

S01 - E19 - Rooted & Unwavering - April 14 - Hylke Faber & Bert van der Hoek

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 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 00:46

Welcome to return wavering broadcasting live from Phoenix Business Radio x, where we help people connect more deeply to their innate potential. I'm your host Hoka Firebird is the 19th episode of root and unwavering and I'm here today with Barrett founder HOOQ, CEO of the Trimble's Institute for mental health in the Netherlands. Barrett, how are you today?

Bert van der Hoek 01:10

Yes, I have a double feeling because of on the one hand, my sister in law has passed away last week. So we have had an extraordinary week with a lot of emotions and so on. And on the other hand, I'm very curious about this podcast. We know each other a long time. And I always think you have really good questions. And I like to make the story complete. So I'm, I'm ready for the first question. There you go.

Hylke Faber 01:45

Thank you so much Burton. I appreciate your being here also in this tender time for for your family. Appreciate that. And so we're going to talk a little bit more with you directly in a moment I before we do that, I'm going to say a bit more about the podcast rooted in wavering and also about Barrett's so that the listeners can get to know you, first about Ruth and unwavering so rouda unwavering is a series of conversations with leaders from all walks of life, life like Barrett, to learn more about what connects us deeply to what is true. And what happens when we get thrown off our base? And how do we find our way back? And what I find is that there's many tools and concepts I can learn. And those are helpful. And what helps me most is to remember stories and thinking Ha, how Barrett respond to the situation? Or how would Tony? Or how would, Bernard or how would anybody else who's been on the podcast, or I've met in my life? So that's the intention for this. So I invite you as you listen to this, to to listen to it from that perspective, like how can this person helped me to widen my view, and get more grounded into what I truly care about, even if that's different from the person who's speaking. So Barrett from the hook comes with us today, with so much experience. I met him many years ago. I think it's about a



decade or more ago, when he was still the chairman of the Executive Board of the fish land in the north of the Netherlands. Burke house also has a very beautiful background. He's a classically trained guitar player, and has a degree in organizational psychology and apply to psychology from the University of Groningen, just a very prestigious university in the north of the Netherlands, a great university. And he has worked throughout his life in occupational health and safety and government and semi government organizations. And currently, he leads the Trimble's Institute where he is the chairman of the executive board again, and he is helping in the country to create more awareness of what mental health is working in fields like addiction, promotion, prevention, treatment, recovery, all kinds of things that helped to create a more mentally healthy society. And I'd say What a beautiful cause that is, anytime but I would say especially in the times that we live today, so Barrett, welcome. That's the bit about your bio that's kind of written personally what I also like to say about you is one thing that strikes me about Barrett that he is so optimistic like I find you there's always this this curiosity about all what what can we do here? What's the vision here, this, this vision into something greater so I love that about you your curiosity leading into the future. So Barrett, welcome again and so glad that you are with us today. Tell us a little bit about your journey with connectedness in your life?

Bert van der Hoek 05:04

Well, you could perhaps the first thing in my mind by the question is, connectedness is perhaps the story of my life. Because I grew up in a very ordinary family. My father was a milkman, my mother was a housewife, we had eight children at home, seven boys, one girl. And it was a typical Catholic family in the 60s 70s, in the Netherlands. So people were driven very much by the norms and values of the Church of the family, instead of their own values and beliefs. So, in the beginning, I don't have learned to be connected from home. My father was very busy. And when we came at home, my mother was like a general, she ordered us to help my father. And so we lived our own lives and got home, when we were hungry, and so on. So I think I have learned to be more connected by with people, by my wife, loose, see is the opposite. See, is very, very much connected to people. And on the other hand, see is very dependent of feeling the connectedness of other people for being happy. So I think in the first years, the first case of our merits, it was from time to time, a struggle, on the one hand, my, my drive for freedom and autonomy, and on the other hand, her desire for being more connected. So in my personal life, I think, last decades, I have learned better and better to be connected into, to be aware of the value of being connected.

Hylke Faber 07:16

I love the honesty with which you're sharing that. And also, I hear in that the compassion for your parents. I mean, that was quite a generation to grow up in, in the 60s. And for them to grow up into 40s 50s. Just thinking about after the Second World War, basically trying to make things work, make it work and your father being a milkman, I can imagine that being very hard work and your mom having eight kids, eight kids, I think, is what you did. Sure. Yes, yes. That's, that's a, that's a very big responsibility. And, and then, you know, the learning something about the value of hard work that I'm hearing from your story. And also, I heard something about, even though you were maybe not learning too much about connection, deep connection with others, which you learned later with, from your, from your wife



loose, you did learn something about connection to you, that you also value, which was freedom. So maybe we start there for a second. And don't skip over those first decades entirely. Because each decade I think has, or each year, each moment has something to teach us. So tell us a little bit about little Barrett and freedom.

Bert van der Hoek 08:33

Well, I think a little bit was a boy, the sixth child in the row, so in a hierarchy of the family, at the lower level, but I think I was perhaps the child's who knows the best, who knows the best what he thought about things, his opinions and so on, but also about what he wanted to do. So, in that modest family in that, in that environment of being modest and doing your best. They I was a think for them a little bit other than the other child's?

Hylke Faber 09:18

Uh huh. And how was that for a little bear to be a little different? Like, how did you forge your path in that situation? One of the things I find very interesting, you started studying classical guitar and psychology. I'm thinking what a leap from where you came from.

Bert van der Hoek 09:36

Yes, I wanted to study medicine, to becoming a doctor. But in the Netherlands, there were more students who wanted to study down there were places at a university, so I didn't get the study. The first year. I also didn't get the study that second year and Then I had an alternatives to study psychology.

Hylke Faber 10:03

Yes. Just a second for for our listeners in the US the way the system I remember from myself because I had a similar ambition. I remember this, that it's a lottery in the Netherlands. So it's like an application where you are trying to impress and get in that way. So the application, it's a lottery. So you basically played the lottery twice and didn't get in. Okay, continue.

Bert van der Hoek 10:26

Yes. So I started with a study of psychology. And that was in the beginning, very much psychoanalytical theory oriented. And I like that a lot. So I didn't get it for a third time in the lottery of the study of medicine, to becoming a doctor Bert to become a psychologist.

Hylke Faber 10:55

Again, it I get it so. And so tell us a little bit about how did you make the decision to want to actually pursue medicine and play guitar? How did that come about in your early life?

Bert van der Hoek 11:10

Yes, in my teens, I was member of a pub and I played boss. So I was always busy with music. And that was after sport, football, it was my greatest hobby. And all my time, I was busy with playing guitar, and playing in a band. So when I got started with a study of psychology, I couldn't stay in that dance. And



after a couple of years, I missed the music. So I did an exam for getting to the, to the preface of the Conservatorium in the Netherlands. That was a part time course. And I could do it, and I was accepted for doing it. But that's was maximise on two years. So after two years, I had to decide what do I want to do? Continuing the study of psychology of going into the music, and I chose for the second at that moment, but I had an appointment with the dean of the of the university that I could continue to study of psychology of within a period of five years. So I decided to get serious in the study of the Conservatorium get playing guitar, and could always turn back to psychology in a period of five years, so I did a study it, I did it very well. So I could do the highest level. And after a couple of years, studying hard, having my own students and playing in the restaurants, and so on and so on. I missed the intellectual challenges. It was just playing guitar. So I decided to do a step backwards, a lower level to be a teacher for guitar, and I continued to study of psychology. And in two, three years, I ended both studies and decided to, to focus on jobs in psychology.

Hylke Faber 13:53

Got it? Got it. So you've been in many places of leadership and psychology in in your life. So, yeah, so reflecting back, what would you say were some of the core lessons you learned about staying connected to what truly matters? In that time? What were some of the lessons you learned about what? What matters? It's truly about staying connected to what matters to you?

Bert van der Hoek 14:23

To be honest, the most painful memory is that when I met loose my wife that was in the beginning of the study of the guitar, I as I told her number one in my life is the guitar. So the best place you can get is the second place. I totally is more romantic, but it's very awful and At that moment, it was really what I meant to do in my life to be to become a top guitar player. And so I was so ambitious, that was the most important thing for me in life. More important than my new girlfriend.

Hylke Faber 15:20

And what have you learned about that since

Bert van der Hoek 15:26

the other memory is a couple of years ago, Dad's loose, got diagnosed cervical cancer that was sent the class Eve. So it was very painful. And both We thought she should, she should die in a couple of months because of the diagnose. And fortunately, it has become well see is treated, had an operation and so on. And now she's feeling well, so it's it turned well, that that's the most important thing. And you could say that in that time. I was so present and so close connected to her. Yes, that's quite the opposite of the thinking. The guitar is the first and my girlfriend is the second place.

Hylke Faber 16:25

Uh huh. And what have you discovered about connecting with another and with yourself in that time? After the cancer diagnosis with loose after Sinterklaas effect?



Bert van der Hoek 16:38

Yes, that's I think the most important thing of connectedness is that you really feel dividing life and living your life with an order you cares about you laughed. And so it is so the opposite of feeling lonely, feeling lonely. And it's so so wonderful to to feel the stability, the rest the the the ones have been connected with in order. So I think the most important lesson is that, nevertheless, your ambitions, the most important thing is the relatives, your yours, your spouse or, or all the people you are connected with. That's the that's the base of life, I think.

Hylke Faber 17:41

And how has that translated maybe also in how you interact with colleagues, and how you lead others, because that was a pretty formative time, not that long ago. But that was a pretty formative time, it sounds like that, that time of facing death with love that the guitar but of your spouse? And like, what did you learn from that, that you now are potentially using or applying at work?

Bert van der Hoek 18:12

Yes, I think perhaps the association is with the life course of human beings, when you are a child at the age of 12, you are the center of the universe. Life is all about you, and to get compliments to get to being the best and so on. And when you get a girlfriend, you're very proud if your girlfriend gets compliments, and so on. And when you get children, you're you're never so proud is that your children are doing well. And people are very positive of them. So a kind of indirect valuation. And when that's Association, I think is the same in your working career. In the beginning, you are the center of all and you want to be the best manager of all, the best, the most exciting challenge is you go on to to do the best. And years and years later, you learn it's not about you, it's about your theme you lead or something like that. And in other phase, you learn it's about the purpose and the meaning of your company for society. So the valuation and the importance of getting compliments and so on, is becoming more indirect than in the beginning. It's all about yourself.

Hylke Faber 19:53

I love that. Einstein talks about expanding circles of concern he says something like it's Are delusion that we stay in the circle that is closest to us, and that the human being basically has the invitation to step out and to brown and to widen our circles of concern. And that's what I'm hearing you say also, like, as a little one, it's all about me. And then it's about the one that I love. And then it's about the one that I created or CO created my children, my offspring, and then it's maybe about my, in my team or my me as a manager, my team and, and my, and then it starts to become more and more wide. You could say purpose. Yes. So think about how you're currently leading the Trimble's Institute, which has a very high purpose. How this connecting to that purpose, guide you in terms of how you lead day to day, because what you do from my perspective is very important in in the Netherlands and in the world. So tell me tell me more about that. What does that do? When Barrett wakes up and goes to work? How does that inform him?

Bert van der Hoek 21:13



Well, he Okay, I think my current job as a CEO of the trim was is huge. I think it's the best fit ever in my life, from who I am and where I wanted to be, and the job, I have the privilege to lead the company. And that's all about the meaning of the institute in Dutch society, in every day, being busy with getting a better world getting a better society in the Netherlands. And so in my, in my life, the value of Justice has grown and grown in at this this moment, I think it's the most important one for me. And when you realize that the socio economic differences in the Netherlands, but also in the States, I suppose, are so big, that's where you are born, is the is very important for the rest of your life. Because of the family where you grew up, the neighborhood where you grew up, is so important for what you can become later in, in life and that people in a better situation are living a to 10 years longer, but especially living for 20 years better without diseases and so on. So the difference is not because of your own success of your own ambitious and ambitions and drive. But because of the environment where you grow up, is very, it's a kind of a destination for your chances in life later on. And from the point of view of justice, it's an acceptable. So in the Netherlands, and especially the tremors Institute, we are busy every day, to get equal chances for everybody to grown up as they want to live their life as they want to live. Nevertheless, the environment where they are born.

Hylke Faber 23:40

I just want to pause this there for a second because what you said is such an important piece of information that's so easily forgotten, right? Because we can easily fall into the trap of if I work hard enough. If I choose wise enough, if I exert myself enough, if I take enough responsibility. It's like the American dream. You know, you can make it anybody can make it. And what you're saying is sure it's important in from your own life. You've exerted yourself, you know, you didn't just become the highest level guitar player, son of a milkman. You did stuff, you did stuff, right. You came from pretty humble beginnings yourself. And now I hear you say that people that are grown in growing up in a lesser fortunate socio economic situation live eight to 10 years less and have 20 years or so. Less off house, free house problem free time in their life, amongst alongside other things. And he you say talk about justice. Right? So you say that with the trim boss Institute, you're working on this. So how do you work on that? How do you work on that?

Bert van der Hoek 25:01

Well I think in the beginning of my management career, I was focused on, on challenges and on results. And at this moment, I'm just focused on our purpose. Just focus on unifying all people, all departments inside our institute, to collaborate and to do one thing make the world better. Everybody from their own point of view, their own point of no, that's but focused on getting a better society, getting equal chances for everybody to live the life they want to do.

Hylke Faber 25:56

So I hear you at you practicing within Trimble's Institute, what you envision for society, which is equal chances for everyone also within Trimble's Institute as in terms of how you work together, you're unifying everyone inside the timbers Institute, as you're working towards unifying the country, in terms



of having more equal chances. Now, how does it Trimble's Institute work on helping to create equal chances for people in society? How do you do that?

Bert van der Hoek 26:27

Yes, we do research, monitor all kinds of developments trends in society, we get also a lot of knowledge from abroad. And we are translating that knowledge to interventions, some programs. For example, prevention programs promoting healthy living in the Netherlands, at schools, at workplaces, in society. So we are from the from the research, we try to make impacts by translating all that knowledge to meaningful interventions in society

Hylke Faber 27:23

translating knowledge into meaningful interventions into society. And so that, that there's more health. Maybe think a little bit about an example sort of that, that our listeners can really imagine how that works, as you are basically practicing your purpose of creating a better world. And as you think about that, one thing I want to highlight from what I've heard already from you is that you used to be entirely focused on how to be successful, overcoming challenge. That's what you could say it's one stage of development of a leader. Now you're at the stage where you're entirely focused on purpose. I just want to highlight that because I think that's such an important transition. And maybe for all of us to think about, like, what is my concern? What is my circle of concern? Where am I focused? Am I focused? And not not that not good or right, good or bad? entirely on my personal success? Or am I attaching myself or focusing myself onto something bigger? wanted to highlight that, so bear give us an example of maybe a person or a situation of a person in the Netherlands that may be helped by what Trimble's Institute does, for example, through prevention, so that we can sort of get the movie Get the picture of what actually happened so people can hear what it's like to maybe grow up in a place that is less advantaged, and what you face there and how you grow through that. Can you say more about that?

Bert van der Hoek 29:00

Yes, I can give a few examples. The first one, which comes in my mind is the mental health care sector. In the Netherlands, we have a growing amount of mental health problems, especially by youth and the system, the care providers don't have enough place for helping old people. So we have waiting lists where people are sometimes with severe psychological disorders have to stay on for more than one year. So that's unacceptable. From the point of health but also from the point of society. The bodies in the system have interests but it's also an economy, the healthcare, business. So people don't move. And the problem is growing and growing. So I realize that having worked as the health insurance companies as well as health care providers, I know both worlds. And I feel very responsible for being a bridge between all that different worlds, and to get things in a good direction, a sustainable direction for the future. And we are doing that. With all the notes we have, it is very hard and difficult challenge because of all the interests of the parties in the system. But that's one example. And we have published research a couple of weeks ago, and a lot of people are very interested in it. And it can be a trigger for moving on. So I'm very glad with that recent developments. But another example is that we are busy on for students, the mental health of students is also gotten better and better. So we are investigating and



monitoring the mental health of students. And at this moment, we are busy with making a program of all kinds of interventions for preventing mental health problems become psychological disorders.

Hylke Faber 31:52

Thank you for sharing Barrett. We're going to explore this more after the break. One of the things that I'm taking away from this first part of our conversation with Barrett Vander Hoek, who is the CEO of the Trimble's Institute for mental health in the Netherlands, is how much power comes online in ourselves how much care comes online, when we align ourselves with a higher purpose, which in Barrett's example is the aligning with real justice and care for a better society. So let's come back after the break to discretion about how we use this purposefulness to bring those different interests together of different parties in a healthcare system that may, on the surface, have an opposing interest. See you after the break.

Presenter 32:46

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 33:11

Welcome back to root and wavering I've been speaking with Barrett founder hook the CEO of the Trimble's Institute for mental health in the Netherlands. And we've talked about how our connection to what truly matters to us. evolves. And Barrett has been talking to us about how it was maybe in the very beginning, logically as a 12 year old maybe about me and my success and doing what I want to do my freedom and being the best guitar player to becoming a manager going through challenges my girlfriend, my kids that immediate circle of concern, and then moving to something that is even bigger than that, which is a bigger purpose, and now Burt's working in the interest of for the interest of of the advancement of a whole society. So Barrett, talk a little bit more about how do you use your purposefulness, your connection to purpose, to bring those different parties together? Because I can imagine that given where you're coming from, it might sometimes feel schizophrenic. You've worked in healthcare providing and healthcare insurance. And we all have stories, great ones and not so great ones from both sides as recipients of those.

Bert van der Hoek 34:37

Yes, you're right. But it's very interesting when you work in that world. Nevertheless, the care providers or the health insurance companies, most people are doing well and do the best for the company. But the best Purpose of the companies and the context of the companies are very different. So it's isn't that the people are bad or don't, don't do their best or something like that. Now, it's the system that has some barriers for working together. And healthcare insurance companies have very, very focused all the costs of health care. And from the point of society, it's, it's, it's good at reason actor in the system, who, who is a guard of the cost, because it's the costs have to be bring up brought up by all society. So



when you have a system of solidarity, of dividing all the costs, you need to be very sharp and don't spoil and spend, it's the end the best way you can. So it aren't the isn't the problem with the people inside the companies. But it's the system that creates the problems. And when you look at the system in the Netherlands, the original goals of the system is to guarantee access to health care for everybody who needs it. And it's a very good system of solidarity, and of public values for quality of care, for pay ability of care, and for access to have for care. So that that's, that's good. But the system itself has developed more and more in a bureaucratic system with a lot of rules and a lot of procedures, and so on. So a lot of professionals are, are going away, because of all the administration and all the rules and begin for themselves or are leaving the healthcare and are going to do something else. So the system itself creates the problem. And the good point is that we have created that system. And when the system has grown beds, we can justify, we can repair that and make it good. But the bad thing is that a lot of people have interest in the status quo.

Hylke Faber 37:43

I get that. And maybe that's where the word justice comes in.

Bert van der Hoek 37:47

Yeah, so it is. So it is. So we are very busy. With and there again, it comes the importance of the purpose, because you only can unify all the different actors in the system with all their different interests. They want to commit themselves to one superordinate purpose, getting access to everybody who needs to care.

Hylke Faber 38:24

One overarching purpose that is everyone, right? Where it's like, we want to have access for everyone off of healthcare. Talk a little bit about how you and your organization then help people to a connect to that purpose. Because I can imagine in bureaucracy with frustrations and all kinds of stuff that people get distracted, or it's hard to keep the eye on the purpose. So talk about that. And also how you personally motivate yourself. Because I can imagine that things don't go always the way you'd like them to go. So how, how do you work with that?

Bert van der Hoek 39:10

I think to be very honest, and open and very direct, and getting the good conversation on the table. Because of a lot of different actors have interest in in holding the status quo, and that for society that that isn't the right way. So I'm very busy with getting the right discussion at the right place at the right moment by governments, by the professionals by the organizations and the CEOs of all the organizations and so it's like a missionaries. See who is having the new message of a new system of health care?

Hylke Faber 40:13

That that's focused on honest, open and direct conversation. And my sense is that pierces that cuts through the stasis and the stagnation and the entrenchment in the old interest, because at some point,



truth prevails. You can't deny truth, you can only deny truth for so long it's going to come through at some point. So how do you? And how does your organization how do you as a leader, speak truth and facilitate those open and honest conversations in a way that doesn't alienate people, because I can imagine that saying some of the things that you're saying, might be hard for people to hear, or there may be resistance to it. And I'm thinking actually, of our together bird. And when we're working on culture change, I noticed this in my work all the time, when we were saying, we want to guide the organization to a different level of thinking, behaving requires a level of honesty and requires change, and humans don't like change. So how do you work with that, as a leader, as you're grounded in truth and honesty,

Bert van der Hoek 41:30

I think the most important thing is to respect each other. And from respect and from the awareness that things have grown as they have grown, and the situation is, as resulting in waiting lists and so on. Nevertheless, everybody is working hard. So respect and no condemnation of what people have done, is very important. And also not only telling the truth of the future, but especially asking how people think about the future. So that's combination, having respect for all people, having really notice about the system, and all the struggles for moving on. And being interested and curious of how people think of the of the situation in the presence and what they wanted to do for getting a more sustainable system of care.

Hylke Faber 42:48

I want to hone in on both of these pieces a bit more this respect and non condemnation, non judgement of others, and also the interest in how people envision the future. I'd like to hear more about that. First, let's focus on respect and non condemnation. I question to you Barrett is, how do you work with judgments that may come up in yourself as you're sitting with people? And you might be thinking, at least I'm just imagining thinking like, oh, there we go again, or Yep, yeah, I see you being entrenched. Yeah. Yeah, you're stuck in your old ways. At least these are some of the things that come up in my head, when I'm faced with people that don't want to change aren't stuck in their old ways. How do you work with that thinking? And how do you not fall in the trap of condemnation, which you've laid out? So clearly disconnects us?

Bert van der Hoek 43:42

Yes, yes. Well, I think I have the advantage of being a psychologist. And I've learned in during my study, and later on, to always being aware of the different levels in the conversation, in the presence, sitting near each other and having having a conversation, but also at the level of both for being aware of what's going on in underwater and what's going on in the feeling of connectedness. And level above that for the more strategic goal of the of the conversation. And of course, I'm just a human being worth all kinds of irritation and so on. But I think I really can manage it in most of the situations.

Hylke Faber 44:40



And my sense is part of the way you're managing it, is because you're able to apply awareness, sense of stepping back. We also call this Balkany awareness being able to rise above saying, hey, what's the pattern here? What's the purpose here? What am I I'd be going on with the other person feeling wise, without getting lost in that. And then choosing from that awareness as opposed to reacting to any particular layer in any particular point of time.

Bert van der Hoek 45:17

So it is, so it is, and there is always the point of the interest of people, it's always a question, what's the really interest of people, because sometimes it looks like to earn more money or to, to be aware of the importance of the continuation of the organization and so on. But when you have a really good conversation, and you are prepared, and to get under that's interest, sometimes people have other interests, then they, most of the time, speak of. So and, and when you are able to connect the, the interests of different parts of the system, because the really interests behind the office interest, then sometimes you can bridge between the differences, and it's going well.

Hylke Faber 46:31

Looking beyond the immediate interest, I'm hearing not get sidetracked or blinded by those but saying, hey, let's take a think a little further. So how do you stimulate the thinking and the awareness and the conversation about the deeper purpose? Because I imagine people coming into some of these conversations with clear agenda, my organization, my profitability, my way of doing things, and then there's yours, and those two will never meet. So how do you facilitate that conversation?

Bert van der Hoek 47:08

By by asking the right question at the right moment in the right atmosphere. And people don't want to be honest, when they are feel unsafe, and they don't trust the other part of the other person in the conversation. But when you really have a good conversation and a good relationship with respects and weights, which really interesting, what people what, what, what what people drives, then you can get behind beyond the the office interests.

Hylke Faber 47:55

So a couple of things I heard you say it's like, it's the psychological safety to start with, because when people don't say, feel safe, they won't say anything. Really, that's true. And then by being deeply interested in what actually might be going on for them by by allowing for some space is what I'm hearing by asking the deeper questions. And, and in that way, you're able to bridge you're able to bridge interest, and you're able to bring people together that might be otherwise talking against each other. Now we're talking together, can you give an example without giving away confidential, confidential information of how such a conversation might have evolved from kind of antagonistic, maybe at first to something that's much more collaborative, more deeper interest based? Can you give an example of that, because I think it'd be really good for us to hear how that happens. And I see it as such an important transition for many conversations that need to happen in society at the moment.



Bert van der Hoek 49:02

Well, perhaps the CEO of a healthcare provider, one of the most important things I have been with myself, so I be very aware of the interests of CEOs of healthcare providers. And one of the most important thing is the continuation of the organization. And one of the most important aspects of continuation is a really good and stable financial results. And when you are in a system, with the kind of financing all the health care activities, people are very focused on how much they earn for certain actions for certain professional interventions and so on. But if you can get The compensation to the level that if you get a guarantee that the continuation of your organization is well, so for about eight years, so don't be afraid of, of getting risk for coordination of the organization, let's make a step towards the purpose, how do you think you should be a better caregiver, better organization of care? For more people without waiting lists? Can you imagine a situation in you could do more for people who really need it, it's with the comfort of the financing, and no risk of the contamination of the organization. And then people have ideas and are becoming more flexible, and becoming out of the focus beliefs of, I need to get debts kind of money for my, for the continuation of the organization.

Hylke Faber 51:14

It's a beautiful example, I can see, even the way you're talking about it. At first, it may be this almost contracted way of thinking, My success is very narrowed this like this activity with this much money, therefore, continuation of my organization, it's a very simple basic equation that people play. And what you're basically doing is, I'm expanding the equation by having you challenge your beliefs of how we can do this. And by going into sort of a bigger picture thinking like what would happen if survival of your organization would not be an issue and you can think about brother care? Now? I'm thinking about that conversation thinking about, but how do you guarantee that to somebody that that because people will say, Well, I'm listening to this, but nobody's gonna guarantee me that the organization that I represent is going to survive. So how do you help people with that?

Bert van der Hoek 52:12

Well, that needs a corporation with the health insurance company. And the health insurance company has one important goal, deaths he has to have, every year, they get a few of what do all the members of our company will need for care, and what will it costs every year, and they add a day, that's kind of calculations, they decide the highest of the premium for all the insurance aspects. So they are very busy with the risks they run in their business. And when you can get to the conversation that imagine, you know, the costs for next year, for sure. No risk, for sure. And perhaps 5%, more than the amount of all the money for this year. But that's for sure. Could you imagine what it means for health care providers, when they gets the money they need for all the patients a gets, and you make the appointments, there, they earn a certain amount of money, but have to do the care for all the people in that region or something like that. So you need to be creative, for making it possible for people for actors in the system for being focused on the future and seeing the broader picture

Hylke Faber 54:08



is one of the things I get is none of the actors in the system can accomplish their objectives by themselves. So it is and the less they talk to each other, the more they will have to resolve to basic equations, which are survival equations, right? The more I'm able to talk to each other, then you know, the insurance company can help the provider and the provider can help the insurance companies so that both of them are actually working together to do what they're really here to do their own insurance company, keep costs at a reasonable level and protect the liabilities of patients, providers, making sure that we have good health care and we have access to it together with creating that. So I love that. I love that connectedness now, we're getting towards the last few minutes of the conversation and I'm realizing I can talk to you for hours. I Do want to bring it back to bear as a person? Of course, it's all been buried as a person with Barrett in his personal life. So, you've been at the helm of organizations for a while. You've just witnessed the passing of a family member? What is your longing for the future for yourself for what you would like next?

Bert van der Hoek 55:32

Well, it's really an actual question. Because I'm 64 at this moment. And in the Netherlands. For a decade ago, it was people used to go with retirement, when they were 6565 years old. It it's at this moment for me in my situation is 67. So it's really an actual question. And I, my, my images for the future is that I will stay busy with all kinds of things. Because I feel well with being busy and doing well. I start every day with some sporting, running and biking and fitness. And I will work as a psychologist also, for next years. But at a lower level. I think for the next years, I want to do one step back with more time for my family, for my children, for doing a nice things with loose my wife traveling more. So a kind of combination of keeping busy with really meaningful things. But with more spare time.

Hylke Faber 57:08

Great, thank you so much, keeping busy with really meaningful things, which is what it seems like you've been dedicating a lot of your life to, and we're getting towards the final minutes of our conversation. Some of the takeaways I've had, and there were many were that there's this awareness of finding our own voice for our own freedom, which you actually pursued probably unconsciously, in a very early age, playing in the band pursuing that. And I, I sense, the momentum you're able to create by listening to that. And then in the band into the the Conservatory, the Conservatory, the the psychology, all of these interests is pursued that weren't prescribed, but you actually went after that. And then the expanding circles of concern and thinking about, hmm, what am I really valuing it? And and how does that include me? And how does it include the people around me? And how does it include my society, my higher purpose, and then this last piece of the conversation, which will be fascinating about creating that deep commitment, and conversation toward purpose of parties that have such an important role to play, that they only can play well together. So thank you for sharing that today with disparate final thoughts from you may be also thinking about speaking to a person who is in the middle of their journey, and may be thinking, How do I focus on my own connectedness? What's to what's truly important to me? How do I do that? What would you like to say by way of closing our conversation?



Bert van der Hoek 59:07

Well, perhaps the continent of yourself, you don't need to prove yourself to society, you don't need to prove that you really are a human being with a lot of talents and qualities, dressed that people see that and be aware of making the journey during your life course for taking action to be reflective, and think about things. Because I think that's the advantage of growing older, that it's not about you. It's about the meaning of your life, for the people around you and for society. And I think that's the big message for me. That's not not about you. But it's about the order.

Hylke Faber 1:00:04

Thank you so much. It's not about you. It is about the other and that's how it becomes about the true you when it's not about you. So thank you so much, Barrett. It's been a delight to sit with you in this time of tender time pointment for your family just in hearing your insights. I bet one hook is the chairman of the Trimble's Institute for mental health in the Netherlands very much enjoyed our conversation today. Burton thank you again for appearing on roots and unwavering. We if you would like to listen to this more as a listener to ruin wavering, you can subscribe to this podcast on Spotify, Apple, other places. You can also find replays on LinkedIn or just connect with growth leaders network on LinkedIn. You could also connect with Bert Vander Hoek on LinkedIn. I know he's there too. If you have more questions for him, and we will we'll be here again on May 5 together with one of my growth leaders, networks colleagues, Rick Gage, in which we will review a lot of the last route and wavering episodes and see what can we learn from that about being truly connected to what's important to us. Thank you for listening. Thank you Barrett again, and this was a rooted and unwavering broadcasting live from Phoenix, Arizona. I'm your host Hilco Faber. See you next time.

Presenter 1:01:32

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 Hilda's 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

