



"Excellence is not a singular act but a habit. You are what you repeatedly do." - Aristotle

For 6 months, beginning in early January 2009, I was 48-year-old executive Bill Beyer's "live-in" triathlon coach, helping to guide him on his quest to earn a coveted qualifying slot in the Ironman\* World Championship in Kona, Hawaii. Bill had previously completed six Ironman triathlons, but had never come close to qualifying in his age group. Furthermore, he had undergone foot surgery in early 2008 that had sidelined him from running and triathlon for most of that year. Consequently, he had put on more than 15 pounds of body fat, had no running speed or base, and had been inconsistent with swimming and biking. In the beginning, Bill was further from his goal than he had ever been.

His belief was that having me around would provide him with the accountability and motivation he needed to qualify. In exchange for my coaching and constant presence, I would be able to rent out my townhouse and save on housing expenses.

Three months after I had moved in as his coach, Bill finished his first race of the season, the New Orleans 70.3 (half Ironman), in a disappointing 6 hours. Our client-coach relationship had reached a breaking point. I resented Bill because I felt like he was not taking his training seriously enough and wasting my time. Bill was looking for me to motivate him, but I could barely motivate myself to exercise, let alone encourage him to train for an Ironman, as I walked around with a dark cloud of anxiety over my head. Neither of us wanted to talk to or be around the other, and we lived in the same house.

Yet, in spite of the obstacles along the way, Bill triumphantly crossed the finish line at Ironman Coeur d'Alene on June 26, in a time of 10:52, to claim his coveted Kona slot. He beat his 2007 Coeur d'Alene time by more than 75 minutes. Moreover, Bill emerged transformed, fitter and leaner than ever, as his body fat dropped from 13% to 9% and his VO2 Max improved more than 10% from 45 ml/kg/min to 51 ml/kg/min.

This is our story.

# The Players

#### The Client: Bill Beyer

Bill is a divorced father of two young adults, and a partner with Deloitte Services LLP. He lives a lavish sales lifestyle of client lunches and late dinners, weekend social events, hosted parties, frequent travel, late nights, and always the temptation of too much food and alcohol. Bill "said" he really wanted to qualify for Hawaii, but he also liked to play, and he had some bad habits that he needed to break.

#### The Coach: David Glover

After my best triathlon season ever in 2007, which included racing three Ironman races in two months, and achieving an 8:51 PR, I was burned out at the beginning of 2008 from too much racing and race directing. Additionally, I had injured my hamstring and hip in February 2008 during the Ocala Marathon, then then further aggravated both during the weeklong Special Operations Force Academy a few months later, forcing me to spend most of the 2008 triathlon season on the sideline. Add in the anxiety of maintaining a townhouse that I could no longer afford, and I was not well-positioned to motivate Bill and lead by example.

# In the Beginning

Like any new marriage, we had our honeymoon period. We were both optimistic about the possibilities that might come out of this coaching experiment, if it worked – perhaps a best-selling book, an interview on a talk show, or a chance for me to coach a famous celebrity.

#### The Coach's Perspective

"Truthfully, I think he is very good. He's a good athlete and I know he has the desire. Now, he just has to execute." - David

#### Q: Why Bill and why now?

First, Bill and I are friends and we have open and honest dialogue. Honest dialogue is absolutely critical for success, as we will both need to hold each other accountable - me as the coach and Bill as the athlete. There will be days when I will need to push him out the door or tell him he's slacking off. Likewise, he will tell me if I'm not doing my job.

Second, the timing is ideal for both of us. Bill has had his goal of qualifying for Hawaii for a long time and wants to make it happen badly. He also realizes that he needs a workout partner for accountability since his old training partner moved to California two years ago. From my perspective, I am looking for a coaching challenge and a new experience, and it's an opportunity to save some money by renting out my townhouse.

#### Q: What is your goal as Bill's coach?

My goal is to prepare Bill in every way, in order to position him to qualify successfully for the Ironman World Championships in Hawaii.

#### Q: What do you mean by "in every way"?

By "every way," I mean to get him to a place physically, mentally, and emotionally, where he can qualify at an Ironman race. Physically, I want him to be in the best possible shape on race day, while being injury free along the way. The mental component is about staying focused and positive from now through the end of the race. There's also an emotional component that includes passion, desire, and the ability to keep moving forward when "stuff" starts to go hell...which can happen easily over the 140.6 miles of a race course. We're working on all three things.

# Q: What do you think the biggest challenges will be for you when working with Bill?

I think the biggest challenge will be to keep him focused on the task. Bill has a lot of stuff going on in his life. If he really wants to do well and qualify for Hawaii, he's going to need more training and more rest, both of which require time away from the other things he might want to do. As the saying goes, "You can have anything you want, but you can't have everything you want."

#### Implementing the Game Plan

"In preparing for battle I have always found that plans are useless, but planning is indispensable." - Dwight D. Eisenhower, American President and General

After drawing up an annual training plan designed to peak Bill for Ironman Canada (his original Ironman qualifying race) in late August, the next step was to put Bill's body into optimal alignment for the swim, bike, and run, in order to improve his efficiency and reduce the likelihood of injury as we ramped up his training through the spring and summer.

I sent Bill to experts in all three sports, as well as VO2 max testing:

- Swim technique coach Beth Baker at American University, for videotaping and freestyle technique work.
- Master bike fitter David Greenfield at Elite Bicycles, where Bill spent more than six hours being fitted for both his road and tri bikes.
- The University of Virginia Speed Lab, for a Dynamic Biomechanical Screening to identify any postural and movement issues that could be corrected through strength training, flexibility, and postural exercises.
- 4. Exercise physiologist and coach Krista Schultz of Total Performance, Inc., for a VO2 Max test on both the bike and run in order to measure Bill's baseline fitness level, and to determine training zones, so that he would know if he was executing each workout at the prescribed intensity.

Other than travel days when either one of us was away, I typically saw Bill at least once per day. He checked in with me to tell me about his workouts that day, and I asked probing questions to determine how he felt, whether he was recovering adequately, and if he could handle more training volume or intensity. We also worked out together several times each week - typically swim or bike workouts on the trainer, as they were the easiest to coordinate between our schedules.

#### Bill Shares His Perspective:

"Today was beautiful; we rode for about 3 hours, I came home and cramped up." – Bill

# What is it like having your coach live with you?

Consistency. I have little excuse not to get out and do my workouts. In fact, it is fun sometimes to wake up before David and shame him into swimming. I have seen my focus increase; my ultimate goal is to get two workouts in every day. So far, I can accomplish this about three days a week.

Having David at the house makes me realize how easily I get distracted and let work control my goal of wanting to qualify for Kona. I am a partner in a rapidly growing practice. My focus is creating business; thus, most of my time is invested in lunches and dinners with clients. In fact, some nights, I will have two dinners back to back. I have started to eat salads at one and then the main meal at the other. The bigger issue is not drinking wine at each dinner; I find this inhibits good workouts the next day.

Food. My coach and I love to eat. I have gone to a nutritionist and try to eat well most of the time; however, when David makes cookies, I lose it. Also, something about my coach: never buy trail mix unless you want all the M&Ms picked out of the box.

Working out. Finding time where David and I can work out together has been a challenge. The recent

bad weather allows us to bike inside together, but running and swimming are scheduling issues for now.

For the first time, I am able to see a 2-pack on my abs. Hopefully, I will get to 4 and maybe even 6!

#### A Shift in Strategy

As I lived with Bill, I slowly began to understand his personality and behavioral patterns. He had his moments where he focused, but he was easily distracted from his workouts by his work, travel, or social life. I came to the realization that keeping him focused until Ironman Canada in late August would not be realistic. I suggested we try for an earlier race. By coincidence, Ironman rolled out its Executive Challenge (formerly CEO Challenge) in March, and one of the races was Ironman Coeur d'Alene. Bill could compete for a single Hawaii slot against other executives in his age category. He now only had a little more than 3 months to remain focused.

# The Breaking Point

Signs, Signs, Everywhere There's Signs

"Hey Bill, I missed you at swimming again this morning." - David

The signs were there leading up to New Orleans, but I did not want a confrontation and it was much easier to ignore the situation and hope it improved, which of course it didn't.

When I woke up early on Tuesdays and Thursdays to swim, I regularly saw an empty wine glass on the counter and no Bill. Once, Bill told me he was going to the Bahamas for a few days. He later showed me a picture of him and his girlfriend kissing a dolphin. No training. During most weeks, Bill hopped on a plane to Atlanta and disappeared for two days.

In addition, I was dealing with my own personal demons, as I struggled to maintain some level of training while balancing the demands of my other coaching clients, organizing the Luray Triathlon, and launching the two new She Does Tri women's triathlon camps with my girlfriend, Krista Schultz. I had begun working with a physical therapist for my nagging hip injury, but I wasn't able to run for more than an hour or at a high intensity. Therefore, I couldn't do the run workouts with Bill, and that was when he needed my motivation the most.

I began looking for excuses to be out of the house when Bill was around, and would often disappear to Krista's place for the weekend.

For his first race of the season, Bill had signed up for the inaugural Ironman New Orleans 70.3 in early April. I had originally planned to race, too, but my hamstring kept me from running effectively, so I opted out of the race. Krista was racing, so I went.

#### New Orleans 70.3

Bill's results for New Orleans 70.3 were as follows:

Swim: 0:35Bike: 2:37Run: 2:43

 Total time: 6:02 (63 out of 162 in the M45-49 category) When I saw that his run time was slower than his bike time, I shook my head in disbelief. A reasonable method that I use for estimating an individual's Ironman time based on their half-Ironman time is to double the half-Ironman time and add an hour. Bill's New Orleans race predicted a 13+ hour Ironman. He was not even close to the sub 11-hour time he would need to earn a qualifying slot to Hawaii.

Afterwards, when I asked Bill what had happened during the race, he said he was happy with his swim and bike but he didn't feel good on the run so he just started walking. In the back of my mind, I was thinking, "What he's going to do during a 26.2-mile Ironman run?"

With a sinking feeling about his goal to qualify, I withdrew from him even more and began to dread the living situation and coaching relationship.

The week after New Orleans, Bill emailed me:

#### The data is:

- Up until now, we have worked out together less than 12 times.
- At New Orleans, I barely saw you, and when I did, you seemed upset.
- We agreed that you would coach and workout with me in exchange for living at my house through June.

#### My judgment is:

- I am keeping up with my end of the bargain.
- You are depressed and walk around with a dark cloud over your head.
- I need to cheer you up vs. you motivating me.
- You resent anything to do with triathlon.
- You believe that everyone should feel sorry for you.

I read his email. My immediate reaction was anger and denial, but I also recognized that there was some truth in it. I thought long and hard before I responded:

Bill, I hear you and I see you.

I own that I have totally immersed myself in the sport of triathlon in all aspects of my life - work, recreation, and home - and I recognize that I need to find other outlets besides triathlon, which I am working on.

My belief is that I have made an effort to work out with you on a regular basis, but you are making it difficult for me to do so, because you travel almost every week and spend nights at your girlfriend's apartment several times each week. We have been working out one to two times per week for the last few months.

For New Orleans, I'm not sure what else you expected from me. I made an effort to call you to check on you. I spent time with you before the race and I asked about how your preparations were going and what you planned to do for hydration/nutrition during the race.

I don't expect you to cheer me up and I'm not asking for that from you.

I need to be clear with you.

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I believe that you like the "idea" of going to Hawaii but don't really want to do the work because you think you can buy your way into earning a qualifying slot.

I also believe that you are a talented athlete and have the ability to succeed at your goal to qualify for Hawaii.

What I believe is that it's not my job to motivate you. The truth is that I can't do the Ironman for you. I can't be behind you on the bike telling you to go harder during the race, or tell you keep running during the run. You need to have the motivation to push yourself when I'm not there.

I feel sadness because I have invested time and energy with you. I believe that I'm in a losing proposition to help you qualify and that I'm wasting my time. I fear failure, so my initial reaction is to try to escape from situations where I might fail.

I believe that you need to stop mucking around if you really want to do this. My belief is that in order for you to succeed, consistent, hard work, coupled with strong desire and discipline is the only way to do it.

It was done. We had both laid our thoughts and feelings in front of each other. This was the breaking point - we either had to both step up, admit our own inadequacies, and move forward, or walk away.

#### The Pact

"You are never really playing an opponent. You are playing yourself." – Arthur Ashe

Bill emailed me back:

I agree with your assessment about my discipline. I am not looking for a pass. I am fearful of the run and therein lies my challenge. I make fun of my running in order to deflect my inadequacy and the feeling I am not good enough. Perhaps I will not qualify. I will not beat myself up if I don't. I do have it on my bucket list to go to Hawaii.

I do need you to motivate me beyond what I am capable of – this is a big step. Up until now, I thought I was on track, and to hear that you feel you are wasting your time hurts me and shows that I am not focused enough and we are not communicating about expectations and concerns. I realize that I need you to coach me more aggressively vs. when you were not living with me as my coach to attain this goal. I don't need a babysitter, but more analytics about fitness level, track work, and more workouts together. I will commit to two workouts a day starting Wednesday. I will also commit to cut down the travel and drinking for the next two months. I have altered my diet and committed to tutoring in swimming.

In your opinion, we have a bit less than two and half months until Coeur d'Alene - do we even have a shot at qualifying with the current constraints of time and focus? Be very honest so I don't believe in fairy tales.

Thank you for your objective insight.

I responded:

Truthfully, I think you can do it. The question I have for you is: "Do you really want to do it?"

The reality is that going fast in an Ironman hurts. The Ironman is twice the distance of what you did on Sunday. The athletes who do well are those who are mentally strong and willing to push harder, because everyone feels the discomfort. Embrace the discomfort and accept it.

We can spend more time on the technical stuff, but that's secondary to your level of commitment and desire. We will talk more about commitment and what that means.

So, Bill would make the training a priority, and I would work out with him more and focus on encouraging him and giving him feedback.

We hugged and sealed our pact.

# The Sweat and the Weaning

Desire wants what it wants...but true desire is never borrowed from anyone."

– W. Timothy Gallwey

The breaking point became a turning point as Bill shifted his focus to his training and I shifted my focus to coaching him. True to his word, he cut back on drinking, bad eating, frequent travel, and made his workouts a priority. I worked out with him more and engaged him in conversation to ask probing questions, analyze the situation, and provide real-time feedback.

Bill improved his poor showing at New Orleans with solid performances at the Kinetic Half, and then again at the Triple-T at the end of May a few weeks later. Triple-T is a unique and challenging race consisting of four triathlons in three days, with the final day being a half-iron distance race. Completing a half-iron triathlon after two days of racing is a good training simulation for what it feels like to race in an Ironman. Triple-T enabled Bill to practice his Ironman nutrition and hydration strategy, while validating his renewed focus on training. The weekend highlighted a few weaknesses, like running speed off the bike, which we would then focus on for the final month leading up to

I perceived that there was a downside of me living with Bill and being his ever-present source of motivation: I feared that he was becoming dependent on me, and if I was not around on race day, he would not have the desire and self-motivation to propel himself forward fast enough to earn his qualifying slot.

By the middle of May, I realized that my mortgage company was likely not going to work with me to restructure my loan, so I made plans to sell my house as a short sale. Once I notified my tenants, they moved out, and I moved back into my place in early June.

Bill lost his live-in coach, and the accountability of my immediate presence; however, the weaning was necessary, because he needed to learn that true desire must come from within.

### The Fairy Tale Comes True

"The end justifies the means." - Machiavelli

When Bill left for Coeur d'Alene, I sent him this message:

One more thought.



Bill Beyer and David Glover

You've done most of the training, especially the past few weeks, by yourself. I remember you saying a while ago that you were looking to me for motivation. I have been struggling with my own motivation and I don't believe I was able to help you much there. HOWEVER, what I see in you is a man who found motivation and desire WITH-IN HIMSELF - a man who is self-motivated and ready to go out and face his hero's journey. When you are out there on race day and start to feel bad - like everyone who does an Ironman, you inevitably will feel bad - remember that true desire and motivation comes from within.

I believe in you.

When Bill crossed the finish line at Ironman Coeur d'Alene on June 26, he earned his slot with a dominating performance, beating the next best competitor in his category by more than 40 minutes. Ironically, in spite of his fear of inadequacy on the run, most of the 40-minute margin of his victory came from his run.

Bill also went on to finish Ironman Hawaii successfully on October 10. He now wants to qualify for Kona again in 2010.

Does the end truly justify the means? At face value, Bill accomplished his goal of qualifying for Hawaii and I saved some money, but unless someone is willing to pay me an outrageous amount of money to do it, I would not live with a client again. Living in the same house is too intimate, too emotional, and to be honest, I always felt like I was "walking on eggshells."

I did learn that I am an excellent coach who can adapt to the situation and ultimately help very busy professionals like Bill qualify for the most prestigious endurance event in the world, the Ironman World Championship in Kona.

After it's all said and done, we are still friends, and I plan to line up next to him on the starting line at Kona one day.

Author of Full Time & Sub-Nine: Fitting Iron Distance Training into Everyday Life, David Glover dabbles extensively in triathlon as an Ironman-distance triathlete, coach, writer, and race director. He has helped hundreds of individuals achieve their triathlon goals, from finishing a sprint triathlon to qualifying for Kona. As a triathlete, his accolades include 26 Ironman finishes with an 8:51 Ironman PR, and being the 2007 inductee into the Vineman Hall of Fame. To learn more about David, please visit: www.davidglover.net. For information about his triathlon coaching and consulting services, please visit: www.enduranceworks.net.



# 2010 RACE SCHEDULE

# WE DARE YOU TO TRI.

10/3

Sun / 10 am



VIRGINIA
TRIATHLON SERIES

DATE	DAY/TIME	VIRGINIA SERIES RACE
3/27	Sat / 10 am	Smithfield Sprint (Pool)
4/17	Sat / 10 am	Rumpus International
4/18	Sun / 10 am	Rumpus Sprint
4/25	Sun / 8 am	Angels Sprint (Pool)
5/1	Sat / 9 am	Smith Mountain Lake Sprint
5/8	Sat / 8 am	Kinetic Half
5/9	Sun / 10 am	Kinetic Sprint
6/5	Sat / 8 am	Shenandoah Valley Triathlon
		(Sprint/International)
6/12	Sun / 8 am	Tidewater Triathlon
		(Sprint/International)
6/19	Sat / 9 am	Bath County Sprint
7/11	Sun / 9 am	New River Valley Triathlon (Sprint)
7/18	Sun / 7 am	3Sports Triathlon (Sprint/ Pool)
8/1	Sun / 7:30 am	Culpeper Sprint
8/14	Sat / 8 am	Luray International
8/15	Sun / 9 am	Luray Sprint
9/11	Sat / 7 am	Patriots Half
9/12	Sun / 7 am	Patriots Sprint/International
9/25	Sat / 9 am	Big Lick Triathlon (International)
10/2	Sat / 10 am	Giant Acorn International

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