

# S01 - E13 - Rooted & Unwavering - Jan 13 - Hylke Faber & Augusto Muench

## SUMMARY KEYWORDS

ego, leaders, augusto, conversation, noise, connectedness, true, core, gusto, fear, talk, company, conscious, unwavering, bit, connect, objective, meeting, life, process

### **Presenter** 00:02

Welcome to rooted and unwavering a podcast and radio show which features leaders from all walks of life in conversations about courageous connectedness. How do we stay connected to our best selves, especially when we are challenged? What becomes possible when we truly stay committed to our own and others rightness also when we don't feel it, join hosts Philco, Faber, transformational coach, facilitator, and award winning author of taming your crocodiles and his guests as they explore leadership greatness in today's episode of rooted and unwavering

### **Hylke Faber** 00:41

Welcome to ruith and unwavering This is our 13th episode of this podcast. We're broadcasting live from Business Radio x in Phoenix, where we help leaders connect more deeply to their innate potential. And today I'm here with my friend and guest, Augusto Munch. I'm so happy to hear gusto. How are you today?

### **Augusto** 01:04

Everything's great. hilker Thank you so much for having me. And welcome to everyone that that just connected to the broadcast.

### **Hylke Faber** 01:11

Wonderful. Well, it's very good to be with you. We're going to have a conversation today about connectedness as we do in all of these podcasts about connectedness. And before I introduce you with more gusto, I want to say a little bit more about this podcast series. This is like a bi weekly moment where we share about what is it like to be truly connected to our best selves, and also acknowledging that we get tempted and challenged and run around in our mind so many times, to not be that. And so this podcast series is to help us by listening to leaders like a gusto. To be inspired to come back and to choose again to continue choosing against like, what does it like to come back to who I truly am, to really become what the world needs us to become to aspire to be what we want to be to be our best selves. And I love learning from leaders that tell me stories that tell us stories that tell experiences about their experiences of staying connected and helping others be connected in their worlds and helping others do the same. So without further ado, I'm going to say a bit more about a gusto gusto has



been with a pharmaceutical company bearing Ingelheim since in July of 1999. If I do the math of gusto that's about 25 years or close to it, which is in today's world record. And a big testament, you are currently the president of being Anaheim, Mexico, Central America and Caribbean. And you start off it, probably in infrastructure and management and more the technology side of things. And you from there held leadership roles across the world. So your true corporate, global citizen. You've been in Asia, Europe and Latin America. And I think you're now leading from a place and living in a place that's closer to where you are very much your start your life was, as I understand it, you're passionate about leadership, about consciousness about leadership evolution. You've had management degrees from different schools. I think that's one of the things that's so beautiful about you. You're so innately curious about life. You are, you've been instrumental in your own development, you've pursued courses at INSEAD and also Columbia Business School executive education, which is where we met. You've also studied with Fred Kaufman, who is also one of my mentors in the into the philosophy of conscious business. You've been practicing leading as coach. This is how we met in the course at Columbia Business School executive education. And you also obtained a certification in the LF trust transpersonal coaching psychology principles that allow for a holistic coaching approach. So when I think of you, Augusto, I know your stated values are honesty, integrity, justice, fairness, and respect. And when I think of you, you truly embody those what stands out from me about you as you were a person that whatever situation you're in the humans, humanity and your heart is on the foreground, and you help all of us to stay in that place and to come back to that place. So, so happy to hear you here to have you here today. Augusto. I'd love to for you to start us off with the first reflection on connectedness and maybe you can say a bit about how you have learned about connectedness in your own life and leadership. What has it been like?

## **Augusto** 05:00

Thanks, thanks for that introduction. And first and foremost, thanks for having me fee here and there are several elements of in our conversation that will come up or that have popped up. Ever since I received your invitation to connect today. And before going to particularly to that point that you're asking interesting that I lived as a kid in a city called mo cu in the north of Mexico. And we used to go to Arizona very often. So we used to go to Tucson, maybe every couple of weeks or three weeks, we went to Phoenix a couple of times. So the fact that you're sitting there that I'm now maybe 2030 years here, after I did this, in a in a radio broadcast from a Phoenix, a company just gives additional happiness to my heart to be here today with you. And, and I think it talks as well about connectedness and how you can find these opportunities to remain connected and be connected, if you're open to it or if your mind is opened, and observant to what happens in your surroundings. I think the process that I lived in Boehringer Ingelheim that you were reflecting on, I've been 23 years old in the company, this is my 24th year as your math was quite accurate. It it took time for me and a lot of reflection, to find out what connectedness really meant. And a lot of experiences throughout this time, this period of time, where I had to come back to this to my roots, to connect myself to my own roots, to continue moving forward in the company and in life clearly as he happens. And I can share many experiences with you the first time I had a team and maybe we start there. So I'm a Computer Systems Engineer, as you said, and, and then I moved to the business side, and I have one team very early stages in my career here in Mexico. And for some reasons, these were some Call Center team. And for for some reasons, the team, you know, the day to day challenges that they were facing made them either take one coal that



was supposed to go to one person need went to another person. And and they felt that they were the competition wasn't fair, and so on. So and we had a weekly meeting. And this meeting was just to review objectives where were we so very business oriented, see where we were, what results were we getting? But if but we used the first 20 minutes, half an hour off that meeting, to talk about personal topics to talk. So to have the team saying, you know, you stole my call, no, you took my cold, no the XY said, Augusta this is what happened, this person is on. And if we did not go through this moment, to clear the air sort of, of all the backgrounds and all the topics that were happening in the background, then the discussion about business was very unproductive. So very early in life, I recognized that the biggest challenges that we had, as if we were to develop as leaders as leaders are not related really to the business itself. But related to people I related to connectedness with your own groups, and with the rest of the people that you work with with these relationships. So quite early in this development as a leader within bi, I started exploring why we behave like we do. What happens in the background? What is the culture that you have in your team? And how supportive is that culture, to actually fostering that connectedness and having conversations having difficult conversations and ensuring that we are true to ourselves, but also true to the values of the team true to the values of the organization that you're working with.

**Hylke Faber** 09:11

Right. Love that. And I want to go back to that moment of the space in the beginning of the conversation. And I'll talk about that in a moment. And before that, I just want to echo what you just said about Sonora. And so to Sonora, for those of us who are not familiar with it. It's a desert like landscape. And I just want to say how thankful I am to that landscape because I find it very helpful in connecting with truth and what's true because it's so barren, and yet so full of life. And to me there's there's a clearing that happens when I walk in the desert. And so when I think about what you just said about this conversation with your colleagues, I Intuit there's a sense similar sense of clearing that happened in the beginning of the meeting where people are able to get it out, get it out. So my question to you is, what do you sense then lies behind the clutter? Like once people have expressed the Claria, you did this, you took my call, I feel frustrated or whatever. And I noticed this in the beginning of of leadership meetings a lot, where we do a check in which I know you do as well. And this, like the first person talks, and it's still a little bit clouded and stressed, and I'm like thinking about the last meeting or whatever it is. And then at some point, it starts to calm down. So what is it that we access? As we go through that process of connecting? What are we connecting to Augusta

**Augusto** 10:50

by its, I think you must experience it, to actually try to sense it, because it's, it's, it's relaxing, it's you access your core, if you if you allow me to say that way. You see, in my experience, and I'm going to try to say with my own words, there is a lot of noise on the constant day to day, there, there are unconscious traits that come out, depending on the situation we're leaving, that start deviating our attention towards other stuff that may not be at the core of what you truly are, or of what you should stand for, even professionally, let's say business objectives, right? I have the fortune to work for a company that is focused on people health. So the objective of our or my daily job is ensuring that the products we have go to people who need them, when they need them, to save lives, to improve quality of life. So so anything else that stands in the way I define as noise, right? So it's some sort of



distractions and things that get along the way that sometimes unconsciously come to us, or most of the times unconsciously come to us, right? And then we talked about amygdala and taming your crocodiles and the reptiles is you can we and there's another experience that I want to share with the audience, if you allow me later on, particularly on that. But once you are able to put your attention outside of that noise, or to clear that air, that noise, then you can truly start looking into and focusing on your, on your core, on your objective in life, on your, on your purpose, on the objective of even if it's professionally, of the objective of the meeting itself. And it's not until you reach that stage that you're truly productive. Yeah, it's clearing

## **Hylke Faber** 12:58

away the noise. It's clearing away the noise, as you're saying and then you get to the ground like of what truly is important. Why are we here, the purpose the objectives, the human connection comes to the fore our wisdom comes to the fore and as a sense of being relaxed and it's interesting Augusto that there's almost like the daily clutter I could set daily cleansing like and maybe sometimes sometimes more than daily like brushing your teeth multiple times a day to getting back to the the cleanliness of the piece that lies within so you're speaking about this and I senses in your being that you know this is so mature and you had so like in you and I know that when I'm with you that I sense that can you say a bit about your your own personal journey? Because I know you lead from this place as you are president in this company and in some of the many other places of your life but how did you cultivate this how you discover this how you learn to discern the clutter from the clarity

## **Augusto** 14:15

eats it started a few years back six or seven years back and it's and you describe the process that I lived through the first instance where I started exploring it with a theory behind because in practice the the experience I shared with you West wavy I was 25 years ago where we had these meetings with the with the call center and we use the space initially to clear the air and then go to the go to the core of the of what we were supposed to be doing in a meeting. So in in practical terms, it happened earlier but what when he started and this is a computer systems engineer head right so when he started falling into the into the square where it had to fall. It was when I met Hey, Fred Kaufman in this conscious business, conscious business certification because the theory on how we behave on you know, the eat the Wii and the me and in this in this triangle that is described very nicely in conscious business, it just makes sense. So, in every in every situation I'm facing in every meeting, I'm participating in every in every conversation I have, what is it that makes me feel uncomfortable? Is it the issue of the purpose, the professional purpose that I have? You see the relationships I'm having along the way that are needed for me to get to that to that objective that I need to fulfill? Or is it something internally, that actually is making me feel uncomfortable. And once you start, you know, dividing the uncomfortableness or the noise within this, these three, these three angles that every situation we face could have, then you then you start prioritizing what's important for you. Initially, this conscious business process changed a lot of things in me, and made a lot of sense to experiences I had before. But it left me with way more questions than answers feel good. And this is something I think once you start this path of self reflection, and trying to understand why we act as we do, you find out that it's, it's a it's a process. And if you and this is hard, but if you believe you've reach, you know, a stage where you're the Wiseman ever, the fall that you have when you realize you're just beginning, hurts even



more. So every time you say not sad to donate, I've taken so many courses and so on. And then, and then you go to work and you face a situation and you lose again, you snap, because of this noise, you say oh, how can it happen? Right? I've been I've been doing this training and and you have to go back to square one. Try to align yourself with your roots, try to clear clear the air and then you can focus again on where you were coming from. So it left me with more questions and answers. And that led me to continue searching. And that's fortunately enough. That's where we met in the in the Columbia Business School either as coach training, but it again, had or I have more questions, you need answers. And it's a continuous process. It's a continuous learning and training process that we need to come back to, as you said, like brushing your teeth on a daily basis. Right?

## **Hylke Faber** 17:45

Right. So there's an I see in you that one way you work to get clarity, and connect to that clarity. And work through the clutter is by first of all, doing a little inventory of the clutter. Like okay, so is it something going on with the it with my purpose with the task is something wrong with my relationships that's bothering me, or that's pulling me off base or has something within me, I would argue it's always something within me because it's my relationship to what's happening around me that is pulling me off cluttered, like pulling me off center, right, nothing can make me feel it is about how I interpret and how I relate with, as you're talking about as well. And then you're saying something about using your curious mind. And your humility. Yes, so now I can't help but ask you Augusto because you talked about the wise man and falling and I don't see you as a person who's arrogant and says, Oh, you know, you know, I've i And yet, when I heard you talk about the fall, I sensed it, you may have experienced that in micro macro or medium way. So maybe you can speak a bit about quote unquote, the fall in your own life, how you've experienced that maybe give us an example of the fall and how you work through that.

## **Augusto** 19:18

So I can I have one experience that work you actually were involved and I'm going to I'm going to share with with your permission with the audience, and with everyone that's hearing this recording as well. So through exploring the fear families that I've that I have in me and where these are, you know, everyone has fears I'm now preaching to the Pope here but So, if all of us have fears right and in that exploration one of the fears that is very high in me often is this fear of feeling accepted or being left out right so this is this is this is what happens and or what happens to me and I'm At one point in my professional career in Boehringer Ingelheim, in my, in my mental modeling my mental map, there were a few key stakeholders back in Germany in our head office that had to that must have a say, of where acoustal was going to go as a next step. Right. So I, in my head, I have clarity that if I want to continue to be successful in the company, these three or four people need to accept Gousto, right? Otherwise, I'm not going to move. And all went fine with with this group of people except with one person. And well, at the end, let me first show you what happened in my unconsciousness. And then I'll come to the, to the conscious part or to this clarification of what had happened to me so I'm in a meeting in Germany, global meeting all colleagues there etc. And then I go have dinner with my team, to a restaurant nearby the hotel, very nice restaurant TVs, you know, soccer matches, playing around having a beer, etc, etc. And all of a sudden, I start feeling ill and I feel my heart pounding real fast in my in my head feeling fussy, and I started feeling unhealthy. And I tried to relax in the restaurant and I you know, have continued to have my beer and chatting with us. But on the way back to the hotel. I asked my



teammates that work together with me, you know, guys, can you please take me to a hospital I'm not feeling well. We went to the emergency room in a hospital in Frankfurt crossing the river at immediate you know, immediate attention, EKG of like the whole process to get like, I thought I was having like an MI myocardial infarction, a heart attack. Everything was perfectly okay. So everything was, you know, EKG perfect. They even these tests that there's an additional test to see if, if you have some other type of myocardial infarction, nothing, everything was perfect. And then the doctor said in the urgency and emergency room said, you know, he started touching my back and said, Does it hurt here? Does he hurt here? Does he? And then he reaches a point of control. He really hurts. Yes, that hurt. So he says, can you tell me is that the same spot that hurts in front in your chest? Let's see. Yes. Exciting. So. So you know, that's a nerve that gets inflammation when you're going over stress? Have you been stressed lately? Yeah, but yes, you're a CEO of a company, I was still I was back then already a CEO for the company in another geography. So you're fine. Everything's fine. Try to work on your stress. You know, actually, some prescription I said, No, I'm not taking out somebody, I can take care of this myself, went back to the hotel, you know, did some meditation, what have you come back to the country where I was living. And then we had a part of the part of the training that you were leading the leaders coach training, you asked for a volunteer to bring a case. And I brought that case. And then we started scratching, what happened to me. And it turned out that this fear of not being accepted by someone that I thought was very important for my future in the company, made me studying started to behave and develop traits that were not natural to me. That made me feel uncomfortable without success. So the outcome of that session that we had was when you start behaving, so the risk of you know, following on your fear and not being conscious about it, is that you fall on complacency. Yes. Again, as you said, and becoming complacent. I remember very well that question that you may say, Gousto. Imagine that third person actually has a say, in your future within the company. Just for a second, just imagine that that person actually has a say, Now, what is the Gousto that he would want to see, for him to the side for UBC to know Gousto that falls strongly to his beliefs and values and that fights for them? Or is he do who's to that becomes complacent, because he wants to become accepted. And that was a huge fall. And that was a huge, huge fall. And I come back to that quite often. Because I still fall into ICF little folds from time to time. So I consciously come back to that point, you'll realize that no matter what you're facing, for you to be comfortable, you have to be aligned to your values to your purpose, gain that connection with yourself with capital S right. And try to get and away from all the noise that that makes you end up in a hospital?

## **Hylke Faber** 25:04

Yes, yes, yes. The Cherokee says, listen to the whispers. So you don't have to hear the screams. And that nerve saying, Ah, was saying, no, no, no, no, you are literally out of alignment. And I think many of us can relate to that. And the severe impact of being out of alignment, leading to physical discomfort, disease, all kinds of things that we're familiar with. And then if we're not conscious, we're going to try to solve for that. And it becomes even more complicated medicines and treatments and all kinds of stuff, but not looking at the root. And I love how you talked about the root, which you identified as fear, like, I am afraid of something. And I'm no longer going to be driven by this fear, in this case of being not accepted. So I can actually be my true self. And we talked about the Fear Paradox in that course, I remember, like, when we give into what we fear, we actually co create what we fear. So had to give it



into this, you definitely wouldn't have gotten the job because you might have been dead, for example, or like a wind vane, nobody likes to be led by a wind vane. That's just

**Augusto 26:28**

by continuing that. So by not questioning that level of discomfort that you have, and understanding where it comes from. You create actually the situation that you were fearing for this is exactly what you're saying the Fear Paradox. So it was really, really helpful. And as I said, this is so it's, it's your, as you know, it's unconscious. So the it doesn't go away, that fear continues to be there. The the practice is try to identify it earlier. You know, on a daily basis, try to see if there is anything today that makes you feel uncomfortable, as you said, like brushing your teeth.

**Hylke Faber 27:14**

Yeah, so I have have the courage to look at what's uncomfortable. I love that you didn't make it bad. Because you love the courage that you had to even talk to your teammates and say, take me to the hospital, right, that was that was a courageous act to us already start to heal some of that fear. Because that does not see show me like I have a strong leader who needs to go to the hospital, I can imagine that, that sort of not going overwhelming very well for the ego mind. And then you're talking about the fall. And so maybe, last reflection, before we go take a short break. Maybe share with us a little bit about that process of what happens within you when you become aware that you have been driven by some unconscious pattern, fear, whatever it might be, and then choosing to accept that as opposed to going to denial. What is the process like for you?

**Augusto 28:15**

It's a it's a complex process. hiker It's, uh, your ego, you know, jumping up and saying no, you're not a candidate. Like you have two choices, either you say, that's not true, right? How can Agosto that can be your president and co founder England. That's not That's not it. But after being in a hospital, it was very hard for me to say no, you're, it doesn't work that way. But I also find myself and this is a reflection that I've had after many are going through all these courses, right? If you really connect to your core, and you really understand, well, I don't know if understanding is the right word, but you try to understand if you pursue these way to try to understand where your core lies. Where would that is where your values are. Then you will find the discrepancies between what you do and your core values. I have an anchor that I developed very early in my in the courses that I've taken. That reminds me to go back to being humble. And I have it all time with me. It goes with me to every meeting every single space because I again the full as you believe that you're more prepared than the full hurts more but there like Little Falls from time to time that when you brush your teeth you're safe to take How can these be? Amen? I'm falling again for this noise that is in the way, right? Yes. And and it just makes you know. So I have I've developed certain at a certain core that makes me go back to it as fast as I can to this level of humility to acknowledge that there's noise, and there's something that is bothering me, that is not aligned to the core value that I have.

**Hylke Faber 30:33**

Thank you. Well, I'd like to explore more what that anchor and you pointed to your wrist here, for those who are listening. That's always with you. What does that like? And how do you practice that? And how



do you return even to humility? And then with humility? How do you return to your core and what you've been learning about your core and the discrepancy? between the core and not following your core? So what I really loved about this conversation already is your heart opening honesty. Like I feel so much honesty and vulnerability, what you're saying and being able to say, Yeah, this is where I take the false and how much strength that comes in that comes in line. And that by just being able to acknowledge that because that's the clearing, as we start this conversation today that allows for the depth to be there as opposed to running around denying that there's something going on. So let's take a break now. And then after the break, we'll explore more with Augusta Munch president in Boehringer Ingelheim about what it's like to return to anchor and discover more about core.

**Presenter 31:50**

You are listening to rooted and unwavering presented by growth Leaders Network, the leadership team and culture development company. If you would like to learn more about working on connectedness for yourself, your team or organization, please contact growth leaders network on LinkedIn. And now back to the show.

**Hylke Faber 32:15**

Welcome back, if you just tuning in, you're listening to root and unwavering we're talking with Augusta munch the president in President in during the Ingelheim we've been talking about the fall, like the fall from stability, from comfort, from thinking we know, to a place of humility, and then actually finding out more about our core. So just before the break August, you start talking about this anchor that helps you Can you say more about that?

**Augusto 32:51**

Sure. So for for whoever is joining that is not a word for it for that hasn't used that term and quote, right, it's in, throughout the throughout all the processes that I've lived or the coaching instructions that we've had, you try to explore this, a certain element that brings you back to consciousness, right. And that could be an experience depending on depending on the philosophy you follow for coaching, there's different theories. But the intention is, what can you do on your day to day that distracts you from the noise that you will hear through your daily life and brings you back to consciousness and to be able to observe yourself as if you were a third party right outside of you, and to try to analyze how you're behaving and see if you're aligned to the person that you actually want to be. Right. And, and the the hard part, at least for me, or in my experience is how do you go back from the day to day mindset and the day to day stress or your challenges that you're facing on a daily basis to absolve yourself from that yourself from there and be able to, you know, to observe yourself and see if you're there. And I use a bracelet that well I've used several now but the current one is one that I've had maybe for the last couple of years, and it's just a small, you know, bracelet that I that I wear on a daily basis black one, for those that are not that do not have the image right now. And every time I see it or I feel it, I remind myself of my big ego. And I remind myself that the best path to get my my feet back on Earth to get connected again to my route is to be humble. And then a couple of you know inhalations and exhalations later. I am more connect did to myself, I don't know if ideally, but in a very brief period of time, you can get yourself from any situation you're leaving to a different state of mind, in the in the process your face or in the, the challenge you might be facing at that point in time.





**Hylke Faber 35:16**

So taking a step back, third party, like observation of self, with the intention of becoming grounded again, in reality, what's true? Yes. And I'm curious about this black piece of rope, and you mentioned the word ego, Augusto. So why to get connected to get rooted? Do you think about ego?

**Augusto 35:47**

It because in my or, at least in my experience, or in my belief today, is that, in today's world, and in the job that I'm currently holding, it is very easy to follow your ego to to not let go, or to not accept challenges because of your ego, because there's a position that you hold your President and CEO of a big organization globally pharma company, been there for 23 years? What are what's what's anyone from the Management Committee to Khaleesi, they are going to teach me, you know, I am the wise leader that knows everything. That's not true. I'm not. But sometimes my own consciousness or my ego, you know, gets into stage and and makes me develop these feelings of saying, Well, hang on. Why? Why are you saying that, to me, I'm the, you know, I'm the president and CEO, and so on. Instead of, so you get to assumptions very fast. When your ego comes in, instead of you know, going back a couple of steps and start asking questions of why you're being told when you're being told there's a reason behind everything. Right.

**Hylke Faber 37:03**

Yeah. Keep your resolve right. sized? Sounds like, that's very, very interesting how you talk about that. Can you talk to us a little bit about as president and CEO, leader of an organization, and where you are gussto? What are some of your most pesky ego identities that you meet on a day to day that you'd like, huh, come back here? I'm not No, not today? Not right now.

**Augusto 37:39**

I think it's the expectations that culture and societies have on buses, right? What are they you feel that society? The pics on buses that are widely accepted right on on a president of a country or, you know, the there's, there's a certain image and expectations that society has or they could have not necessarily has but could have on leadership? And and you know, this, you're your boss, you cannot black fill in the blank, right? You're the boss, you cannot, whatever you can, you just said to mention a very interesting example. So you're, you're the boss, you're, you have to be strong. Why are you asking me to go to to take you to a hospital, right? Assume one of my teammates, and he said I was the boss of the group that took me to the hospital, right? So wait, wait, wait, no, you can't you can't go to the house, I will not take you to the hospital because you are the boss. And you need to have your, my your hotel room. I think you, society and us ourselves have created this image of a leader that if we fall to or if we try to follow it, we might end up having or having that or making that part of the daily noise that actually is affecting your true self. We're influencing how you behave, and ultimately challenging the your purpose and the values that you're striving to live by.

**Hylke Faber 39:20**

Beautiful, beautiful. So we've talked about you could say the dark side for quite a bit like the the muck the noise. I also want you to talk a bit about your core values and what you've discovered about those



and early in our conversation you mentioned about an experience you'd like to talk about so maybe this is also the time to do that. I really would love to hear that because but I sense with your gusto is that you've almost fallen in love with the core so that whenever you stray, he's like, man, that's not I'm gonna have to come back You know what, what back means. That's to say bit more about your core values and, and what you've learned about those.

**Augusto 40:06**

The I would, I would reach, like, everything that I strive for, and the values that I leave for, I think can be can be pinpointed with one word that you actually used in the invitation to this program. And that is compassion. Right? We are, for my belief, right now, my mindset is we are the biggest critics of ourselves. Right. So if we are so critical to ourselves that we believe we need to behave according to certain patterns, or we fear drives us x and y, so we can very easily become very uncompassionate over our own self. And you can talk about respect humility and integrity. If you start practicing compassion with your own self, and then expand it to your biggest self with yourself with capital S, and we can talk a bit more about it, if you want, you will follow and leave by these values that I was sharing with you earlier, and that I didn't you share with everyone that's listening right now that I live by, so respect, integrity, honesty, it's just understanding that we're human beings that were far from perfection, and that we're on constant evolution and constantly improvement, maybe maybe I can share with you something that I have experienced in this last part of the transpersonal coaching psychology. It is based on a very interesting concept, which is, um, become or expand your awareness is through a process that not only you become aware of your own self like meditation light process, but then you start expanding the level of your awareness. And start expanding, going be beyond your own self, and starting being conscious about your biggest self with capitalists, this level of connectedness that you may have with everything. And then if you're able to observe yourself, not only with with, with small s, but with capital S, you see that the issue you're facing in Earth might be bigger than you, but you are also bigger than whatever issue you're facing. And I keep coming to that. Because in these sessions with the open awareness level, you create a space and it's called a liminal space. And so I'm not going to go through the process right now. But you create a space where you understand that no matter what happens, and no matter what challenge you're facing, everything is fine. Because you are you, and you're in this growth process. And that's just fascinating, you'll get to go to that concept where if you're actually with someone in one of the sessions, and you reach that stage to say, you know, what, I was worrying about nonsense stuff. Deep in my heart, and, and deep in my values, and in my in my purpose, it will all be fine.

**Hylke Faber 43:55**

I love the sentence

**Augusto 43:58**

that you said that.

**Hylke Faber 44:02**

I am bigger than me. Also, that problems are bigger than me. And because I'm bigger than me and problems are bigger than me. It's okay. And now I'm doing the rational part of what you said. And then



also you as you talked, I could sense the transmission of the broader awareness that includes everything and everyone and all times and there's a sense of okayness in that. So from the day to day chair, I have to ask then, but a gusto. You have objectives. You are president of a company. Oh, and by the way, you live in a world where there's lots of issues, global warming, polarization, wars, etc. Right law long lists. So describe a bit about how you connect to that luminal perspective, without an end connect to what I just said, without going into denial or spiritual bypasses,

## **Augusto** 45:19

as that's a very interesting point you're bringing, because that's often a belief that is shared globally, again, according to expectations of what we should do as a company. So in my own experience, and I'm going to talk about my earnings rule that happens to me is by fostering this understanding, or this level of self reflection within teams or this increased or improved level of consciousness, within the teams you lead. results come quite easy. So in I keep explaining, these are telling you sharing these with my team. So result if you as an analyze for one moment, the word result, right? Easy, we were an accompany, you need to achieve results. And you need to I don't know, move x amount of boxes to patients and so on on a yearly basis. And you need to achieve these certain results. Clear, a result is just a result. So we still reflection of work that you've taught, if it's a yearly objective, and you are assessing a yearly result is just the outcome of 365 days working together. And those 365 days working together, even if it's with a tool, sigma limiter, sorry, we use millimeters in Mexico, but let's say a quarter of an inch better every day. If you can, and commit to becoming one quarter of a niche, everyone needs a better version of your own self, daily, there's no way that those results are going to be bad. Even if you do not reach those results, the outcome for the title company is much better. So my theory and the theory behind this, I am trying and you know, working towards having a better company. Because if the addition of every single colleague that works in burger England, strives to be a better version of themselves. We will all make a better version of Behringer, England.

## **Hylke Faber** 47:38

Yes, I hear you, I hear you. So how do you then talk to somebody? Right? Who is maybe in the beginning of the meeting of the clearing, it's like, Ah, I'm in it, then I have this target. And now I have to have fewer resources. And these guys in the other department are not talking to me or whatever the issue does. Your might be right, these things that are common. How do you interact with that?

## **Augusto** 48:07

So we're starting with that I have with, with my own team, with my management committee team twice per year, we move out of the office. And and we spent three or four days closer to nature and you know, helped with a with a business coach. Not to talk about the objectives, but to talk about how we work together because you said something very important in your sentence when your question, she says, Listen, I have less resources, in my objective is very challenging. And this person would not talk to me, right? And this is like most, nine out of 10 times that you're facing a problem in a company in question is due to avoiding a difficult conversation, right? Why is this person I'm talking to you have you have you tried to reach that person? No. Again, ego right aside? No, why would I it's not my job. It's their job to talk to me because I am blah, blah, blah, x y Zed department, and they have to come to me and talk to me. And the reason that lies behind is truly because you're fearing a difficult conversation.



That's in my head right at least. So by having this time to move out of the office and trying to foster a culture where you can actually talk about issues, then I think you're at least a couple of, again, another quarter of an inch better as a company. It's not easy. It takes time. And it takes people a different level of consciousness to actually follow that path. But I don't believe as I say started my meeting. I don't believe companies fail because they don't know how to do what they're supposed to do. that is let's assume burger in line. Important. Don't talk about failure for very long, but a pharmaceutical company would not fail because they don't know how to do medicines. If, if at all, they usually fail because they don't have a culture where they could sit down and solve issues together. So we they fail because of culture, not because they were not capable enough to manufacture products.

## **Hylke Faber 50:31**

So if every person becomes a quarter of an inch better every day, then we all get better every day. That's a beautiful purpose and a beautiful invocation. And I also appreciate how conscious li choose your choosing to take your team there. You know, we started out talking about Sonora, the desert or nature, taking people into nature that reminds us of things that are true between us that our mind or ego sometimes forget that we actually can talk to each other that it's actually okay, which may get to that sense of okayness that you were talking to earlier. So, Augusto, we are getting towards the very last few minutes of our conversation. And so if you think about what you would like to say to future generations, you have been on this planet for a few decades now. Right? What would you like to say to to future generations or maybe younger generations about connecting about what's truly important, and maybe say a bit more also about this connection you've made with compassion.

## **Augusto 51:53**

I would start, maybe this is my own experience. But the generations I observe today of youngsters have a higher level of awareness than the eye ever. Like I see it in my kids, right I have my son, Gustavo is, I think, three times more mature than I currently am. And Alfredo on the other hand, starts his day by meditating, but like daily, right, and he's there 23 and 22. And then my daughter also which is at school, they were starting the day when we lived in Argentina, with 15 minutes of, you know, self centering before we started classes. So I think there are there are some trends towards increasing consciousness in youth, I don't think everywhere, but that's good to see. And if if this is the advice I give to colleagues in VI, to the to the you know, talents being developed in VI A, stay true to yourself, be patient with you, but stay true to yourself. That's point number one. And be be open to the opportunities that you will have. And maybe to that second point, my plan was never I never in my head had a plan to go to Germany for four years go to Singapore for four years go to when Osiris for six years return to Mexico to these positions, it happens, the opportunity arose and even when I had fears I carried on doing it because it was aligned to my belief. So these opportunities will come if you're opening up and your mindset is that have observed and being observant to those opportunities, you will see an X amount of opportunities once your mind is set to that so a continue to be true to yourself, explore it on a daily basis and be be open to whatever opportunity lays lies around you.

## **Hylke Faber 54:17**

Stay true to yourself and stay open to the possibilities that life offers every day. So staying true to yourself. Patients action me that's one of the core insights and transmissions that I'm receiving as I



speaking with you Augusto is the sense of patience and compassion. So maybe as we get to more closing reflections what would you say to somebody who is in their personality structure impatient with themselves, but they just feel like I have no choice. I have no choice I have, you know, I got so much going on. I'm so far behind. I am so much not what I want to be yet. And the world, by the way, is also not where I want to be. I just don't know where I find for patients, what would you say?

**Augusto 55:25**

Take a step aside, you know, and start breathing and start creating this space of awareness, where you will realize that there's always a possibility. There is always a possibility. And cola coach,

**Hylke Faber 55:55**

Cola, he'll go.

**Augusto 55:57**

Because there is so that, you know, this is I think you need to be brave enough and conscious enough to actually, as you said, at one point, raise your hand and say, I'm at a point where I, I can't move, right? I don't see possibilities. Any spot and it's okay, so do not feel that it's, it's common, it happens. It happened to me, it happens to everyone. So it's not uncommon, but feel, in this part are the same about open, be open for possibilities. One possibility is to you know, really explore? How can you create the space of awareness, to be aware of all the possibilities, and there is there are tools for it. And one very useful tool is to find someone that can help you

**Hylke Faber 56:47**

find the possibility of the possibilities actually define the possibilities of awareness, as it's awareness right now, right here, and we can allow ourselves to access it, as you're speaking, I feel the sense of being enveloped by it. It's like, ah, and I was in this small room, and I'm like, oh, no, it's much bigger, like, oh, let's look out the window. There's all of this this life that I'm part of. So, as I'm thinking of this conversations, what really stands out to me Augusto is, is where you started with space, creating space. And, and, to me, I sense from you that you don't take space lightly, even though you take it lightly, but you take it with a lot of purpose, like no, I'm consciously putting myself in this. So that there that the experience of space actually happened. And not only for me, but also for the people around me. And I don't think it's a coincidence that your children are also on that path in their own way. And but that's just entirely my my assumption might entirely be my ego saying that that's entirely possible too. And also, what I took away is this inquiring mind, like, Okay, so what's not working? And that may be the question that we can leave each other with and leave all of us who have been listening or who will be listening to this with like, what is uncomfortable to you right now? And what would it be like, if you let yourself fall, the ego fall, let the ego fall, whatever you think should happen, let that fall and let go of that. And let yourself enter into a space where you know, that it's okay. Where you just know it's okay. Not some belief, but something that we experience this because you allow yourself to fall. Just this conversation that goes to us, to me, to me has been a lot about letting go. Letting Go and surrendering and then entering into space and not staying there but I'm being of service to that. Augusto, maybe one final few words you'd like to say, by way of closing, just just



# GROWTH LEADERS

— NETWORK —

**Augusto** 59:11

to thank you Hilter for having me here today. I think, a big, big thank you for, for the audience, for your audience for those listening. My hope that a few of the words that we've shared today are useful for them. And maybe, just to close up because this is very linked to burger Ingelheim. This is a sentence I often use with colleagues when I see all over when I see that there's a there's a level of uncomf for comfort, a nonconformist that they're experiencing. Burger in line is a company that has been around since 1885. And in the company, for sure, we're live for another 130 years. So burger in line is bigger and will continue to be bigger than you. But at the same time, you as an individual are way bigger than just the company. So how do you merge both? And leave being aware of this both facts?

**Hylke Faber** 1:00:23

What a beautiful invitation. What a beautiful invitation to perspective paradox of, of greatness of connectedness that goes beyond time in history that we're part of. That allows us also Trent to transcend what is here right now and at the same time, be fully part of it. So thank you so much gusto. Thank you, everybody. For listening. You've been listening to root and unwavering, we invite you to subscribe to this podcast. If you'd like to dive deeper. We also have monthly conversations, growth Leaders Network community conversations that you can find on LinkedIn or on our website. Next time, January 27. We'll be here with Valerie Bammo, who is the Deputy Director at the Gates Foundation, and she serves all emergency relief areas from the Gates Foundation. And we'll hear more from her about being rude or unwavering. Augusta, thank you again for opening so much space and in perspective for us today. That's it for today. Thank you again, everyone for listening for your presence. I hope you found some helpful nuggets to help you connect more deeply to what you truly are and who you truly are. This was Rudan wavering, where we help to connect leaders more deeply to their innate potential. And I'm your host silica Farber. See you next time.

**Presenter** 1:01:47

Thank you for joining us in today's episode of rooted and unwavering leadership conversations about courageous connectedness presented by the leadership development company, growth Leaders Network. To learn more, subscribe to this podcast, connect with growth Leaders Network and Hilco Faber on LinkedIn or read Hillcrest award winning book taming your crocodiles. Now take a moment and appreciate something that is great about you. Celebrate the gift that you are and enjoy connecting more deeply to your best self today. See you next time on rooted and unwavering

