$11 billion to \$370 billion in assets, an increase of 3,400% in 20 years, and become one of the most dynamic and competitive companies in the world?

What caused Enron, the 7th biggest corporation in America in 2002, to go bankrupt and hurt millions of innocent employees and stockholders?

How did America transform itself from a "Paper Tiger" in the late 1970's to a "Proud Eagle" in the late 1990's?

What are The Nine Qualities of Organizational Leadership?

What are the three dimensions of personal power?

Why are the three dimensions of personal power necessary for organizational leadership?

How do you develop personal power?

Why is team building ability vital for developing dynamic organizations?

How do you build a winning team in any organization?

What should you look for when you recruit the right people for the right place in an organization?

Why is the team reward system the best way to help teams in an organization maximize their potential?

How do you assess and reward members of the teams in your organization so that it stays competitive?

Why is financial management ability critical in the development of dynamic organizations?

How do you develop financial management ability?

What is vision, and why is it so important for the future of any organization?

How do you develop vision for your organization?

Why do organizations desperately need an intelligent leader?

What does it take to become an intelligent leader in an organization?

Why is it critically important for an organization to have a courageous leader?

What is the best way to develop courageous leadership in an organization?

Why must organizations have a trustworthy leader?

How do you become a trustworthy leader in your organization?

Why must an organization have a fair leader?

How do you develop fair organizational leadership?

What is the main reason an organization must have a generous leader?

How do you become a generous organizational leader?

Among **The Nine Qualities of Organizational Leadership**, which is your strongest, and which needs the most improvement?

I would like to ask three big favors of you:

First, please read the Deputy Black Belt philosophy at least three times and discuss it with your classmates so that you will understand it more clearly. Organize study groups and practice your leadership by leading the discussions.

Second, please use what you have learned to improve your life. Set goals of further improvements you would like to make.

Third, please share your success using the Martial Arts World philosophy by creating public speaking opportunities. To become a great Instructor and a powerful leader, you must be a great public speaker.

Grandmaster Y. K. Kim

Dynamic Leadership

Written By: Y. K. Kim

Music By: Frank Starchak

C G B^b F C G F

At-ti-tude and ap-ti-tude are two things that you need to be the one who's tak-ing the lead

E^b B^b F G A m

blaz-ing the trail and lead-ing the way — per-suad-ing all — by what you do and say — dynam-ic — leader - ship —

C G D A m

15

it's up to you — char-is-mat-ic in all you say — and do — dy-nam-ic -

C G D

22

lead-er - ship — it's up to you — char-is-mat-ic in all you say — and do —

C G B^b F C G F

29

en-thu-si - as - tic and pos-i-tive at-ti-tude — help the oth-ers get in - to the mood —

E^b B^b F G A m

36

al-ways dig-ging — for more ap-ti-tude — guid-ing the oth - ers to a new at-ti-tude — dynam-ic — leader - ship —

C G D A m

43

it's up to you — char-is-mat-ic in all you say — and do — dy-nam-ic -

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Dynamic Leadership

56 C G B



leader - ship — it's up to you — charismatic in all you say — and do —

57 C G B^b F



At-ti-tude and ap-ti-tude are two things that you need —

64 C G F E^b B^b F



to be the one who's taking the lead — blazing the trail and leading the way — per-suading all — by what you

71 G A m C G



do and say — dy-nam-ic - lead-er - ship — it's up to you — charismatic in all you say — and

78 B A m C



do — dy-nam-ic - lead-er - ship — it's up to you — charismatic in

85 G B A m A m



all you say — and do — dy-nam-ic - lead-er - ship — dy-nam-ic - lead-er - ship —

92 A m



dy - nam - ic - - - lead - er - - - ship —

Martial Arts Courtesy Questions

What is the value of meeting people from other cultures?

America was founded on the idea that lots of cultures can mix together and learn from each other, so that we can take the best of each culture to create a truly better way of life.

What are some different forms of greeting?

A bow is an almost universal way to show respect, as is a nod of the head. A handshake is a respectful way to touch on meeting, but some cultures hug, and even kiss.

Which is more important: respect for youth or respect for age?

Both are important. Respect for age is important because age represents experience.

Those who are older and more experienced than we are have valuable knowledge, and we should be very happy to receive that knowledge.

Respect for youth is important because youth has the energy to question and change.

Youth is the catalyst for improvement.

When a man walks through a door ahead of a lady, is he being rude?

If he comes from a male dominated culture, he is not being rude, he is behaving properly. If he is from a Western culture where women are allowed to go first out of courtesy, he is not being courteous.

What should be your guiding principle in any international dealings?

“When in Rome, do as the Romans do.” In other words, when you find yourself in a foreign culture, try to do as they do. Look to them for cues as to what they feel is the proper behavior, and out of respect for them, follow their lead.

Just keep an open mind and an open heart, and everything else will fall into place.

Black Belt Pre-Test Requirements

Martial arts training provides a model for an automatic goal setting system through our belt achievement curriculum. The purpose of testing is test yourself, measure your progress, improve your technique, and build self-confidence.

The purpose of the Black Belt pre-tests is to review all of your curriculum in detail in preparation for the most difficult and most rewarding test of your martial arts career up to this point.

Black Belt Pre-Test Requirements

In order to test for your black belt, you must earn three tips through pre-tests, but you must also pre-qualify for each part of the curriculum with in-class tip-tests. White, Yellow, and Green tips go on the left side of your belt, while Black Tips go on the right side of your belt.

Deputy black belt, one black tip:	White Tip test for Breaking, Kicking, and Courtesy Yellow Tip test for Poom se, Stances, and Philosophy Green Tip test for Self-defense, Sparring, and Questions MU-DO Curriculum Review test
Deputy black belt, two black tips:	White Tip test for Breaking, Kicking, and Courtesy Yellow Tip test for Poom se, Stances, and Philosophy Green Tip test for Self-defense, Sparring, and Questions JA-YUN Curriculum Review
Deputy black belt, three black tips:	White Tip test for Breaking, Kicking, and Courtesy Yellow Tip test for Poom se, Stances, and Philosophy Green Tip test for Self-defense, Sparring, and Questions PYUNG-HWA Curriculum Review

Your pre-tests will take place at your school's regular color belt tests. You must attend enough classes for your Instructor to recommend you for your pre-test. The average time to review for a pre-test is two months.

Black Belt Testing Requirements:

1. Earn your three black tips by pre-testing.
2. Earn Public Speaker Certification through Martial Arts World.
3. Introduce of at least 10 new students to Martial Arts World.
4. Participate in at least 2 Martial Arts World tournaments.
5. Participate in at least 2 Martial Arts World camps.
6. Participate in at least 3 volunteer projects at your Martial Arts World school.
7. Maintain an "A" average on your report card (school-aged children).
8. Get permission from your instructor and submit a completed Test Application.
9. Invite at least 10 family members and friends to witness your test using the special invitation tickets available from the staff (ask your instructor for tickets).

Black Belt testing is held only certain times of the year, and may require you to travel to another location.

You will have an exciting, meaningful, and beneficial experience at your test.

Notes

JA-YUN
Curriculum
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Mental Exercise (Meditation)

There are different parts of our curriculum that emphasize the different aspects of your development. Just as important as the physical exercise of kicks, blocks, and punches, is the mental exercise that develops concentration, focus, and the ability to relax.

Power Mental Exercise

Power meditation can give you power by getting you in touch with universal energy, or *ki*.

Please review the three sources of *ki* and the three energy centers in the JA-YUN Curriculum Guide, so that you may practice Power Mental Exercise.

Power Breathing

Power Breathing is a resource of natural health that will make you healthier than you have ever been in your life. It will increase the oxygen supply to your body, increase your blood circulation, strengthen your internal organs, improve your digestion system, build up your immune system, balance your hormones, quiet your nervous system, calm your mind, and increase your energy level.

Power Breathing is the best resource of personal power (*ki*).

Advanced Breathing

Advanced Breathing is *ki* or energy breathing. *Ki* breathing is mental breathing, in which you mentally visualize and direct your energy, or *ki*, to a specific location. You can draw *ki*, or energy, from the earth (*ji ki*), air (*dae ki*), and sun or sky (*chun ki*), and store it in your lower energy center.

Advanced Breathing #1 develops your ability to receive *ki*, or energy, from the air and store it in your lower energy center.

Advanced Breathing #2 is an intense visualization of the flow of *ki*. You will draw the energy from several sources and direct it to different places.

Advanced Breathing #3 is breathing through the skin. Now, we can't really exchange enough oxygen through the skin to keep us alive; but we can draw *ki* through our skin.

In Advanced Breathing #3 we can direct the *ki* to clean up and strengthen the entire body, or we can direct the *ki* to one area for healing purposes.

Please review the steps to develop Advanced Power Breathing in the JA-YUN Curriculum Guide.

Summary of Power Breathing:

Basic Breathing: learn to breathe with the lower abdomen.

Intermediate Breathing: learn to relax the solar plexus and tighten the lower abdomen, close the rectum, and tighten the legs, in order to clean out the entire body.

Advanced Breathing: learn to visualize the movement of *ki*, and direct it to areas that need energy for healing purposes.

Power Exercises

Power Exercises With a Partner

Exercising with a partner is not only more fun, it can accelerate your results. Sharing any meaningful experience will create a new friendship or deepen an existing friendship. When you have someone to train with, you challenge and motivate each other to improve. In muscle work, whether it is stretching or strengthening, the strength of a training partner will allow you to push farther with a greater margin of safety.

Power Exercises with a Partner

1. Partner Sit-ups
2. Partner Open Leg Stretch
3. Single Leg Stretch
4. Standing Back to Back Stretch
5. Front Leg Stretch
6. Side Leg Stretch
7. Shoulder and Chest Stretch
8. Massage

Please Review the steps to each of the Power Exercises with a Partner in the JA-YUN Curriculum Guide.

Advanced Basics

Most of the Advanced Basics are the same techniques you learned in the MU-DO curriculum. Excellence in the martial arts is not so much a matter of how much you learn, but how well you do what you have learned. We will continue to practice basics and advanced basics throughout all levels of the curriculum. Even master instructors still practice their basics, trying to perfect them. At the JA-YUN level, try to focus on putting the power of your whole body into each technique by moving the hips.

Stances

X Stance

Single Leg Stance

Advanced Basics (Horse Riding Stance)

Double Low Block

Double Inside Block

Double High Block

Double Knife-hand Block to the Side

Double Knife-hand Strike to the Neck

Double Spear Finger Strike

Double Palm Strike

Stepping Kicks (Fighting Stance)

Stepping Leg Raise

Stepping Outside Swing Kick

Stepping Inside Swing Kick

Stepping Pick Ax Kick

Stepping Knee Kick

Stepping Pushing Kick

Stepping Front Kick

Stepping Roundhouse Kick

Stepping Side Kick

Turning Back Kicks (Fighting Stance)

Back Side Kick

Back Swing Kick

Back Moon Kick

Jumping Kicks (Fighting Stance)

Jumping Back Side Kick

Jumping Back Swing Kick

Jumping Back Hook Kick

Poom Se

***Poom se* JA-YUN (Nature)**

Poom se JA-YUN means “nature.” In the first eight movements we focus on the three sources of energy in nature: the earth, the air, and the sky. In the second eight movements, we imitate nature by copying some of the movements of the animals who inhabit the water, the earth, and the air, and the the movements of the mythical dragon who would inhabit the sky. In the final eight movements, we visualize drawing energy from the three sources and storing that energy in the three energy centers of the body. This form emphasizes that we are part of nature, and as a part of nature, we reflect the natural processes we see around us. If we want to increase our power, we should use the natural energy available to us by following the laws of nature.

Please Review *Poom Se* JA-YUN 1 through 24 from your JA-YUN Curriculum Guide.

Please review the 18 Styles of *Poom Se* listed earlier in this Curriculum Guide.

JA-YUN Breaking Techniques:

The purpose of breaking technique is to test your power. Your partner is not your punching bag, so it is impolite and actually dangerous to test your power on your partner. Full power techniques should be practiced only on pads or breaking materials.

On the Deputy Black Belt level, it is important that you not only perfect the breaking techniques, but also learn how to hold the boards properly for each different technique.

Please review the step-by-step instructions on how to do each of the following breaking techniques in the JA-YUN Curriculum Guide:

Jumping Back Side Kick

Jumping Back Swing Kick

Jumping Back Hook Kick

How to Hold Boards for Breaking Technique

Etiquette:

Stand at attention with the board held like a school book in one hand on your side, facing the breaker. At the Breaking Controller's command, "Face your holder, *Kyung nyeh!*" bow to your partner. At the Breaking Controller's command, "Breaking Stance, *Jhoon Bi!*" step into a proper holding position for this breaker and *ki-hap!*

Jumping Back Side Kick

The proper holding position for a Jumping Back Side Kick is the same as that for a Stepping Side Kick or a Back Side Kick: a front stance, with the board held straight in front of your body at approximately the waist height of the kicker, with your hands placed in the middle of the top and bottom of the board, and elbows straight. The hand on the same side as the back foot should be on the top of the board. The grain of the board should be horizontal.

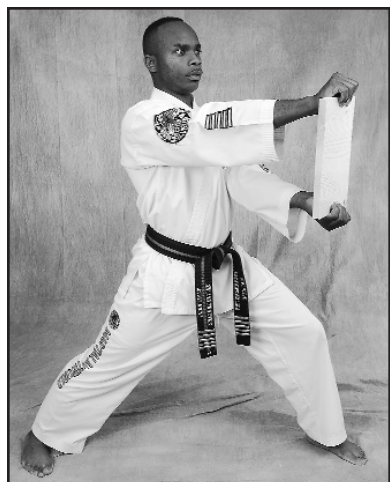
When holding for small children, you may drop down to one knee, but be sure you NEVER hold the board in front of your face.

Jumping Back Swing Kick

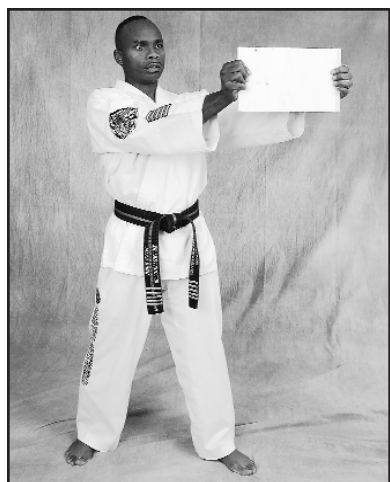
The proper holding position for a Back Swing Kick is a walking stance with the board held straight in front of your body (facing directly sideways) at approximately the head height of the kicker, with your hands placed in the middle of the sides of the board. The grain of the board should be vertical.

It is important to face the board toward the back of the kicker with the heel of the palms (not the fingers) supporting the board. Be sure to turn your face away from the kick and hold the board as far away from your body as possible.

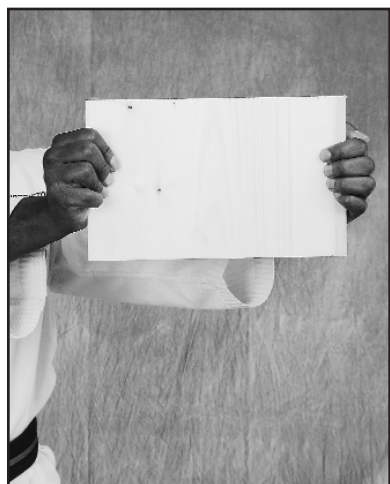
Note: Allow the kicker to adjust the height of the board according to his own ability. The holding position is different from that of the Back Swing Kick because the jumping motion focuses the power in a horizontal motion; it is too difficult to try to strike downward accurately while jumping and spinning.



Jumping Back Side Kick



Jumping Back Swing Kick



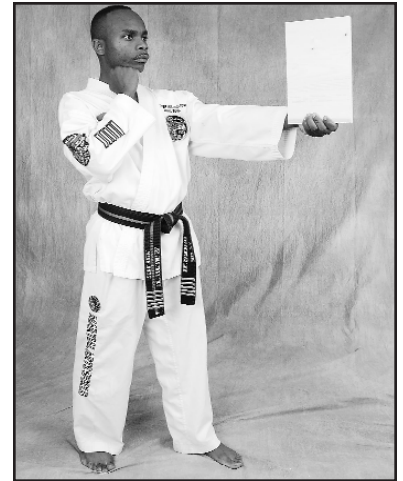
Jumping Back Swing Kick,
Close-up of Hands

Jumping Back Hook Kick

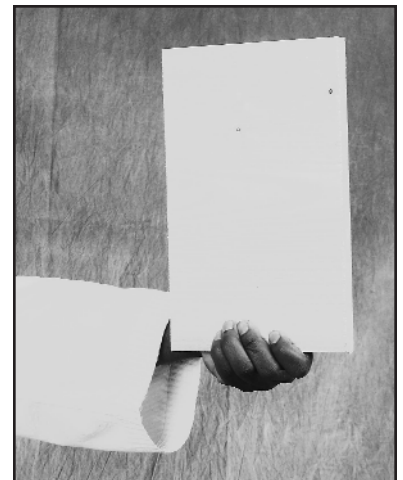
The proper holding position for a Jumping Back Hook Kick is a walking stance with the board held straight in front of your body (facing directly sideways) at approximately the head height of the kicker. Hold the board in one hand, with your palm placed in the middle of the bottom of the board, palm facing toward the back of the kicker.

Because this is a speed break, ideally the kicker will kick the board in half -- you will keep the bottom half of the board in your hand, while the top half flies off into the wall.

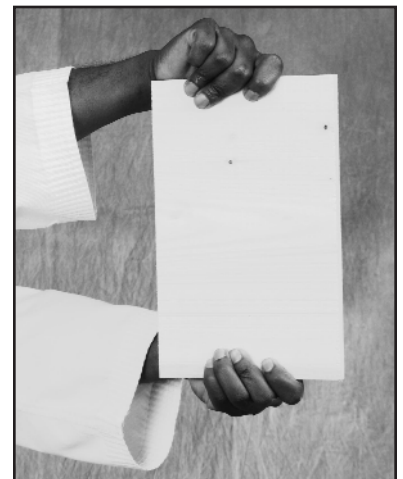
Note: Allow the kicker to adjust the height of the board according to his own ability. The Instructor will determine whether or not to allow the holder to hold with two hands for more support. For the two hand hold, remain in the same stance, with the same grip on the bottom of the board, and simply reach over with your other hand to the center of the top of the board so that both your palms face the same direction.



Jumping Back Hook Kick



Jumping Back Hook Kick,
Close-up of Hand



Jumping Back Hook Kick,
Two Hand Hold

JA-YUN Self-Defense

JA-YUN Self-Defense is a series of situational defenses against grabs. Whereas the MU-DO Self-Defense defended against punches and kicks, JA-YUN moves closer to defend against a variety of grabs from the front, side, and rear.

Some of the techniques are merely escapes, while others are aggressive responses. You will have to learn to judge the appropriate level of response for different practical situations. For example, if your best friend says, “You’re learning martial arts. What would you do if I grabbed you like this?” An escape would be an appropriate response, but a full power kick, punch, or wrist lock would not. On the other hand, if a stranger violently grabs you and threatens your life, an escape and a take-down would be appropriate, and possibly even a detaining hold while someone calls the police for you.

Please review the Break Falls explained in the MU-DO Curriculum Guide, including

Front Fall

Back Fall

Side Falls

Front Rolls

and strive to perfect them so that you will be able to fall from any position easily and safely.

Please review JA-YUN Self-Defense 1 - 15 as described in JA-YUN Curriculum Guide, including Slow Motion, Exhibition, and Counter Attack Styles. Also review the Physical, Mental, Spiritual, Financial, and Life Self-Defense section earlier in this manual. Learning the motions is not enough. You must internalize them so that your body will naturally react to an attack without waiting for your mind to remember what to do.

Kicking Combinations

Now that you have gained some skill with your basic techniques, it is time to start combining the basic techniques into combinations. At the JA-YUN level we have some specific kicking combinations that combine the basic kicks with your breaking techniques.

There are several purposes to practicing combinations. In the first place, combinations reveal weakness in your technique. For example, you may feel confident that you have learned your roundhouse kick and your jumping back hook kick rather well because you feel and look good when you do either of them in the air or on a target. However, when you try to do a roundhouse, jumping back hook kick combination, you may discover that your balance at the end of the roundhouse kick is not quite good enough to launch you into a jumping kick. Combinations force us to improve our balance during and especially at the end of each technique, so that our overall technique improves.

In the second place, if we were to use our techniques in a practical application like sparring or self-defense, it is unlikely that we would just throw one technique and be done with it. In sparring and in self-defense, we usually have to continue to throw combinations of techniques until we have reached our goal, whether that goal be scoring points or personal safety. Practicing basic combinations prepares us for the advanced practice of sparring and for the possibility of having to defend ourselves. For this reason, practice should always be done with a serious, focused mental attitude. Practicing your techniques as if your life depended on it not only helps you improve your technique rapidly, it prepares you emotionally in case you really have to defend yourself.

Finally, intermediate techniques like the jumping back hook kick would probably not be effective as a first move because it takes too long to complete. Instead, it is more effective as a second or third technique, after the partner has been put out of his strongest defensive position by a quicker, basic kick.

The following are the JA-YUN Combinations for your test:

Outside Swing kick, breaking technique

Inside swing kick, breaking technique

Pick ax kick, breaking technique

Knee kick, breaking technique

Pushing kick, breaking technique

Front kick, breaking technique

Roundhouse kick, breaking technique

Side kick, breaking technique

For descriptions of each of the individual techniques, look at the basics section of the White Belt, MU-DO, and JA-YUN Curriculum guides.

Black Belt Pre-Test Requirements

Martial arts training provides a model for an automatic goal setting system through our belt achievement curriculum. The purpose of testing is test yourself, measure your progress, improve your technique, and build self-confidence.

The purpose of the Black Belt pre-tests is to review all of your curriculum in detail in preparation for the most difficult and most rewarding test of your martial arts career up to this point.

Black Belt Pre-Test Requirements

In order to test for your black belt, you must earn three tips through pre-tests, but you must also pre-qualify for each part of the curriculum with in-class tip-tests. White, Yellow, and Green tips go on the left side of your belt, while Black Tips go on the right side of your belt.

Deputy black belt, one black tip:	White Tip test for Breaking, Kicking, and Courtesy Yellow Tip test for Poom se, Stances, and Philosophy Green Tip test for Self-defense, Sparring, and Questions MU-DO Curriculum Review test
Deputy black belt, two black tips:	White Tip test for Breaking, Kicking, and Courtesy Yellow Tip test for Poom se, Stances, and Philosophy Green Tip test for Self-defense, Sparring, and Questions JA-YUN Curriculum Review
Deputy black belt, three black tips:	White Tip test for Breaking, Kicking, and Courtesy Yellow Tip test for Poom se, Stances, and Philosophy Green Tip test for Self-defense, Sparring, and Questions PYUNG-HWA Curriculum Review

Your pre-tests will take place at your school's regular color belt tests. You must attend enough classes for your Instructor to recommend you for your pre-test. The average time to review for a pre-test is two months.

Black Belt Testing Requirements:

1. Earn your three black tips by pre-testing.
2. Earn Public Speaker Certification through Martial Arts World.
3. Introduce of at least 10 new students to Martial Arts World.
4. Participate in at least 2 Martial Arts World tournaments.
5. Participate in at least 2 Martial Arts World camps.
6. Participate in at least 3 volunteer projects at your Martial Arts World school.
7. Maintain an "A" average on your report card (school-aged children).
8. Get permission from your instructor and submit a completed Test Application.
9. Invite at least 10 family members and friends to witness your test using the special invitation tickets available from the staff (ask your instructor for tickets).

Black Belt testing is held only certain times of the year, and may require you to travel to another location.

You will have an exciting, meaningful, and beneficial experience at your test.

PYUNG-HWA
Curriculum
Review

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Mental Exercise (Meditation)

There are different parts of our curriculum that emphasize the different aspects of your development. Just as important as the physical exercise of kicks, blocks, and punches, is the mental exercise that develops concentration, focus, and the ability to relax.

Relaxation Mental Exercise

Relaxation mental exercise is good for your muscles as well as your major organs, especially the heart, lungs, and brain. Your body will become physically stronger at the same time it releases stress and tension, and disposes of waste products. You can do these mental exercises at the office or at home, in your car, on an airplane, or anywhere, almost any time.

Please review the steps for Relaxation Mental Exercise in the PYUNG-HWA Curriculum Guide.

Special Applications of Power Breathing

Please review the following special applications of Power Breathing in your PYUNG-HWA Curriculum Guide.

Rhythm Power Breathing

Bending Power Breathing

Massage Power Breathing

Natural Power Breathing

Laughing

Yelling

Climbing

Martial Arts Power Breathing

Martial Arts Breaking Technique

Exercise Power Breathing

Running

Weight Lifting

Calisthenics

Power Exercises

Light Energy Exercises

Light Energy Exercises are a quick few exercises to give you energy at a time or in a place where you can't do a full exercise session. They will wake you up, give you more energy, relax tight or tense muscles, and clear your mind.

Office Energy Exercises

1. Finger Chain Breathing
2. Seated Shoulder Exercise:
3. Seated Neck Exercise
4. Seated Face Exercises
5. Seated Pull Down Exercise and Loosen Up
6. Rhythm Power Breathing
7. Seated Toe Exercises
8. Seated Adjust the Spine
9. Standing Breathing Exercise

Airplane Energy Exercises

Exercises for short trips (one to three hours)

1. Seated Finger Chain Breathing
2. Seated Shoulder Exercise
3. Seated Neck exercise
4. Seated Face Exercises
5. Seated Pull Down Exercise
6. Rhythm Power Breathing
7. Seated Toe Exercises
8. Concentration Meditation

Exercises for long trips (over three hours)

1. Seated Finger Chain Breathing
2. Finger and Wrist Exercises in your seat
3. Shoulder Exercises in your seat
4. Neck Exercises in your seat
5. Face Exercises in your seat
6. Chest Exercises in your seat
7. Pull Down Exercise in your seat
8. Rhythm Power Breathing
9. Bending Power Breathing
10. Deep Breathing
11. Concentration Meditation

Please review these exercises as described in the PYUNG-HWA Curriculum Guide.

Driving Energy Exercises

1. Power Breathing.
2. Driving Energy Exercise.
3. Yelling loudly (it makes me feel fresh).
4. Laughing loudly (it makes me feel happy).
5. Rehearsing speeches.
6. Reflecting on myself and concentrating on new ideas.
7. Listening to motivational, educational, and inspirational tapes.

Walking Energy Exercise

Morning Energy Exercises

Light Morning Power Exercises (approximately five minutes)

1. Deep Breathing
2. Finger and Wrist Exercises
3. Shoulder Exercises
4. Neck Exercises
5. Face Exercises
6. Chest and Back Exercises
7. Knee and Thigh Exercise
8. Ankle and Shoulder Exercise
9. Pull Down Exercise and Loosen Up
10. Abdomen and Back Exercises
11. Push-Up Stretch
12. Meditation

Night Relaxation Exercises

- A. Foot Massage
- B. Single Leg Stretch
- C. Butterfly
- D. Open Leg Stretch
- E. Double Leg Stretch
- F. Seated Adjust the Spine
- G. Rhythm Power Breathing
- H. Finger Chain Breathing
- F. Bending Power Breathing

Advanced Basics

Most of the Advanced Basics are the same techniques you learned in the MU-DO curriculum. Excellence in the martial arts is not so much a matter of how much you learn, but how well you do what you have learned. We will continue to practice basics and advanced basics throughout all levels of the curriculum. Even master instructors still practice their basics, trying to perfect them. At the PYUNG-HWA level, try to focus on the snap at the end of each technique. You still focus the power of your entire body into each technique, starting from the floor, through your stance, increasing power through the hips, and then focused into a very small area with the snap of the specific technique.

Please continue to practice the following techniques as outlined in the PYUNG-HWA Curriculum Guide:

Stances

Open Stances
Closed Stances

Advanced Basics (Horse Riding Stance)

Double Low Block
Double Inside Block
Double High Block
Double Knife-hand Block to the Side
Double Knife-hand Strike to the Neck
Double Spear Finger Strike
Double Palm Strike

Stepping Kicks (Fighting Stance)

Stepping Leg Raise
Stepping Outside Swing Kick
Stepping Inside Swing Kick
Stepping Pick Ax Kick
Stepping Knee Kick
Stepping Pushing Kick
Stepping Front Kick
Stepping Roundhouse Kick
Stepping Side Kick

Turning Back Kicks (Fighting Stance)

Back Side Kick
Back Swing Kick
Back Moon Kick

Jumping Kicks (Fighting Stance)

Jumping Back Side Kick
Jumping Back Swing Kick
Jumping Back Hook Kick
Jumping Front Kick

Poom Se

***Poom se* PYUNG-HWA (Peace)**

Poom se PYUNG-HWA means “peace.” The goal of martial arts training is peace: peace within yourself and peace in society.

Please Review *Poom Se* PYUNG-HWA 1 through 24 from your PYUNG-HWA Curriculum Guide.

Please review the 18 Styles of *Poom Se* listed earlier in this Curriculum Guide.

PYUNG-HWA Breaking Technique:

At the PYUNG-HWA level, you perform combination breaks. Please review these breaking techniques from your PYUNG-HWA Curriculum Guide:

Knife Hand Strike, Jumping Front Kick

Punch, Attention Jumping Side Kick

Side Kick, Jumping Back Side Kick

How to Hold Boards for Breaking Technique

Etiquette:

Stand at attention with the board held like a school book in one hand on your side, facing the breaker. At the Breaking Controller's command, "Face your holder, *Kyung nyeh!*" bow to your partner. At the Breaking Controller's command, "Breaking Stance, *Jhoon Bi!*" step into a proper holding position for this breaker and *ki-hap!*

Knife Hand Strike

The breaker usually holds his own board for this technique:

From a left fighting stance, lightly hold the board with your left thumb and index finger at the top center; extend your left arm and measure the target distance taking a slow practice knife hand strike at the target

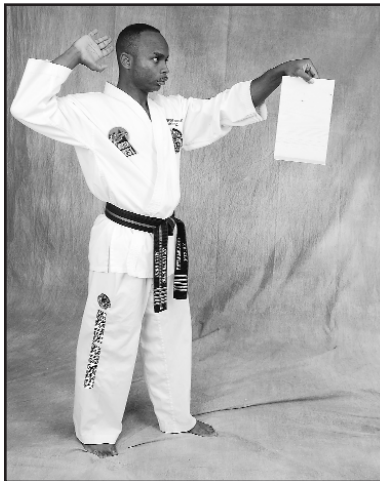
Note: The Instructor will decide whether to allow a holder to hold the board to assist the breaker, either as a one hand hold or a two-hand hold.

Jumping Front Kick

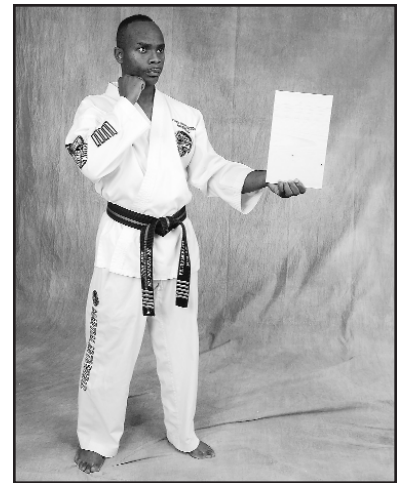
The proper holding position for a Jumping Front Kick is a Jhoon Bi stance facing 90 degrees to the side, on the same side of the kicker as the leg he will use to kick (stand on the right side of a right leg kicker). Hold the board at the height of the kicker's head, at about a 45 degree angle facing downward toward the kicker. Place your hands in the middle of the top and bottom of the board, with your palms facing down, using your palm heels for support. The grain of the board should be horizontal.

Note: Allow the kicker to adjust the height of the board according to his own ability.

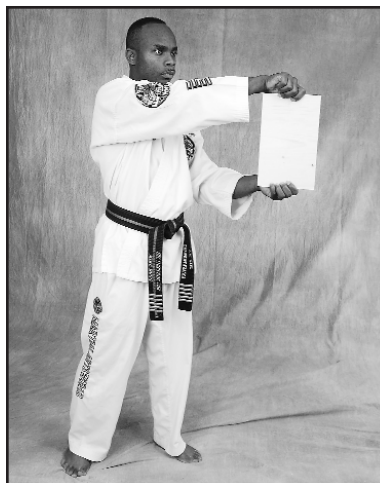
For exhibition purposes, the Instructor may raise the height of the board by having the holder stand on a chair, sit on someone's shoulders, or sit on someone's shoulders who is standing on a chair.



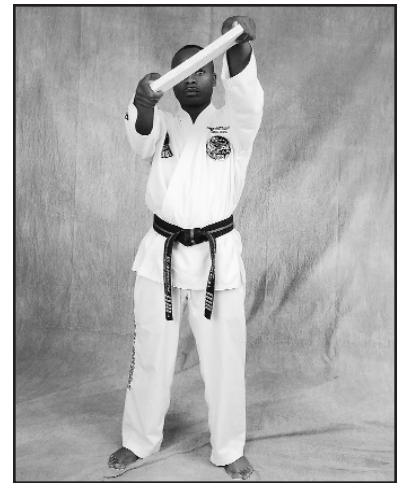
Knife-Hand Strike,
Breaker Holds



Knife-Hand Strike,
Holder with One Hand Hold



Knife-Hand Strike,
Holder with Two Hand Hold

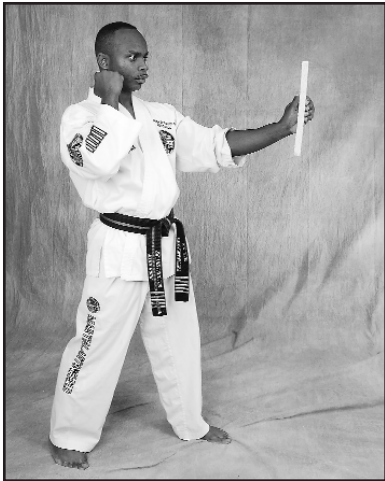


Jumping Front Kick
for a Right Leg Kicker

Speed Punch

The breaker usually holds his own board for this technique:

From a left walking stance, lightly hold the board with your left hand on the side; extend your left arm and measure the target distance taking a slow practice punch at the target;

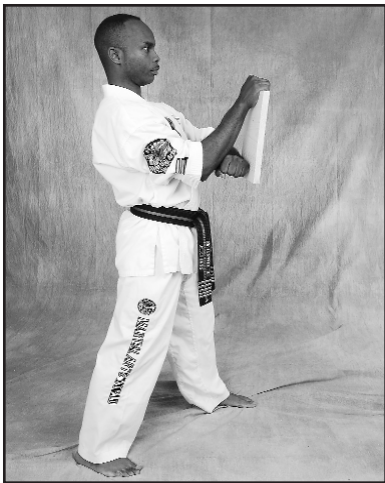


Speed Punch

Attention, Jumping Side Kick

The proper holding position for the Attention, Jumping Side Kick is unique. From a left walking stance, hold the board at the shoulder height of the kicker by grasping the board in the middle of the top side with your right hand, and supporting the bottom with your left hammer fist which is braced against your right elbow. The grain of the board should be horizontal.

Note: Allow the kicker to adjust the height of the board according to his own ability. The Instructor will determine whether or not to allow the holder to use a more firmly supported position, just like the holding position for the stepping side kick.



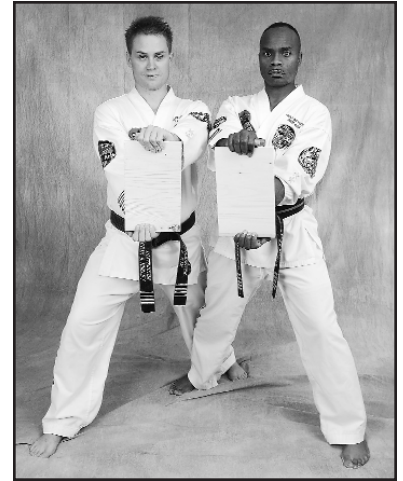
Attention,
Jumping Side Kick

Side Kick, Jumping Back Side Kick

The proper holding position for a Side Kick, Jumping Back Side Kick is the same as that for a Stepping Side Kick or a Back Side Kick: a front stance, with the board held straight in front of your body at approximately the waist height of the kicker, with your hands placed in the middle of the top and bottom of the board, and elbows straight. The hand on the same side as the back foot should be on the top of the board. The grain of the board should be horizontal.

Because the kicker will be doing two kicks in the air before landing, the two holders should be in opposite front stances, with the inside legs back in order to create an open space on the floor for the kicker to land.

Note: Allow the kicker to adjust the height of the board according to his own ability.



Side Kick,
Jumping Back Side Kick

PYUNG-HWA Self-Defense

PYUNG-HWA Self-Defense is close range grappling. It requires the use of Break Falls to practice safely.

Please review the Break Falls explained in the MU-DO Curriculum Guide, including

Front Fall
Back Fall
Side Falls
Front Rolls

and strive to perfect them so that you will be able to fall from any position easily and safely.

Please review PYUNG-HWA Self-Defense 1 - 10 and the counter-attacks for each, as described in PYUNG-HWA Curriculum Guide, including Slow Motion, Exhibition, and Counter Attack Styles. Also review the Physical, Mental, Spiritual, Financial, and Life Self-Defense section earlier in this manual. Learning the motions is not enough. You must internalize them so that your body will naturally react to an attack without waiting for your mind to remember what to do.

Caution: ALL JOINT LOCKS SHOULD BE APPLIED SLOWLY AND GENTLY.

CAUTION

Quick motions cause injury. In addition, be very careful when throwing your partner to the ground. Practice the technique slowly, and whenever possible, lower your partner slowly by holding his body or uniform during the take-down.

Etiquette: when your partner applies sufficient pressure, signal your submission by tapping either his body or the mat. Whenever you feel or hear a tap, immediately release your partner.

Kicking Combinations

Now that you have gained some skill with your intermediate techniques, it is time to start combining intermediate techniques into combinations. At the PYUNG-HWA level we have some specific kicking combinations that combine the most exciting and most difficult intermediate techniques. This combination will challenge your technique, your balance, and above all, your cardio-vascular conditioning.

The following are the PYUNG-HWA Combinations for your test:

Jumping Back Side Kick,

Jumping Back Swing Kick,

Jumping Back Hook Kick.

For descriptions of each of the individual techniques, look at the basics section of your JA-YUN Curriculum Manual

Black Belt Pre-Test Requirements

Martial arts training provides a model for an automatic goal setting system through our belt achievement curriculum. The purpose of testing is test yourself, measure your progress, improve your technique, and build self-confidence.

The purpose of the Black Belt pre-tests is to review all of your curriculum in detail in preparation for the most difficult and most rewarding test of your martial arts career up to this point.

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In order to test for your black belt, you must earn three tips through pre-tests, but you must also pre-qualify for each part of the curriculum with in-class tip-tests. White, Yellow, and Green tips go on the left side of your belt, while Black Tips go on the right side of your belt.

Deputy black belt, one black tip:	White Tip test for Breaking, Kicking, and Courtesy Yellow Tip test for Poom se, Stances, and Philosophy Green Tip test for Self-defense, Sparring, and Questions MU-DO Curriculum Review test
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1. Earn your three black tips by pre-testing.
2. Earn Public Speaker Certification through Martial Arts World.
3. Introduce of at least 10 new students to Martial Arts World.
4. Participate in at least 2 Martial Arts World tournaments.
5. Participate in at least 2 Martial Arts World camps.
6. Participate in at least 3 volunteer projects at your Martial Arts World school.
7. Maintain an "A" average on your report card (school-aged children).
8. Get permission from your instructor and submit a completed Test Application.
9. Invite at least 10 family members and friends to witness your test using the special invitation tickets available from the staff (ask your instructor for tickets).

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You will have an exciting, meaningful, and beneficial experience at your test.

Preparation for Black Belt Test

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Mental Exercise (Meditation)

The study of the martial arts develops you not only physically, but mentally, emotionally, and spiritually as well. There are different parts of our curriculum that emphasize the different aspects of your development. Just as important as the physical exercise of kicks, blocks, and punches, is the mental exercise that develops concentration and focus.

In preparation for your Black Belt test, practice all of the different kinds of mental exercise you have learned and reviewed up to this point, but also begin to practice:

Daily Mental Exercise

Daily Mental Exercise, as its name suggests, is designed to be done every day. We strongly recommend that you practice it every morning to prepare you for the day ahead.

There are three distinct parts of Daily Mental Exercise:

1. Gathering Energy
2. Imagination Exercises
3. Positive Thinking

1. Gathering Energy

In order to do this meditation you must first understand the three external sources of *ki*: the sun or sky (*chun ki*), the air (*dae ki*), and the earth (*ji ki*.)

How to do it:

A. Sit down with your back and neck straight. If you are sitting on the floor, cross your legs for comfort (and sit on a small pillow if necessary.) Proper posture will create a healthy body and a clear mind.

B. Open your hands and touch the tip of the thumb and index finger on each hand together to form a circle. Rest the backs of your hands on your knees. This posture is called *wan sung kwan*, and leaves you open to accept *ki*.

C. Inhale through the nose for about one second, then exhale through the mouth for about one second, as deeply as possible within the time frame. Repeat this breathing pattern from three to ten times, depending on your aerobic fitness, in order to clean your mind of unnecessary negative thoughts.

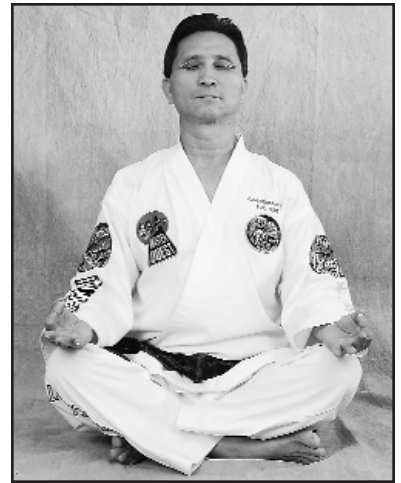
D. Return to normal breathing, as deeply and quietly as possible, in and out through the nose (you may practice Basic or Intermediate Breathing, depending on your development).

E. Begin to mentally review the three energy centers within your body, drawing your attention to each as you think of it, and focusing your *ki* there. Focus several breaths in each energy center, and say to yourself as you focus on each one,

(1) “The lower energy center is the center of my physical balance. It is the foundation of my body, mind, and spirit.”

(2) “The middle energy center is my second brain. It is the guide for the formation of outstanding character and a positive personality.”

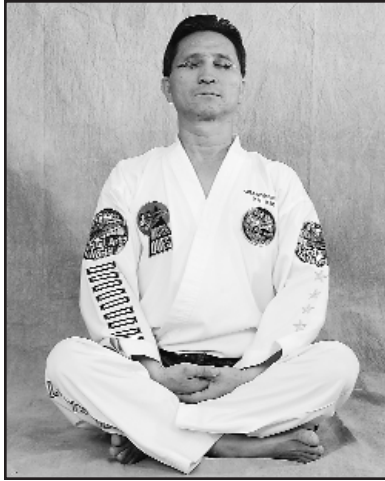
(3) “The high energy center is my third eye. It gives me the power to lead to succeed in my life.”



wan sung kwan

2. Imagination Exercise

Each of the three Daily Mental Exercises can be done separately, but we recommend that you move directly from Gathering Energy to Imagination Exercises as part of your Daily Mental Exercise routine.



ki cho kwan

For the Imagination Exercises, change your hand position from *wan sung kwan* to *ki cho kwan*, placing the back of the left hand against the palm of the right hand, palms facing upward, with your thumbs interlocked.

A. Say to yourself, “I am nature. I am part of nature, and nature is part of me.” (You may say these words out loud or quietly in your mind). Take some time to visualize your favorite images of nature and to feel yourself as part of them.

B. Next, imagine that you are sitting on the ground in the rain. Feel the wet ground beneath you. Feel the rain drops falling on your skin.

Feel the water running down your face and body. Feel the weight of your wet clothes.

The rain will cleanse you. It will wash your body, mind, and spirit. Let the rain wash away all tension, all negative thoughts and feelings, all guilt. Rain is nature’s cleanser. It cleans the mountains, it fills the rivers and oceans, and it brings life to the desert. Let the rain cleanse you. Let it fill you with the clean, fresh feeling of nature. Let it bring new life to you.

C. Next, imagine that you are sitting on fire. Feel the heat beneath you. Feel the warm air around you. Feel the heat fill your lungs. Feel your whole body grow warm.

Fire is nature’s purification system. Fire kills germs, gets rid of dead and rotten material, and cleans away the old to make way for the new.

Let the fire burn through you to purify you. Let it burn off your physical fat, your mental fat, your emotional fat, and your spiritual fat. Let the fire purify your actions and your intentions. Starting today, begin a new, pure life.

D. Next intentionally visualize yourself sitting on ice. Feel the stinging cold of the ice beneath you. Imagine that it is snowing. Feel the snowflakes landing on your skin. Feel the bitter cold of the air as you breathe, and as your nose and ears begin to tingle.

Ice is nature's way of slowing down. It is the ultimate stillness. Discipline yourself to stay absolutely still. Slow down your breathing and calm your heart rate. Calm your mind, and stop the constant chattering of words in your head. Calm your feelings.

Let the stillness reach to your very core. Discipline yourself to endure the cold. It will give you calm in the face of adversity and an indomitable spirit.

E. Next imagine yourself sitting on a favorite beach. Feel the warm sand beneath you. Feel the relaxing rays of the sun on your skin. Listen for the sound of the waves rolling in to the shore, and the sounds of birds.

The beach represents the coming together of opposites. The water meets the land under the sky. Within you are a wide variety of opposites that make you what you are. At times you may feel conflicting emotions. Other times you may be thinking one thing but feeling another, and possibly even doing something else.

Integrity is the alignment of many differing impulses in a single direction. You cannot prevent yourself from feeling different impulses, but you can intentionally focus on the ones that help you achieve your goals. Reinforce the good thoughts and feelings, and let the bad thoughts and feelings wash away like waves on the beach. Listen for the rhythm of life that best suits you. As you align your thoughts, your feelings, and your actions with your beliefs, you will develop great strength in body, mind, and spirit.

F. Next, imagine yourself sitting in the ocean. Feel the gentle rhythm of the waves. Immerse yourself in the water, feeling one with it.

The ocean is the source of all life on earth. It contains not only the water of life, but the minerals necessary for life. In the great cycle of nature, water evaporates out of the ocean, travels in the form of clouds over the land, and falls in the form of rain, which gathers in streams and rivers, and eventually returns to the ocean.

As you immerse yourself in the ocean, take on the qualities of the ocean:

- wider than you can see, wider than any continent; wider than your imagination;
- deeper than any valley or canyon; deeper than you have ever thought;
- more powerful than any creation of man; more powerful than you thought you could be;
- fluid and constantly moving; adapting to all temperatures and all situations;
- constantly moving and adapting, but never changing; always constant and resilient.

G. Finally, imagine you are sitting on the top of a mountain and empty your mind. Think to yourself, “I am a mini-universe. I receive universal energy and spirit. Everything that happens in the universe happens in some way within me, and everything that happens within me, also happens in the universe. If I understand myself, I can understand the universe; and if I understand the universe, I will understand myself.”

As you inhale, direct that universal energy into your lower abdomen, into your lower energy center, and gather it in a ball. As you exhale, direct the energy down your legs and throughout your feet, all the way to the tips of your toes.

As you inhale again, draw the energy back into your lower energy center, and once again gather it in a ball. As you exhale, direct the energy up your back and down your arms, then throughout your hands, all the way to your finger tips.

As you inhale again, draw the energy back into your lower energy center, and gather it in a ball. As you exhale, direct the energy up your spinal column to the top of your head.

As you inhale, draw the energy back down the front of your body into your lower energy center again.

Say to yourself, “Universal energy gives me internal strength and inner peace. Everything I am and everything I do is part of nature. I will use the principles of nature to purify myself and improve my life. I will become stronger and more peaceful day by day.”

3. Positive Thinking

Each of the three Daily Mental Exercises can be done separately, but we recommend that you move directly from Gathering Energy to Imagination Exercises to Positive Thinking as part of your Daily Mental Exercise routine.

For Positive Thinking, change your hand position from *ki cho kwan* to *hap jang kwan* by placing your two hands together, palm to palm in front of your chest with the fingers pointing upward.

In order to move into *hap jang kwan*, first extend your left hand and say “My body,” then extend your right hand and say, “My mind.” Next, bring your left hand into position in front of your heart and say, “My heart,” then bring your right hand into position in front of your heart and say, “My soul.”

Once you are in position, take a few deep breaths and then repeat to yourself, “I am a great leader,” (you may speak the words out loud or say them quietly in your mind).

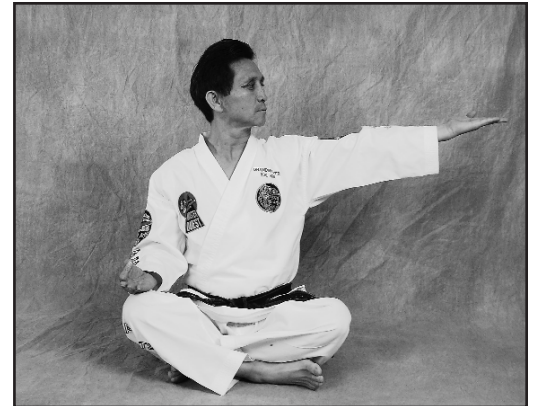
Next, intentionally smile and say to yourself, “Today I will have a great day. I will enjoy my life. I will smile and laugh and have fun.”

“I will have a quality day by doing my best in everything I do. I will maintain a positive attitude, and express an attitude of gratitude.”

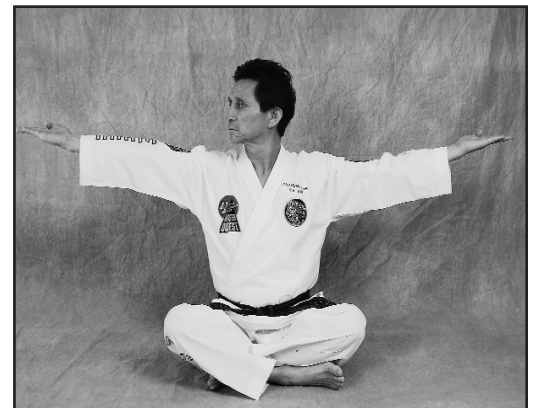
“I will do at least one good thing for myself, for my family, for my school, and for my community, to make this world a better place to live.”

Then, intentionally motivate yourself by saying, “Wow! What a day! I feel great! I love myself! I love my family! I love my life! I am the luckiest person in the world! I feel wonderful! I am going to have the best day of my life today!”

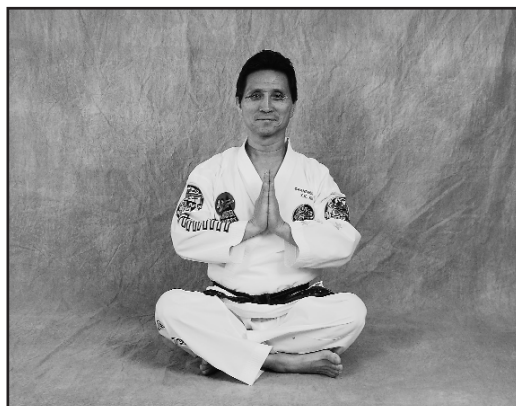
Repeat these positive affirmations until you feel really ready to have a the best day ever.



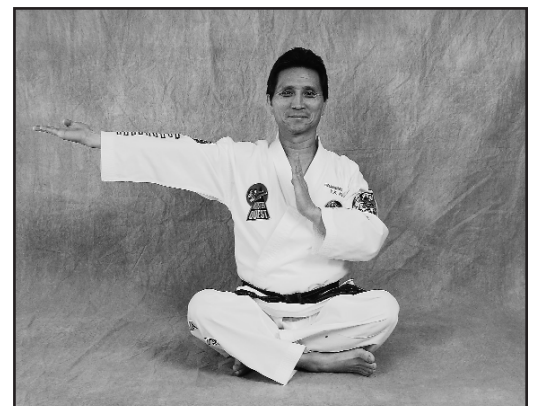
Left Hand Extended



Right Hand Extended



hap jang kwan



Left Hand in Center

Black Belt Breaking Technique

Knife-Hand Strike to Concrete

The purpose of breaking concrete is to demonstrate the power of the mind over the body. Anyone who compares the human hand to a slab of concrete can easily see and feel that the concrete is harder. When concrete hits a hand, or when a hand hits concrete, logically, the hand should break before the concrete. However, with the power of the human mind and spirit of the martial arts, a trained person can break concrete with his or her bare hands.

Up until now your tests have been to break boards. The concrete is a different level of break, requiring a different level of power and a different level of commitment, symbolizing the different level of training you are about to enter. One of the barriers to black belt level training is the limitations you allow your mind to put on your body. When your mind and spirit are ready to release you to the next level of training, you show this increased level of commitment by breaking the concrete slab with your bare hands.

Preparation:

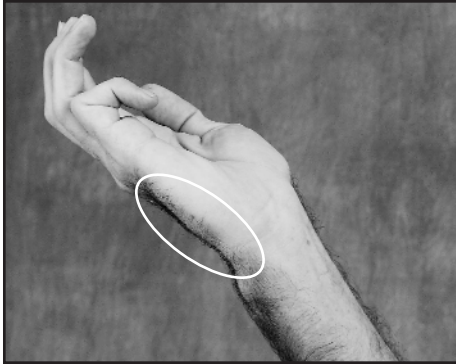
You can actually increase bone density through contact. Each time you punch a bag, you send a message to your bones that you need support, and they respond by building themselves up from the inside out. In order to minimize injury for heavy breaking, it is wise to condition your body specifically for the break you intend to do.

You have probably seen martial arts movies where the hero under goes harsh (even bizarre) training to condition his body against injury. Many of these methods do work (but some really are bizarre). The question the modern martial artists must ask is, "Is it worth it?" Based on your profession and your family situation, is it appropriate for you to prepare your body in such a way?

Because most of us are doctors, lawyers, teachers, salespeople, carpenters, secretaries, and housewives, and NOT medieval warriors, the answer for most of us is, "No." For most of us, we do not need to deform our bodies as the legendary warriors did (or at least the legends say they did).

However, if you know you will be breaking concrete for your black belt test, and you can do some simple preparation that may prevent an injury, you may want to go through the preparation in the same spirit you would do push-ups to increase your strength.

To break concrete with a knife-hand strike, the knife hand must be prepared for a significant impact. There are two areas of the hand you can use: the muscle along the outside edge of your palm or the side of the bone that is your palm heel. By far the safest practice is to use the muscle, because heavy impact to the muscle will bruise it, but not break it. If you use your wrist bone, you risk actually breaking the bone. However, both areas can be



The Muscle



The Bone

conditioned.

As we mentioned earlier, you can increase the ability to deal with the shock of impact through contact training. All you need to do is practice hitting something repeatedly, and over time your body will grow harder and stronger in that area.

For the knife hand strike, we recommend that you use something firm but not hard, like a phone book, for your training. Simply set the phone book on a flat, hard surface like the floor or a very strong cabinet (most tables are not strong enough), and then strike the phone book with the same motion and the same part of the hand you will use for your break. Strike it hard enough to shock your body, but not hard enough to cause injury. Strike the object about 50 times in a row, and then rest for at least 24 hours to rebuild.

If you set up a regimen of training where you practice hitting your phone book 50 times every day, your body will strengthen to meet the impact, and you will learn how to hold your hand during the strike for the minimum chance of injury. Continue to practice 50 times a day for one month, then increase to 100 times a day for the next month. If you plan to be on the exhibition team where you will be performing this break regularly, and perhaps you will be breaking more than one concrete slab at a time, you may increase to 150 or even 200 strikes per day, and you may increase the hardness of your target from a phone book to a red brick (we recommend you wrap the brick in a thin layer of tape for cleanliness and to help keep the brick together.)

How to Set-up the Break:

Concrete is so hard that it requires unbending support, or it will not break. Never try to break concrete that is being held by someone. Always use sturdy supports, like concrete blocks.

Never try to break concrete if the supports are not on a hard surface. For example, to set up sturdy concrete supports on thick grass is dangerous, because the grass is spongy, and will actually absorb the shock. The concrete will probably not break, and it actually hurts more to NOT break the concrete than it does to break it.

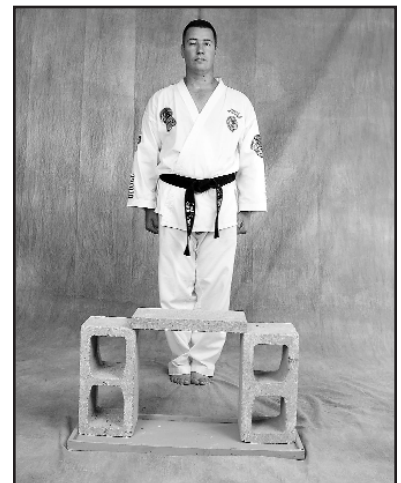
When you strike the concrete hard enough to break it, there is a tremendous impact whose energy is released through the break. If you strike the concrete ALMOST hard enough to break it, there is also tremendous impact, but that impact is not released, but rebounded into your hand. That is why it hurts more when you don't break the concrete.

Place the concrete supporting blocks upright, with the solid edge of the concrete on the inside, so that there is solid concrete between the slab and the floor. The blocks are upright to place the concrete slab at a comfortable level to break. If you have ever seen your instructor break five concrete slabs, you may notice that he lays the concrete blocks on their sides, to lower the height of the stack so that he can strike the stack within his power range.

Separate the blocks as far as possible. The physics of the break is simple: the farther apart the supports are, the easier it will be to break the slab. Once the supports are sturdy and as far apart as possible, you must strike the middle because, again, you want to



Practice Striking a Phone Book

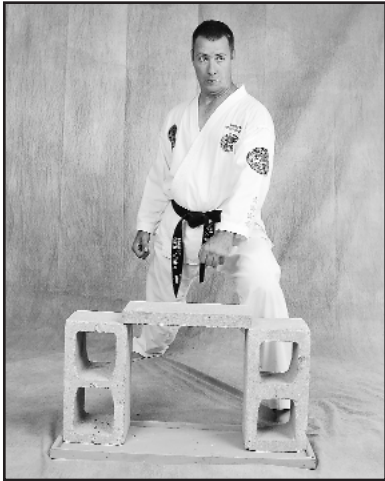


Proper Position

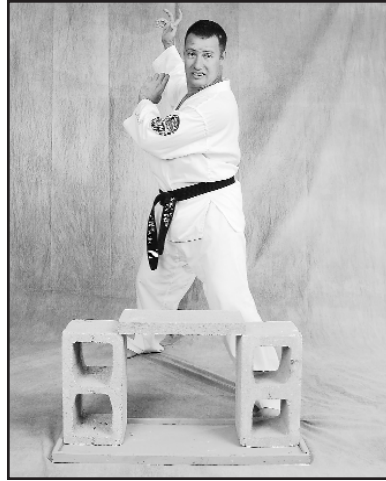
strike as far away from the supports as possible.

Knife-Hand Strike to Concrete

The following instructions are for a right knife-hand strike, but always practice both the right and left sides.



Knife-Hand A.



Knife-Hand B.

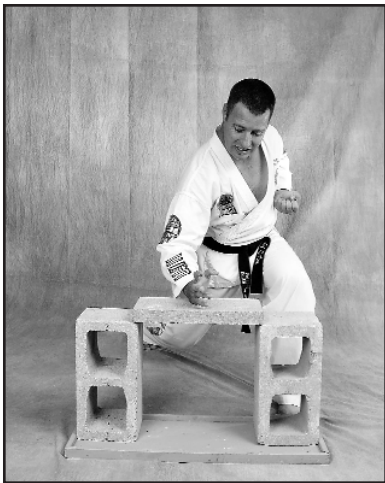
A. Stand in a front stance with your left foot in front of the left supporting concrete block.

B. Raise both hands high over your head in a motion similar to preparing to swing a sledge hammer or pick ax;

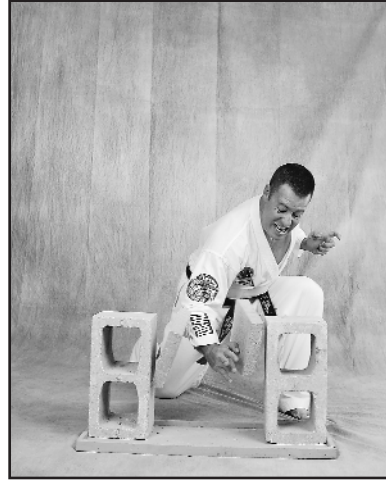
C. Drop your entire body weight as you move your both hands downward, your left hand moving toward your left hip and your right hand moving toward the center of the concrete slab;

D. Practice again, two more times to get your body into a rhythm;

E. Continue to strike downward focusing your entire body weight through the slab and toward the floor.



Knife-Hand C.



Knife-Hand E.

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Students I have Introduced to Martial Arts World

Name	Enrolled Date	How I Invited Them
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
7. _____	_____	_____
8. _____	_____	_____
9. _____	_____	_____
10. _____	_____	_____
11. _____	_____	_____
12. _____	_____	_____
13. _____	_____	_____
14. _____	_____	_____
15. _____	_____	_____
16. _____	_____	_____
17. _____	_____	_____
18. _____	_____	_____
19. _____	_____	_____
20. _____	_____	_____

Submitted by _____ who is testing for _____ Dan Black Belt on _____.
(your name) *(test date)*

Note: Examples of “How I invited them” might be family, friend, met at exhibition, met at Public Speech, etc.

How to Build Winning Teams in Any Organization

Recruit the right people for the right place

If you want to win the dogfight, you have to choose a strong dog.

Create a team reward system

Teams will maximize their potential when they work towards the same goal.

Develop an assessment system

Keep the right people and let go of the wrong people based on their performance and leadership ability.

“These three ingredients are the Building Blocks of a Winning Team.”



How to Triumph in your Life by Creating a Dynamic Organization and Building a Winning Team!

1. Personal power

Personal leadership is the first step to leading organizations.

2. Team building ability

Team building is the cornerstone of organizations.

3. Financial management ability

Cash flow is critical to dynamic organizations.

4. Vision

Vision gives organizations clear direction.

5. Intelligence

The smarter the leader, the better the organization.

6. Courage

Courage fuels dynamic organizations.

7. Trust

Trust is the foundation of all organizations.

8. Fairness

Fairness breeds strength in organizations.

9. Generosity

Generosity creates loyalty in organizations.

*These nine qualities will help you build
the dynamic organizations that make life triumphant.*

---Grandmaster Y. K. Kim---

