A biography of Kilian Jornet-

When you picture mountain climbers scaling Mount Everest, what probably comes to mind are teams of climbers with Sherpa guides leading them to the summit, equipped with oxygen masks, supplies and tents. And in most cases you'd be right, as 97 per cent of climbers use oxygen to ascend to Everest's summit at 8,850 metres above sea level. The thin air at high altitudes makes most people breathless at 3,500 metres, and the vast majority of climbers use oxygen past 7,000 metres. A typical climbing group will have 8–15 people in it, with an almost equal number of guides, and they'll spend weeks to get to the top after reaching Base Camp.

But ultra-distance and mountain runner Kilian Jornet Burgada ascended the mountain in May 2017 alone, without an oxygen mask or fixed ropes for climbing.

Oh, and he did it in 26 hours.

With food poisoning.

And then, five days later, he did it again, this time in only 17 hours.

Born in 1987, Kilian has been training for Everest his whole life. And that really does mean his whole life, as he grew up 2,000 metres above sea level in the Pyrenees in the ski resort of Lles de Cerdanya in Catalonia, north-eastern Spain. While other children his age were learning to walk, Kilian was on skis. At one and a half years old he did a five-hour hike with his mother, entirely under his own steam. He left his peers even further behind when he climbed his first mountain and competed in his first cross-country ski race at age three. By age seven, he had scaled a 4,000er and, at ten, he did a 42-day crossing of the Pyrenees.

He was 13 when he says he started to take it 'seriously' and trained with the Ski Mountaineering Technical Centre (CTEMC) in Catalonia, entering competitions and working with a coach. At 18, he took over his own ski-mountaineering and trail-running training, with a schedule that only allows a couple of weeks of rest a year. He does as many as 1,140 hours of endurance training a year, plus strength training and technical workouts as well as specific training in the week before a race. For his record-breaking ascent and descent of the Matterhorn, he prepared by climbing the mountain ten times until he knew every detail of it, even including where the sun would be shining at every part of the day.

Sleeping only seven hours a night, Kilian Jornet seems almost superhuman. His resting heartbeat is extremely low at 33 beats per minute, compared with the average man's 60 per

minute or an athlete's 40 per minute. He breathes more efficiently than average people too, taking in more oxygen per breath, and he has a much faster recovery time after exercise as his body quickly breaks down lactic acid – the acid in muscles that causes pain after exercise.

All this is thanks to his childhood in the mountains and to genetics, but it is his mental strength that sets him apart. He often sets himself challenges to see how long he can endure difficult conditions in order to truly understand what his body and mind can cope with. For example, he almost gave himself kidney failure after only drinking 3.5 litres of water on a 100km run in temperatures of around 40°C.

It would take a book to list all the races and awards he's won and the mountains he's climbed. And even here, Kilian's achievements exceed the average person as, somehow, he finds time to record his career on his blog and has written three books, Run or Die, The Invisible Border and Summits of My Life.

A threat to bananas-

In the 1950s, Central American commercial banana growers were facing the death of their most lucrative product, the Gros Michel banana, known as Big Mike. And now it's happening again to Big Mike's successor – the Cavendish.

With its easily transported, thick-skinned and sweet-tasting fruit, the Gros Michel banana plant dominated the plantations of Central America. United Fruit, the main grower and exporter in South America at the time, mass-produced its bananas in the most efficient way possible: it cloned shoots from the stems of plants instead of growing plants from seeds, and cultivated them in densely packed fields.

Unfortunately, these conditions are also perfect for the spread of the fungus Fusarium oxysporum f. sp. cubense, which attacks the plant's roots and prevents it from transporting water to the stem and leaves. The TR-1 strain of the fungus was resistant to crop sprays and travelled around on boots or the tyres of trucks, slowly infecting plantations across the region. In an attempt to escape the fungus, farmers abandoned infected fields, flooded them and then replanted crops somewhere else, often cutting down rainforest to do so.

Their efforts failed. So, instead, they searched for a variety of banana that the fungus didn't affect. They found the Cavendish, as it was called, in the greenhouse of a British duke. It wasn't as well suited to shipping as the Gros Michel, but its bananas tasted good enough to

keep consumers happy. Most importantly, TR-1 didn't seem to affect it. In a few years, United Fruit had saved itself from bankruptcy by filling its plantations with thousands of the new plants, copying the same monoculture growing conditions Gros Michel had thrived in.

While the operation was a huge success for the Latin American industry, the Cavendish banana itself is far from safe. In 2014, South East Asia, another major banana producer, exported four million tons of Cavendish bananas. But, in 2015, its exports had dropped by 46 per cent thanks to a combination of another strain of the fungus, TR-4, and bad weather.

Growing practices in South East Asia haven't helped matters. Growers can't always afford the expensive lab-based methods to clone plants from shoots without spreading the disease. Also, they often aren't strict enough about cleaning farm equipment and quarantining infected fields. As a result, the fungus has spread to Australia, the Middle East and Mozambique – and Latin America, heavily dependent on its monoculture Cavendish crops, could easily be next.

Racing against the inevitable, scientists are working on solving the problem by genetically modifying the Cavendish with genes from TR-4-resistant banana species. Researchers at the Queensland University of Technology have successfully grown two kinds of modified plant which have remained resistant for three years so far. But some experts think this is just a sophisticated version of the same temporary solution the original Cavendish provided. If the new bananas are planted in the same monocultures as the Cavendish and the Gros Michel before it, the risk is that another strain of the disease may rise up to threaten the modified plants too.

Cultural behaviour in Business-

Much of today's business is conducted across international borders, and while the majority of the global business community might share the use of English as a common language, the nuances and expectations of business communication might differ greatly from culture to culture. A lack of understanding of the cultural norms and practices of our business acquaintances can result in unfair judgements, misunderstandings and breakdowns in communication. Here are three basic areas of differences in the business etiquette around the world that could help stand you in good stead when you next find yourself working with someone from a different culture.

Addressing someone- When discussing this topic in a training course, a German trainee and a British trainee got into a hot debate about whether it was appropriate for someone with a

doctorate to use the corresponding title on their business card. The British trainee maintained that anyone who wasn't a medical doctor expecting to be addressed as 'Dr' was disgustingly pompous and full of themselves. The German trainee, however, argued that the hard work and years of education put into earning that PhD should give them full rights to expect to be addressed as 'Dr'.

This stark difference in opinion over something that could be conceived as minor and thus easily overlooked goes to show that we often attach meaning to even the most mundane practices. When things that we are used to are done differently, it could spark the strongest reactions in us. While many Continental Europeans and Latin Americans prefer to be addressed with a title, for example Mr or Ms and their surname when meeting someone in a business context for the first time, Americans, and increasingly the British, now tend to prefer using their first names. The best thing to do is to listen and observe how your conversation partner addresses you and, if you are still unsure, do not be afraid to ask them how they would like to be addressed.

Smiling- A famous Russian proverb states that 'a smile without reason is a sign of idiocy' and a so-called 'smile of respect' is seen as insincere and often regarded with suspicion in Russia. Yet in countries like the United States, Australia and Britain, smiling is often interpreted as a sign of openness, friendship and respect, and is frequently used to break the ice.

In a piece of research done on smiles across cultures, the researchers found that smiling individuals were considered more intelligent than non-smiling people in countries such as Germany, Switzerland, China and Malaysia. However, in countries like Russia, Japan, South Korea and Iran, pictures of smiling faces were rated as less intelligent than the non-smiling ones. Meanwhile, in countries like India, Argentina and the Maldives, smiling was associated with dishonesty.

Eye contact- An American or British person might be looking their client in the eye to show that they are paying full attention to what is being said, but if that client is from Japan or Korea, they might find the direct eye contact awkward or even disrespectful. In parts of South America and Africa, prolonged eye contact could also be seen as challenging authority. In the Middle East, eye contact across genders is considered inappropriate, although eye contact within a gender could signify honesty and truthfulness.

Having an increased awareness of the possible differences in expectations and behaviour can help us avoid cases of miscommunication, but it is vital that we also remember that cultural stereotypes can be detrimental to building good business relationships. Although national cultures could play a part in shaping the way we behave and think, we are also largely

influenced by the region we come from, the communities we associate with, our age and gender, our corporate culture and our individual experiences of the world. The knowledge of the potential differences should therefore be something we keep at the back of our minds, rather than something that we use to pigeonhole the individuals of an entire nation.

Giving Someone Positive Feedback-

Your manager stops you and says she needs to have a word about your performance in the recent project. You worry about it all weekend, wondering what you might have done wrong. When you step into her office on Monday morning she begins by praising you for the good work you've done on the project, and you wonder if this is the obligatory praise that starts off the typical 'feedback sandwich'. You know how the feedback sandwich goes: say something nice, say what you really want to say, say something nice again.

In an attempt to inject some positivity into their feedback, many managers rely on sandwiching negative feedback between two positive comments. However, when feedback becomes such a routine, employees can start to perceive positive feedback as simply a form of sugarcoating the negatives, thus diminishing its value. Instead, positive feedback should not simply be seen as something to cushion the negative, but should be delivered so as to reinforce and encourage good performance. Below are three tips to help you make positive feedback count.

When positive and negative feedback always appear to go hand in hand, the positives can become devalued and ignored. Ensure there are times when positive feedback is given for its own sake and resist the temptation to offer constructive criticism.

Psychologist and 'growth mindset' proponent Carol Dweck spoke of the plasticity of the brain and our ability to develop skills and talents that we might not have been good at to start with. Many of us tend to focus our praise on the end result and seemingly innate talents, e.g. 'You really have an eye for details' or 'You have a real talent for organising events'. However, research suggests that by focusing on the process of how things are done – praising effort, experimentation and problem-solving strategies – we can encourage the development of new skills and the continued honing of talents.

Make giving positive feedback part of your team/department/company culture. Don't just wait for special moments like appraisals to give feedback. Offer informal positive feedback when making small talk or when walking down a corridor. Feedback doesn't have to only come from the higher ranks either. Encourage peer feedback among team members and colleagues and actively ask them for positive comments on each other's performances on tasks. It might take time to counter the effects of an environment where there is a cynical view of positive feedback, but in the long run, by embracing positive feedback, you can not only enhance working performance but also enrich the quality of life in the workplace.