

S01 - E24 - Rooted & Unwavering June 23 - Hylke Faber & Cees Buisman

Presenter 00:06

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 greatness also when we don't feel it? Join host 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 00:45

Well, welcome to rooted in wavering broadcasting live from Phoenix, Arizona, where we help leaders connect more deeply to their innate potential. This is the 24th episode. I'm your host Hoka. Farber and I'm here today with case bousman. I'm so happy to be here today with you today. How are you today case?

Cees Buisman 01:06

Well, I'm great. In the Netherlands, it's it's fairly much Arizona weather already now for a month. So Dutch people make our events very, very heavy. And yesterday, for the first time I in my life, I did bird watching. Somebody showed me 34 Different kinds of birds in in one hour. So that's very impressive for me.

Hylke Faber 01:28

Wow. Well, I'm so happy, they're still 34 Different kinds of bursts to look at in one hour. That's beautiful. And really nice to see you again, we met in person as well in the Netherlands about a week ago. And before I say more about this podcast and about the case, one thing I will say about the case is I was stuck. I was struck, not stuck. I was struck as I was walking into cases office with the humility and humanity and commitment. I sensed this. This is a man who has very deep purpose and lives it and we'll learn about this more. But before we hear more about case, I want to say a little bit more about this podcast series, as well, as a way of grounding, which we do in the beginning of every single of these root and wavering conversations. We're doing this conversation so that each of us can connect more deeply to what is true. And listening to others, I often find that I personally get inspiration. One person once said that a mind is like a dangerous neighborhood, it's better not to go there by yourself. And I find that when I think of people around me, I get uplift, I get like, Ah, it's like I get some more oxygen in the heart in the brain, my I get more possibilities of seeing maybe things a little differently. And it's also very humbling, because my ego mind gets checkmated all the time think yeah, that's not the full picture hilker That's not the full picture. So that's what we're here today to experience more to



listen to another leader, who I admire for their courageous connectedness to what's important for them, and learn from them about what it's like to be connected to what you truly value and lead from that place. So today we have with us case bousman. He comes with us, to us with with eons of experience. He got his degrees in 1989. I know that's prehistoric in 2023 For some people, I was alive back then. But maybe a few years behind in terms of age. He got his master's of science and PhD from the University of marketing and research in the Netherlands. And he became the Director of Technology and Business Development at PUC and then he became a full professor at the University and the added sub Department of Environmental Technology advising University. And since 2003 is a full professor in the field of biological research, real reuse and recovery technology and its current focal point is the bio recovery of organics and minerals from waste streams for reuse in industry and agriculture. Now, that's already a lot but not quite enough for case apparently because besides being a full professor, he also is the founder used to be the leader are one of the leaders off and currently is Executive Board member of the vets US European Center of Excellence for sustainable war technology in Leo Varden which is the town that I used to go to high school in the Netherlands and fish London north of the Netherlands. And the objective for vets is is to create a business driven international multiplicity within our research program for all aspects of water technology, besides that He is a father, a husband. He has many interests, I know that his wife is an artist. Also, there's a piece of art that we'll discuss in a moment as well, that if you're just listening, I will describe what it's like, because I think it's emblematic for what you're talking about. And let's get into the conversation now. So case, what have you learned in your life? about connecting to what's true? And what's important to you?

Cees Buisman 05:41

Oh, that's a difficult question. Since you already taught everybody how old I was. So there are of course, many phases in your life that you share your learnings. What's What have you learned? It's a two open question. There are too many things that come to mind now. I was expecting a different question.

Hylke Faber 06:08

Excellent. I'm so glad. So you're already talking about how it changed? Or the answer changed in your life. So maybe you can tell talk to us a little bit about how what was truly important to you has evolved in your life, maybe tell those tell us a little bit about your journey of connecting to what's been important to you in your life?

Cees Buisman 06:30

Yeah, well, when I was in high school, which was in the 70s, there were already a lot of environmental problems. In those days, we were also already afraid of the plastic, we were already afraid of the of the co2. And there was a climate crisis. So we always do not the climate crisis, the oil crisis, so we were afraid there was not enough oil. So the papers are full of windmills and solar cells. And that time, and it's also interesting to understand that the Rhine is one of the biggest rivers of Europe is going through the Netherlands, was completely dead in 9070. And all the fish died because of the pollution. So it was a it was a very polluted time, crisis time. And I decided that I would go to, to the university to study



environmental technology to clean up the world's, and it has been my mission my entire life, to work on this, this this mission to innovate. And slowly but certainly, I found out during my career that that indeed, innovation is my central team, and everything that comes with innovation, and because that it's not so easy to be a real innovator, and an every time and I make it make a sidestep to become more of a business manager or more teacher than always, again, I ended up back at the innovation part in all the chips jobs that I did.

Hylke Faber 08:04

Yes, yes. So a lot of innovation. We I want to hear a bit more about what happened after the 70s. And then as you started pursuing your field of studies, tell us a little bit about case as a kid, and as a teenager, how did you grow up? And what prepared you to make that choice? Because you were together with? I think there were 13 or 14 million people living in the Netherlands at the time in the 70s? Not everybody said, I'm going to clean up the world. So how did case get to that idea?

Cees Buisman 08:41

Yeah, that's very important. Because when I was a little boy, I was always convinced I was going to be a farmer. I had my own. In the plots of my parents, I had my own garden, and I could grow my own vegetables, at least try to do that. And I was convinced I was going to be a farmer. But that's cool. I scored very best I could not read, my mother had to teach me reading at my father actually had to teach me reading at home because I could not learn it at school. And then the expectations are not so high of case. And then all of a sudden, when I was about 80 Here, you know, you get this fantastic teacher that somehow fires up your self confidence. And, and also my father one time said, Well, if you want to be a farmer, he has to go to the rationing Agricultural University. So in the Netherlands, you know, when you're relevant, you have to prove yourself that you can go to the university already. It's a very early point in life that you have to prove that. So this this teacher and this this ambition of my father, all of a sudden, something's changed. And I, I was in a few years I was in the top of my class and I could easily go to the two to pre University High School, and then indeed go to bargaining, which is very special for a boy from Amsterdam, because I'm from Amsterdam, fittingly, no one from Amsterdam, Costa rationing. And so that was, I had a very clear mission. But it changed from being a farmer, it changed to being an environmental engineer.

Hylke Faber 10:21

And how did that shift occur? Why not become a farmer?

Cees Buisman 10:27

Yeah, that that's that the situation? I think. So I was, I was at this university. And I, I opted for both positions still. But then at a certain moment, you had to make a choice to go to go for the farming site, or go for the environmental side, because it's completely different classes. And then then my intuition told me, it has to be environment. So I do not know really know why.

Hylke Faber 10:58



Yes, yes, yes. When you talk about your intuition said, I had to be doing that. And it's interesting that you had some awareness of that already, at that early age, where usually people's hormones and, and societal influences drive a lot of our inner compass. But you had some sense already of what was truly important to you from, from a deeper place. So tell us a little bit more about how that connection with that deeper place that guided you to be an innovator kept nudging you along, like you, you'd be you started to be university, you start to dedicate yourself to this, and then what happened next.

Cees Buisman 11:44

I guess many times in life, you have to make a choice between two three things. And, and 10 is always very difficult to decide. And you can be can freeze can freeze you. And so when I graduated as a PhD, so became a doctor in environmental sciences, I got a job from the oil company shell, and with the offices in Rotterdam, and I was offered a job in three slumps for an environmental technology company. And I was doubting enormously between because they were both environmental jobs. But the the run from PAC would have been much more innovative than the one from Shell, which was, I think, not completely aware of that moment. But But then again, I debated about this for about two weeks. And and again, my intuition, or something inside me, told me I should go to park. So I think I'm very true to myself, because when I look back now 40 years, then you can could really see that probably being an environment engineer was a much better choice of being a farmer, because it was some kind of child's fantasy I had, because I helped on the on the farm a few times. And if you look at the real life of farmers, it's completely different. And then yeah, if I look back at the company, shell, and what kind of career I would have had their and look at this company, I went to what career I have had, then I'm very glad that I chose that. Yes. Yeah. And it is this of course, these are life determining choices. And both of them. And yes, trying to be very honest and true to yourself. That's very difficult, because my whole family said, why you go to whitening? That's not a big university, how will you come to earn money in the future when you go there, and people when they hear you could go to shell and why you go to such a small company, so clear that for me, it was not the big, the big money and the thing that was important to it's always feeling that they should contribute something.

Hylke Faber 14:13

You should contribute something you contribute so much already. And you can add that he already started contributed so much in that age, because then you started working for this Dutch company in Finland. Yes, you didn't go for the glamorous big name shell career. You went for something that most people at that time probably hadn't heard of much.

Cees Buisman 14:34

So I don't think so. So

Hylke Faber 14:37

what happened there?

Cees Buisman 14:42



Well, I had, I had invented a new technology when I was BSD and shell offered me that I could I could develop that further at their company and commercialize it. So that was of course a fantastic interesting experience. And because there's only a few people in the world that invent something and then come into the position that they can come commercialize it also themselves. So and you must imagine that I invented the technology for for biological testing. So authorization, so guess contains sulfites that is this rotten egg smell

Hylke Faber 15:18

very familiar or familiar? Yes, yeah, it's extremely dangerous.

Cees Buisman 15:21

Even in the Netherlands every year, several people die of it. And so you have to remove it. And so I found a bacteria that could that could convert it into elements of sulfur, which is completely safe. And it's a completely biological process. And, and that works very well. And then so firstly, do it in lab, but then you have to do it on pilot scale, then you have to build it on full scale. And then you have to find out all the problems and optimizations and other applications. And very interestingly, a also signed a cooperation agreement with Shell to try out this process for natural gas. Shale is, of course, also very big in natural gas. And then, in Canada, we built the first natural gas desulfurization plant, according to my process. And now it's used all over the world. So I seen all these different stages. And that was very interesting also, for my further career as being an innovator.

Hylke Faber 16:22

Yes, yes, yes. So it gave you some what gave? What did that experience which y'all gave you? We're gonna give you

Cees Buisman 16:29

that. The second one? You mean? Yes. Yeah, for a company, a spark, who was very big in water treatment, it was impossible to go into the natural gas business. So you needed a company like Shell to do that. And I had talked to Shell already several times before, and every time they didn't believe it. And then but shell, of course, is such a big company, so many departments have finally we found, we found the department that wanted to try it. And they tried it out. And they couldn't believe their eyes, that this biological technology was so incredibly more simple than their chemical technologies. And using no chemicals, and having no side streams and being much more safe. Also, that they that yeah, they were flabbergasted. And that's when we signed the agreement to continue developing this technology,

Hylke Faber 17:27

beautiful is a man that stay true to his convictions is what I hear and was able to push through some pretty hefty opposite winds as well, maybe opposing winds as well. So you were working at this smaller company in the Netherlands Park. And tell us a little bit more about what you learned in those ensuing decades about connecting what was true for you. And, and leading a living from that place.



Cees Buisman 18:00

Yeah, so of course, you're very young then. And you're not completely aware, what is true for you, so that, that, for me have my successes at PARC, it's very quickly I became responsible of all interfacing sit back. And it's also meant that I had to steer a group of more than than 30 to 50 people. And of course, as a PSD, nobody has ever taught you how to be a leader, or how to steer or manage people and also in such a small company, there are no formal training programs. And so we have to find that out a little bit yourself. And, for me, that's very clear, it is impossible for one person, because these are all researchers, so they are all people that are acquiring and studying and their own technologies and so frequently cannot support him anymore. From the content point of view, that's impossible. So, for me, it was very clear if you want to be a leader, you have to support them more from the personal growth point of view and the head to the non technical part. So So I did took initiative to take to also then work on my own personal growth, because that that of course, if you don't do it, you can also not be a coach for others. And so that that was always been there. And besides innovation, personal growth has always been the second guideline in my life. And I think also the for very large part, the basis of my success and because the family I came from this my father, he had a small business of one person so I could not get any leadership training from him. He never did anything And on that field, so I had to really go from head to toe build that up myself. Yeah, and, yeah, this company that is I found it. For me, it was very clear that personal growth was going to be one of the pillars of the entire company. So we have a personal growth program for everyone that enters. That's from the start. So and that's an I still very strongly believed that a company can only grow if the people grow. So you can you can pressure people that slowly but certainly you will, you will lose any flexibility and any, any growth potential. If you grow the people, then your entire company grows. So that's yes,

Hylke Faber 20:48

yes. Yes, yes. So talk about your personal development a little bit. In your book, humanity is not a plague. How 10 billion people can exist together I have the Dutch copy here. On my desk, the men's is faint plaque over Sam, leave him at Timo yard Mensa of art in Dutch, the same as what I just said in English. And in this book, you talk a little bit about the growth growth as well. And you talk about how there's this, you could say kind of attractive part presence, the one the sense of being and then you also talk about shadow work. So, since I like crocodiles, and taming crocodiles, I'd like to hear a little bit from you about what were some of the shadows that you've had to face in your own growth? And maybe realizing, Hmm, no, I'm not that No, no, no, I'm not that that gets in the way of my light.

Cees Buisman 21:55

Do you think that's why I think it's the other way around, the shadow disappears if you accept who you are. So when you want to be somebody who you're not, then you have shadow. So if you see yourself as a very nice person, but people around, you don't think you're a very nice person, then you have shadow. And you'll always get angry whenever people don't like you. So but when you know, you're not nice, then it doesn't vary you anymore, and then the shadow disappeared, and then you can and you can then be much more inspirational. So getting to know you're not so nice parts that you want to polish away. And that in my opinion, is, is the at least the easiest part of shadow work. Of course, you're also



going to get the logical shadows, which I am not aware of that I have done. But then you need more of course, psycho analytical, psychological help and to get rid of them. But I think for for for people, for everyone, getting to know yourself better. And in that way, removing your shadow is the is the easiest and best way to become a better person. Yeah, and yeah, and yeah, and it's especially the things you get annoyed for other people, that's the best direction to your own shadows, that's always has to do something with your shadows.

Hylke Faber 23:24

Can you give an example of what you've gotten annoyed about in other people that was appointed to your own shadow? Yeah. Well

Cees Buisman 23:38

yeah, some people are afraid for me because I'm so incredibly direct. And and yeah, I think I'm can be very diplomatic. But it's in a normal specially Anglo Saxon world, this is considered completely non diplomatic. And people always have to get used to it, then they like it very much. Because they get to see and in the beginning, so people didn't like me, because of this and that for me, it was not clear, because I probably could not accept yet that I was, yeah, this was my way of communication. So I got I get a lot of acquisitions about being an difficult person or harsh person or whatever. And so at a certain moment, you realize, then you can also explain better to people that this this is not because of them, this is just because of who I am. And like I said, most, most of my stuff, love it after a while, but in beginning that, well, you have to get you have to learn these things about yourself. And also, yeah, like I said, In the beginning, I, in my first job, I did everything I could, that people would like me. And that was yeah, that was not a good approach. So yes, yes. Because I must also admit that maybe I'm not always so nice, especially since I know now that I have a fairly direct way of communicating, which people, many people just do not consider nice.

Hylke Faber 25:13

And what I'm hearing you say, case is you have accepted that directness, as that's who I am. And I'm not going to be worried that people may not always like it. I've let go of that attachment to people liking me or pleasing everyone, like I'm case, and I am direct. And that might scare some people. And that's okay.

Cees Buisman 25:41

Yes, and then. And the more you can accept about yourself, the more authentic you become. So I remember, remember, one time I went to a training for authentic leadership. And the one thing I learned from that training was that I was by far the most authentic leader in the training even much more than the trainers. So I didn't need that kind of training anymore. And, and then you see how polished the idea of managers is how managers should behave, how leaders should behave so polished, and, and that I was clear for me that I already had first that was behind me. So. And,

Hylke Faber 26:26



yes, yes, yes, I love how you say, it's behind me, it's like you're pointing to some kind of evolution, I think that a human being goes through where it may be for a while useful, to polish something and to become like this idea of what you think you should be. And then you realize that that's not me, me, be me, let me be me, as one of my teachers likes to say, the whole purpose of developments to stand in your own two shoes, and to stand your own tissues, stand your own two shoes. So how does that relate to this beautiful painting behind you, if it relates at all, and describe the painting because not everybody can see it?

Cees Buisman 27:10

The painting by So first, I have to tell this story, environmental environmental sciences, many times people become a little bit depressed, that the world is still going backwards, if we are talking about an environment. And the reason is then mostly the conclusion people will draw is that people are bad. And that is not there as a hopeless situation. And from environment studies, it's proven, that is not true, that 30% of the people are good. 10% of the people are bad. And 60% is influential, you can influence. And so I would call the people that are good from themselves, I will pull them sons. And the people that can be influenced I call them moons and moon only give light when there is sun around. So that's the responsibility of Sun's to radiate light so that the world becomes lighter and better. And every time in that's my new hypothesis that that there is a long time of prosperity, then the sons forget their responsibility. And they don't shine as much anymore. And but there's also very nice that already Mater, Martin Luther King, already referred to this and Nelson Mandela refer to this but all in a different way. And they said, they always say it's not so much the bad that we worry, it's so much that the good doesn't shine, and so that people are afraid of that. So so that means that the challenge for sons is to radiate more. And so I asked my wife who's an artist, I give many presentations, could you make an artwork that gives the radiation of a sun and that is not so easy here because just drawing the sun doesn't radiate. It's so if you made a different studies, and the thing that I loved, and I use in all my presentations that was behind me, it's a kind of spiral. The spiral is kind of blazing red, and then there is this yellow, in between, and you see all kinds of sparks or whatever coming out of it. So it's really a radiating picture. So I suggest for me, this is the sun. So remember to remember me that if I want to be a good leader, I have to radiate and I have to also have to give light to the moons around me.

Hylke Faber 29:48

Brilliant, brilliant. I love this. I love this. When I look back your picture the first time I saw it as a radiant rose like a rose window in a cathedral. And I love your description of the gradients of the sun that we need to take accountability for. So that we can also influence those people who may be more influential, influential, or I would say maybe a little less rooted in their suddenness. That's my hypothesis. We're gonna take a break in a moment because I want to hear from you case, how you help influence moons and also how you work with the other 10% of people that are in society from this study that you're talking about as a leader in environment and also we're going to learn a little bit more about water, and how important it is that we pay attention and become more conscious of of water. So we're gonna take a break in a moment you'll be listening to rooted and unwavering with case bousman,



who is the Executive Director of vet sister work Technology Institute in the Netherlands, and also a professor at Vulcanian University and the Netherlands as well. See you soon.

Presenter 31:05

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 31:30

So welcome back to routine and wavering, I'm your host hilker Faber. One thing that really struck me in the conversation we just had, okay, was this comment about really accepting who I am. And basically breaking through all the layers of inauthenticity which have something to do with making sure the world likes me. Okay, so thank you for that insight. Now, let's go to this question of the sun's the moons and what do you call the other 10%?

Cees Buisman 32:06

Well, you automatically can call them the black holes, because they they suck the life out of society.

Hylke Faber 32:14

Okay, the black holes. Okay, so that's

Cees Buisman 32:17

it. That's English, right?

Hylke Faber 32:19

It is, it is English that I understand. I'm not a native speaker either. But it sounds right to me. So let's think about this suns, moons and black holes in terms of your current work as an environmental leader in water. How do you practice being a sun? How do you work with moons? And what do you do with black hole?

Cees Buisman 32:45

I think you should realize which of the three you are. And you could, you could count on it, the black holes know that they are black holes. And the moons of course, are unaware that's just a matter of what will be if they are in the under the influence of black holes or under the influence of sons. So as a son, I guess you have three responsibilities first, to guess awake the other sons, because they've got Iverson's second to shine light on the moons to keep to keep the world light and not let it darken, and turret to control the black holes and to take care that they do not take over. And of course we have a whole justice systems that take away criminal criminals. And you could consider but you can be a little bit afraid, of course that that's especially the moon's in the influence of black holes are in prison. And it's not the black holes themselves, because they mostly are good, efficient. But also Yeah, when I



when you are in an organization, there are all kinds of seductions for having an exceptional good salesperson, for instance, which is a black hole and creates a lot of problems in your organization. But you do not want to fire him because he's the best salesperson. So for me, in my first experiences at a commercial company, it became clear to me that if I would ever be in charge of an organization, then I want to have a value based organization and everybody who does not want to be left these values cannot be part of the organization. And in such way I assume, keep the black holes out of our organization. And then as a organization, not doing business with organizations that are not radiating. In this way you can try to change the rules. And of course it's not my career further not to get involved with black holes. But as a society, and we miss them, we mistake Our responsibility for political leaders for for people that are CEOs of big companies, that that they are not black holes, and somewhere around 9080, we kind of lost that battle. And now we have to work to rebuild it again.

Hylke Faber 35:21

So we've lost the battle and what happened in the 80s?

Cees Buisman 35:25

Well, it is clear that many organizations are led by psychopaths, and they are taking risks with society to increase the profits on the on the cost of society. Right. And the banking crisis. Of course, there is an incredibly good example, but also the environmental scandals we have all the time. And this moment, yeah. Yeah. I think that there are examples enough, but you can you can see it everywhere.

Hylke Faber 35:56

Yes, yes, yes. I love how direct you are case, you're practicing what you just said earlier, this is very clear that you don't mince words, you say it as you see it. And I really appreciate that. So then, in terms of how you lead, that says, you said, I want to have an organization, I'm choosing to have an organization that's very values driven. And when you fit values, great. And if you don't, you're not going to stay here. So then how you lead vets is our CO lead vets is because you're now taking a step back. And maybe you can tell us a bit about that experience in a moment that led you to stepping back. How do you work with this principle of suns and moons?

Cees Buisman 36:42

Yeah, well, of course you try it. So in the first place, I do not hire everyone. And that is because we are we have this all this PhD researchers that say for four years, so every month we hire several people. So that would be way too much work for me. So that's done by my staff that I decide to stays. And, and like I said, Yeah, you are you think you are a sun, or you are a moon. So it's not something so easy to change. So, but yeah, assuming that, that, especially leaders want to go to witnesses, that there are many sons that need to be kissed awake. So that's what, that's what we try to do, of course, and but not everybody is the son that's, that's only 30% of the people not all of them go to vet says of course. So that I think that's it and, and this devalues one of our values is called Joy. So so what we what we think of Fellows is you don't you have a failure, like joy? And then we do define very precisely, what are any agreements that we expect everyone to follow our organization, and enjoy, one of the things is that



the expect everyone to create a safe environment for personal growth. And because personal growth is one of the leading points, so So but also enjoy, we also have to celebrate our successes, and there's also one of the agreements. So and then we have five of these values.

Hylke Faber 38:25

Okay. So here's a question. As a person who's very direct, how do you create a environment of psychological safety, for personal growth for the people around you? Because I can, I'm imagining being part of your organization, right. And I hear you say, I decide who stays and who goes. And I am invited to personally develop so and I'm supposed to feel safe. So tell us a little bit about how that works. I am sure it works, given how you're talking. And I'd like I'm curious about how, from your perspective that works.

Cees Buisman 39:03

Yeah, I think that is that that is what makes it safe. That's It's so clear. And so normally, you come into organization, and you know nothing, and sometimes you're fine without that, you know, what's going on. So for us, it's always very careful process that we define the reasons that you probably put your career in some other organization would be much more promising. So and Yeah, almost Yeah, of course. So we hire about, like I said, Two, Three persons per month, and 95% of them leaves lettuces, and everybody already is expecting to leave. It's the same for years to go to industry or the university. It's not like it's kind of normal process. It's not like that everybody who's joining that physics is expected to to meet his retirement here and that's that's not how it goes. But for all the people that I fired in my life 95% always thanked me afterwards that I was completely right. And they have a much better life now in another organization. So I would not consider that as in safe. But the personal growth, of course, it's always a process of courage, and a process of perseverance. And like I say, Everybody should, should find the career that he meets look. So if you never are lucky, then you probably are in the wrong career. And, and of course, yeah, you need, you need look and courage and perseverance to get on your right path. I already told you last time that that I believe, ditch speed skating, no, it's not that it's, of course, a global sport now. But in the Netherlands, it's very important sport that I miss, I was a speed skater when I was a student. And if you want to learn speed skating, then you have to put your total weight and balance on this enormous small piece of iron. It's, it's less than, it's about one millimeter thick, it's about 30 centimeter long, and you're always have to be on there. But you can only go fast. It's it's 5050. So it must be 50% on the outside the 50% on the inside. And the whole thing of speed skating is that that on the inside is the safe sides. Because then you won't fall that if you are too much on the outside, you will fall over your skate and you fall on the ice. And it is impossible to be a good speed skater, if you don't dare fall over your skates. And if you don't experience when you go too far, to become a master where you can balance exactly in the middle. And I also think it's about your career, if you're always stays on safe side, there is a very big chance that you don't find your pass, because you never found your real flow when you are 5050 on your skate. So in order to do that you have to be Yeah, fall over some time. And yeah, if you don't, if you're not prepared to take that risk, you probably do not find your paths in your your best career that is there for you.



Hylke Faber 42:34

I love this. I'm also a speed skater I'll probably not as fast as you were in your student years. And that sense of having to go make your, your your strike, and you go onto the right foot, and you have to lean totally on that skate and you can fall over. And it's it's almost like a transcendental experience of giving over into something that you don't quite knew existed. And then when you're in it, you're like, ah, oh, my goodness. And then the next one, and the next one. It's very meditative. I found when I did it later, I later on started meditating. And I started to understand the similarity between those two practices between speedskating and meditating very similar. So as you're speaking about this case, this idea of finding your truth by allowing yourself to fall, I'm very struck also by your deep, unflinching truthfulness, right? Because my mind made up well, maybe being so truthful is not so safe. But actually, you taught me just now saying, no, no, no, it's exactly the truthfulness. That is the safety. And that means, as you said, early in the conversation, sometimes people don't like me, and that's okay. And speed skating, I sometimes fall flat in the ice career, I might fall on my face. And so tell me a little bit about how you may be in your life have maybe fallen on your face sometimes and what you learned from that.

Cees Buisman 44:16

When, when I was at my first job, I slowly but suddenly, it became more and more commercial and more and more focused on the bonuses and, and, and then all of a sudden, I was rake up because there was an officer in new management, and they came with the announcement, they thought that we should do less innovation. And then I woke up that I was I was off my path. I was no longer there. And sorry, I was too much into the commercial. So then I I became professor. And it's also completely clear to me the academic rules also As a lot of deacons, Deacon See, I think use this also English. Take it NC, decades, decades. Yes. So you're spending tax money. And of course, I expect that society can expect that something comes from return. And some people's some Yeah. So so it was also clear that it among the professor many people that was not my way either so. So being a professor where reality of the real life society and and the academic new insights boot have to merge that was the only acceptable position for me as a professor. And so that's so I so I'm so among the professors, they call me businessmen, and among the businessmen, they call me Professor. So that's exactly then I am exactly in the middle, I found out. So I could, I could not be happy on the outsides of these two, only just on the border. And that's so fantastic about Vestas, which is your cooperation model between companies and professors. They're very, where everything comes together for my life. And it's very interesting that I had to found my own Institute's where my, my personality fits the best.

Hylke Faber 46:28

You bring those two things together, the business person, and the researcher, the innovator, and also a third part of your personality, which is about self growth. I heard you're also a lay leader in churches. So tell us about how that all influences each other. I'm sensing you're like a whole system in which you reverberate between those different areas?

Cees Buisman 46:58



Yeah, well, I, I did, I did. One of the studies I did was, was integrated psychology, integrated Applied Psychology. And then we had to read the books of Ken Wilber as an assignment, and then I wrote his books, and he said, to grow your company, or to grow yourself, you also have to do spiritual activity. And I think, well, I'm from an spiritual backgrounds of Christianity in the Netherlands. So then I want to do something like that, and not be Buddhist or whatever. So. So that's when I started to go a little bit in that direction. And I think if the assignment of the church was to make a better person, of everyone that's going there. So you go there every week, to think one hour and hear the holy stories, to become a better person. That is a fantastic system for society. Of course, I'm not sure if that's how everybody sees it, but but that, for me was the motivation. Because it doesn't matter what system you choose capitalist, communist, authoritarian or democratic, as long as there is no integrity, then no system will work. And integrity is a personal choice for everyone. And that's also something very strong for the world. If we don't have these systems anymore, we used to have, where can people find them this one hour per week, to become a better person had to work on your own integrity. But for me, that's, that is clear that that, that if you have any, if you have to run an institute, and your people are just no integrity, you cannot run it. It's impossible, you will have fraud and corruption everywhere. So you as a leader must be the must be the example of, of this pure integrity. Attitude. So that's how I'm scared. And the second thing is I also give preacher in the church, I give this talk and you say that preach Yeah. Yeah. And and that has been fantastic school for me to tell stories, inspirational stories that are not based on science. So non technical story because you miss us realize that technological people normally hide their personality behind their skills. And if you're a leader, you actually cannot do that. And you have to be there yourself and show your own personality. And by giving the sermons do you learn to tell stories about inspirational topics, that is much closer to you then be hiding behind your scientific editors and so, so that so it's also One of the things that I tell all the people that we hire, we hire you as a scientist, but you also have to grow as a human. Because hiding between your science is not good enough for us.

Hylke Faber 50:11

Yes, yes, yes, you can't hide, you have to express more and more of who you are, I'm thinking of the building of vet's office. And to me, it's some kind of juxtaposition between Noah's Ark Ark and a beehive. And when I heard your story, just now it's like a beautiful building, surrounded by water of wood with planks and places to look through. And I don't do a very good job describing. But what I'm hearing you is, I'm almost seeing you in this, psychologically, in this structure that you have created. That is not even linear, the building isn't even linear, it has all kinds of weird angles, like a natural thing that has emerged almost like a an alien creature that has landed in lieu of art and in this water. And you have created this as a dojo as a practice ground, to become more in integrity, to become more in integrity, integrating science, business, spirituality, this psychology, living and all, and you are able and you're and you're going past that moment on the skates, where you're leaning any allowing yourselves to fall in all of these areas and taking big risks. When you're it's not. It's one thing to read a spiritual book. Another thing is to preach, entirely different thing. So, amazingly, we're getting close to the end of our conversation, which has flown by, what would you say to somebody who says things? Integrity?



Yeah. But I feel I'm in a lot of pain and confusion. I have, I don't know how to get to integrity. What would you say to a person like that?

Cees Buisman 52:20

Yeah, that's a very difficult, very difficult assignment. So you need to you need to know of course, is this pain. Is this a psychological problem? Is this because of life's disappointing Is this because of shadow and that you that you're not true to yourself? That you have to fight. And it's also I also found that young people, they were eating such a bad diet, that their brains got confused, just because they their brains didn't get the right material anymore. I had this my own son is the knee. And he got that even to a doctrine, the case of fish oil, and all of a sudden, he changed completely and is willing to live restored. So there are there are too many reasons why you can be in pain. But But, but not being in tech and ticker because you're in pain. Of course, it's not a good reason. To be a part

Hylke Faber 53:24

is what does it mean? Go ahead, go ahead.

Cees Buisman 53:27

I just want to say because the time is over, you said I was going to step down investors. But that's not true. When I started versus from the beginning, I demand that I was the first person starting at this, I demand that there'll be a second person to take care of the administration as a director and I wanted to I said that there was this kind of unusual that I did not want to be the boss, I wanted us to be together the boss. So we are commonly boss or CO bosses, as it is called these days, co CEOs from the beginning. So that I could completely focus on on the science, innovation, the inspiration, personal growth, and he could focus completely on talking to accountants and governments and, and counting the money and whatever, so that that would not be in my in my way. Because that is not inspirational for me. That's one of the things I found out when I was at this commercial company, that when I had to take care of these things, I became less inspirational to my people that report to me, and I didn't want it anywhere, because actually, I don't like it. And therefore I cannot inspire people. So so I had to get rid of that responsibility.

Hylke Faber 54:42

Yeah, I see such a commitment in you staying to what lifts you up? What makes you feel radiant? What it's like, it's almost like you kiss your own son this way. Where are you? You're saying, No, I'm not, I'm not doing that I am not going to be the business leader, because that's not what brings me joy. That's not what I'm supposed to be doing here. And to me, that's a very beautiful invitation also, to me and to maybe other people were listening and ask ourselves, what brings you joy? What is true? What are resonates in your bones for you? And what life choices do you make based upon that with career wise, life

Cees Buisman 55:34



out? When you realize it's not your thing, so you have to try it out. If to be courageous, you have to be on the other side of the scale. And then you find out is, this is not my thing. And then you can get rid of it again, so that you can begin your flow. Yes. And also, yeah, writing this book was a was I have doubted, I've been doubting about it for several years, because I thought I would expose myself too much. And also not completely clear if my story would be interesting. But finally, I decided to do it. I rewrote it already three times, and you have the most advanced version. And now, yeah, now I hear from people, it's a very hopeful book in an hopeless time. So I feel very satisfied, I did it. It must be clear that I'm not a writer, I'm not gonna write another book, at least not soon. That is very important to realize your credit is also translated in English. In English, it's called, we can only solve the water crisis. If we change.

Hylke Faber 56:44

The latest we can only solve the water crisis if we change.

Cees Buisman 56:48

Yes. So the English version of this book standard still available, I guess, on all kinds of websites? Okay.

Hylke Faber 56:55

Well, we'll put that also on the, on the website. When we talk about this website, we can only we can only serve solve the water crisis, if we change. And what the Christ the water water crisis is you'll have to read about in this book, thank you probably have an idea about simply because we're running out of time, I have one final question

Cees Buisman 57:15

that goes are running out of water, and water.

Hylke Faber 57:20

There you go. If you had 45 seconds, and you had a microphone that you could talk to all 8 billion of us, from into our ears into our hearts, what would you want to say?

Cees Buisman 57:36

I think it's incredibly important that we all have world perspective, that we do not only see the dry river, we experienced ourselves, but also realize all the dry rivers in the world. And we have to share everything on this planet, especially the water. And stealing the water from someone else is not is not going to solve this problem. And so we all have to realize that we have to share the water, especially the rich people must use less water.

Hylke Faber 58:10

Thank you for that. Thank you for that case, I knew I was going to be uplifted and surprised in this conversation. And whenever I talk to you, and I think my mind's going this way you go, Oh, no, it's the other way. You helped me fall over my own skates, which is a wonderful, wonderful experience to have



so I can see what you bring. We've been listening to case by someone and maybe in a moment, I'm going to invite you to say one final thing, whatever you want to say to close. The core insight I had from this conversation amongst many was to take care, have the courage to make choices that are true for you, and be willing to fall in your face. And then get back up again and make a different choice. Thank you for that. Anything that you want to say by way of closing case?

Cees Buisman 59:04

Of course. Be a sun, be radiating.

Hylke Faber 59:10

Be a sun be radiating well. For me. You have done that today case, and I'm sure others will agree with me. Thank you so much for being with us. It was heart opening, mind bending, and I love being with you today. You've been listening to root and unwavering. I enjoyed being in presence with you next time, which will be in July on July 14. I will be sitting in case his chair will be interviewed to talk about my experiences with being routed and also unrooted and quite wavering at times. In the meantime, if you'd like to hear more of those conversations, follow us on Spotify, Apple or LinkedIn where you find these podcasts also on YouTube. And of course you can find out more about case by Ceman on LinkedIn and when it says on LinkedIn and read his book. We can only solve the water crisis if we change or indulge demands his fame plaque. And well, we'll see each other again in a few weeks or online somewhere. Thank you so much for listening and thank you case for being with us the true honor. You've been listening

Presenter 1:00:27

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