

S01 - E54 - Rooted & Unwavering - Hylke Faber & Domien Van Gool

Presenter 00:08

Music. 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 Hylke fauber, 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 00:48

Well, welcome to rooted and unwavering, where we help leaders connect more deeply to their innate potential. This is episode 54 I'm your host, hylka Fauci, and I'm here, delighted to be here with domin fan Hall, the founder, originator and leader of the leader Academy and very seasoned coach and teacher. Domin, how are you today?

Domien Van Gool 01:15

Not too bad. Not too bad. Thank you. Thank you.

Hylke Faber 01:18

I'm very happy to be with you here. Domain and I met through a mutual colleague, Andre von OST we both worked for this as a coach for the insurance company that he was part of one day. And so this is how our paths connected. Before we learn more about domain, I want to tell you a little bit more about this podcast, as we always do with the beginning of rooted and wavering. We're living in interesting times. And you could say that is true always, and it's definitely true today in March of 2025 and what I found is that the importance of being centered and looking deeper at what's most important to us and not give in to the stories of the surface mind we tend to, tends to divide, create stress and worry anxiety. To go beyond that and to go to a deeper level is where wisdom and connection and being in this together, being fearless and courageous lies, and so that's also the intention of these, these root and unwavering podcasts that we as listeners, and I'm a listener, as you are a listener, learn from the people that we speak with about, how can we be centered, how Can we be rooted and unwavering? How can we stay grounded? I was watching a documentary in the plane home from the Netherlands to the US last night about Jimmy Carter, and he talked about clinging to our principles while being adaptive to the change around us. I thought that was a beautiful suggestion and nudge for for me and maybe for other people as well, to cling to our principles be very clear about what those are, in the midst of what might be changes, or big changes for many of us, domin is coming to us with decades of experience. You'll learn understand in a bit more in a moment. What I mean by that, because he started



the leader Academy many decades ago. It's, it's the leader Academy is an intense leadership development and mentoring process. He comes to us with a communication and Science Communication Sciences background. He earned, he earned a lot of hands on experience in his home country, Belgium. Although he's worked on many places in the world, he's worked with industry leaders such as Bucha Xerox and Avon his keen interest in making things happen and translating concepts into pragmatic application led him to the field of leadership development and mentoring ever since October 1987 some of our listeners might not have been born yet I was around for 15 years. That time is he's been working as the originator and founder of leader Academy, which is about reminding executives to lead. I love that to remind reminding executives to lead. So we'll explore more what that means and assist them in bridging the gap between their actual and potential performance performance on the individual team and organizational levels, with the focus on the quote, unquote dynamics of a human operating system. This concept and the core philosophical frameworks of the leader Academy date before 1987 actually come from the work of the American philosophers Henry Nelson Wieman, who was. Born in 1884 and Charlie pomgren, who studied women very intensely, which is and this philosophy has an emphasis on the dynamic process of personal growth, mutual understanding and the transformation of human relationships and effectiveness through authentic communication and shared creativity. Domin and his colleagues have also been passionately engaged in South Africa, Southern Africa, and he loves the blending of European perspective with local wisdom to offer fresh, culturally relevant options to support leaders in shaping a future that's both forward thinking and practical, while being deeply rooted in Africa's core values of Ubuntu, survival, spirit of solidarity, respect and dignity, the leader Academy has a two fold commitment. Commitment. One is to be to the best we know now at the same time, remaining open for everything that that improves the best we know now. I love that combination of firmness and excellence with humility. And when I met domain about nine months ago, now, I think in in the Netherlands, for for coffee and extensive conversation, I was deeply touched by his commitment to human development. So to mean, it's wonderful that you're here today. Thank you. And I would like to ask you our first question, which is, tell us but what you've learned in your life and leadership about connectedness?

Domien Van Gool 06:47

Oh, my goodness. So I knew that this, I knew that this question would be coming. So I've been thinking about it in the last couple of days, in kind of preparing for this, for this chat, and I guess that when it comes to courageous connectedness, to authentic self, purpose and to and to others, I think That's what it takes to do that, but it also takes wisdom in my perception to live a rooted and unwavering life, if I can put it like that now that brings me straight into trouble when you put wisdom in it because, you know, my father used to say, wisdom comes with age and, you know, and he put it slightly differently. He said, Wisdom does not precedes the years. So, in fact, what he was warning us about, and he had like, seven children, so I'm one of seven. What he was warning us about is that it requires getting older and a lot of different experience for wisdom to show up. Now the bad news for me is that I am lately witnessing the arrival of all these years, you know, you alluded already to it, and I'm still waiting for the wisdom to show up. So that's the that's the problem. You know, that's the bad news. Now, of course, the news, the good news is that with all these years piling up, we indeed have a lot of experience.



Okay, so usually it reminds me of the definition of experience, and one that I like a lot is the definition that says experience is what you get when you didn't get what you expected to get. So and I guess that we all know that by experience, because we have plenty of experiences of that so that we say, like, ah, we thought that the outcome would be different. And now we get this and say, what happened? You know, I think that John Lennon, one of the famous Beatles, I think he said it nicely. He said, Life is what happens to you while you are busy making other plans. Okay? And you know, with hindsight now today, and so the hindsight goes back to a few moons. You know, I think there is a next. There are one or two experiences. Experiences that really, really sparkled or ignited a very, very exciting future for me. And they might, they might sound very, very mundane, you know, because many, many moons ago, deep in the previous century, you know, I was one of the first time management facilitators coaches in the Benelux countries. Just

Hylke Faber 10:35

to stop you for a second, because some people will not know what that is, Belgium, Netherlands and Luxembourg, Ben lights, thank you. Thank you.

Domien Van Gool 10:44

So that was that was kind of as I said almost half a century ago. And what we did those days, we organized at two days seminars of two days, and the objective being to really, really, really motivate people, you know, and kind of saw that they would be ready to do something about their time management skills or attitude, whatever you call it. And in order to do that, we believe that it had to be fun, it had to be light, it had to be kind of easily digestible. And in preparation of one of these seminars, you know, one of these programs, I created a series of 160 cartoons to illustrate some of the important points. And I did it together with a person who really was able to draw cartoons, because I am, you know, not able to draw a cartoon. And we worked at it for several kind of weeks even. And I think it comes back to me as one of these experiences where I felt extremely, extremely connected to another person, because of the fact I realized that I could never, ever have created it on my own. Same went for him. So we have fun. It created energy. It was really, really kind of high level of enthusiasm. And we were laughing, you know, while creating the learning points. Yeah. So now comes the seminar, and what we saw was, what I experienced was that people would fly out of the room, highly, highly, highly motivated after the two days. And I'll cut the story short, because their kind of application of what we thought that they would take away, also lasted only a very, very short time. So it was like high enthusiasm and kind of back to reality, back to normal, back to where we were before. So that was one experience that really kind of copied me in the eyes. I said, How is this possible? Everybody left the room highly, highly motivated. We did what we were supposed to do. It was fun, you know, but they didn't stick.

Hylke Faber 13:43

And so now, when you look back and think about, huh, what did I How did wisdom come to me? Or what wisdom can I see from that experience? Because I'm hearing what you did is you put a lot of work into that, into these workshops, and in the moment, I can imagine people walking out feeling that, yeah,



and I've noticed this myself in many workshops where where just the act of being together as humans united in Some inquiry, whatever it is, creates a lot of energy, and then it can dissipate. It can dissipate. So what did you learn from that experience?

Domien Van Gool 14:28

Well, that was one that was one experience. The other experience was also that whenever we started training in organizations below the top, then it took only, let's say, 10 or 15 or 20 minutes before one person would raise her or his hand as a domain. Has our boss already heard this story? I. And then we started dance, dancing around the issue, and say, you not yet. You know, we didn't get them in the room yet. You know it's like, but we are looking at the schedules, and we are trying to, and I said, you go and train them first. And whenever we see them walking to talk, then they can come to us. We are ready for the change. And that was kind of work, kind of two experiences, almost in a same period that triggered me very, very profoundly and deeply. And I said, like, what do you have to do differently to really kind of create sustainable change, whatever you whatever you call it, what do you do differently? And that's when I created the leader Academy, okay, now in its original format, and don't you know, don't get too surprised, but in its original format, it was a process of nine sessions, of three Days, one weekend, every month for nine months. Okay? Originally focusing on individual executives from different countries, from different sorry, companies. Very, very soon, changing to a slightly different format, because what we saw was that after a weekend or three days in a five star hotel. You know, they had a great time, but they could go back to their companies on Monday morning and act as if they had been playing golf the whole weekend, because nobody really knew what Hylke had been up to during these three days. The only thing they knew was one Friday, because we did it on a Friday, Saturday, Sunday, one Friday every month, Hylke is not in the office. But hey, who cares about Fridays? So soon we moved away from the Sunday because people didn't have the time to digest the things that they were offered. So we moved to Thursday, Friday, Saturday, then the only and then we we noticed that the lack of social control on Monday in the office had not been solved. There was nobody who held hylkes feet to the fire on Monday now they knew, hey, it's one Thursday and one Friday every month that he is not in the office, but thank God he's not in the office so now we can at least work without having him watching over our shoulders all the time. That format changed dramatically when one of my early customers said at the end of day 27 last five minutes. He said, domin, thank you for the life changing experience. I want to do this again, but you have to change your paradigm. I said, Okay, you want to what? He said, I want to go through this process, a similar process again, but now, together with the people that I depend on for getting to my results. And he was running a customer services division of a big organization in Holland, we took the top 20, I think 25 including him the year after, through a similar process, and that's what I learned, that you should, I'll put it mightily okay, that you should hesitate trying to bring leadership to an individual, if you are not ready to develop the context in which the individual is supposed to lead,

19:31

yeah. So



Domien Van Gool 19:33

by taking his whole biosphere, his whole context in the room, we created a tremendous impact on this group.

Hylke Faber 19:47

Because I love that. I love that I'm going to pause you for one quick second, because what I'm hearing is the individual transformation does take place, and I. To have that actually stick in a work environment, we also need to work on the context, ie, the team, the people that they work with, day to day, what they what they depend on. The question I have for you as today, my sense is that you're spending more time with yourself. Is that fair?

Domien Van Gool 20:22

Um, in what I'm always spending time with myself. I've done that for many, many years, for

Hylke Faber 20:29

many years, right? So, so it's, it's, it's, we do this all the time. So what? What have you learned? What? What have you learned to stay connected to domain, like when these things happen, because people challenge you, things happen, things I love that you said, sometimes the you know experience is different from the way you want it. How have you found the wherewithal to work with that, to stay open to that? Because somebody's saying on day 27 to you, I've got a paradigm shift for you domain that's a, you know, that's a pretty big deal, and you adjusted to it. So where do you find within yourself, to find to have the wherewithal to stay open?

Domien Van Gool 21:13

I don't know. I don't know. It's I think when I started the leader Academy, I invited faculty from all over the world, you know, from, you know, to Belgium, because I had kind of the vision, but not the knowledge to kind of bring meat to the skeleton. So, so, from the beginning, I got the privilege of working with first class, first class colleagues from all over the world, and I was part of every single session that we in the leader Academy organized in the last 38 years, with the exception of, I think, two or three while I was in another continent and my customers were in Finland then. So so that that was a privilege for me, because up to, I think now, we have trained close to 10,000 executives in our time zone. So usually, some, let's say, from Scandinavia to to Africa. I had, I'm one of these very, very privileged people, Hylke and I thank I don't know whoever it is that I need to thank for that, who, for the last, let's say, roughly 40 years, never, not one single second had A feeling that he had to go to work, because I have had the privilege of engaging in my passion, and I think what What changed my life was the two fold commitment, one a commitment to the best I know today, while at the same time committing to everything that improves the best I know today. So it means that I don't have to wait for acting until I have all the certificates, diplomas, you know, in the world, have read all the books in the world, and then I will give you the One and Only answer, no, no. So you have to act on the best you know now. So by doing that and by carrying these values in the leader Academy, we improved every single day. Okay? We improved we knew. We learned how to shorten the process, speed it up, more



profound, etcetera, etcetera. So and then it's easy. It's easy to stay connected to yourself if you have the privilege of engage, of earning your living with your passion,

Hylke Faber 24:40

yeah, yeah. So this two fold commitment domain, like staying committed to the best you know now, and also staying open to that which will improve that to your expansion, to expansion. Yes. How did you come across that? How did you embark HOW DID YOU. To learn to do that, because I love that. And I'm wondering, how did you discover that?

Domien Van Gool 25:07

I was introduced to the work of Henry Nelson Wyman, by Dr Charlie Palmgren. And he really, I think he's the, probably the only living creature in the world now, at this stage, who really, really, really understood and understands Wyman's philosophy. Wyman predicted, what how many in mid 1960s he predicted that wars in the future would be kind of fought with what we would call now drones. He predicted that. He predicted that the power in the world would be kind of in the hands of a few and enslave the rest of the world. You know, it's Charlie has been part of our faculty almost since day one. So I think it was not probably, let's say, after two years, he joined the leader Academy. I consider him being my mentor, and I strongly advise you, Hylke to interview him. As you know, he is still around. So he is a wife. He is a wise man. So he's a very wise man. So yeah, and it's it's seeing, it's liberating, because some of us have the tendency to stick to the best they now know, and they shout it loudly into in the world so that everybody knows that this is the way to do it. It's my way or the highway. Some others hesitate taking action as a I'm not sure yet. I'm not ready yet. I have to study more. For me, it was kind of a liberation to realize that you could easily integrate that by saying, hey, that's the best I share with you, the best I know today. If I learn something, and I most certainly will tonight and we meet tomorrow, then I will share the best I know tomorrow. Okay, and so with hindsight, I think I created the leader Academy for myself because it has been a tremendous, exciting learning process over the last 38 years.

Hylke Faber 28:05

Domain, we're going to take a break. In a moment after the break, I want to explore with you some of the personal learnings you've had from the leader Academy, and I am sitting deeply with this this dual principle of being committed to the best I know now and at the same time, equally committed to staying improving and staying open. How do I do that and and not get trapped in the well, I don't know yet. So I'm not going to do anything. No, I'm going to do the best I know now, at the same time, I'm also completely open to learning and and go from that place tomorrow. So thank you for that. You are listening to, go ahead, domin, go ahead.

Domien Van Gool 28:51

I think it has to do with connecting and disconnecting. So

Hylke Faber 28:57



Well, we'll hear about this after the break, I'm speaking to domin von Hall, who is the originator and founder of the leader academy that approach and group has been around since 1987 so we're going to talk after the break a little bit more about what has domain been learning in these decades about himself, because he said that the leader Academy's biggest beneficiary might be himself, or that might be the reason he's he's created, although I think that's a very humble statement. I'm sure these 10s of 1000s of people that have been exposed to it, if I interviewed them, would tell me a lot of great things about their experience. See you after the break, you're listening to rooted and unwavering.

Domien Van Gool 29:46

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. Yourself, your team or organization, please contact growth leaders, network on LinkedIn, and now back to the show.

Hylke Faber 30:12

Welcome back to root and wavering. I'm your host, Hylke Fauci here with domin von Holl, a senior coach and leader originator and founder of the leader Academy domain. We've been talking about this beautiful principle and of the leader Academy. Can you tell us a bit more about some of the things that you've learned about yourself being part of the leader Academy all these decades? You here,

Domien Van Gool 30:43

one of the one of the first things that I learned, but not only in the leader Academy, is that in real life, when we talk about, you know how you disconnect from yourself, from the world, etc, etc. And then we were we were chatting. I was chatting with with Charlie about it, and he said, Yeah, but disconnecting is easy to do, because everybody seems to be good at it. Okay, so the main reason, in my mind is that everybody is different, and nowadays we have a word for it, and we call it diversity. Well, at least that's what we did up to recently we called it diversity. Now they it's a little more sensitive to using the word diversity, but to make it easy for me, diversity goes far beyond race, gender, religion, all these things I make, I compare it to fingerprints. Okay, we have all different fingerprints. When we touch something, it's different, wherever, whoever it is. You know, that's one what we very often see is that the more diversity there is, the more complex it becomes. And sometimes we have the, well, did the outcome of it? We have the tendency to create a big, big chaos out of this complexity. And we try to simplify it. We say, like, Okay, this is too complex. Let's, let's go for a simple answer. You know, let's, let's take this way. This is the way we're going to do it. And we we leave the complexity behind, because we don't want to interact with the with the complexity. So we have a tendency to look at things in an either or way, in a polarizing way. If you say white, I say black. If you say yes, I say no. Let's have a look, short look at the politics, political system nowadays. Hm, you are in power. I am in the opposition. So whatever it is that you say, I will oppose, regardless whether it's good or bad for the community. Okay, so we keep polarizing. We keep carrying these mindsets with us. Let's say you are. Let's simplify it. Let's do it. You know, it's my way. It's it's forget all the rest. That's what we're going to do. Now we also know that it's very costly, polarizing, and that's what I learned. You know, if you and let me take quick



step back to the work I did. What with my friend, creating the the cartoons we would have polarized there. These 760, cartoons would never, ever be be created. So then we say, like, Okay, let's get out of the polarization. The first way out of the polarization is the divorce. You say, You know what? Fine? Is this the way you want it? Fine. I'm out of here. Very, very costly. Second way out of the polarization is what I call the compromise, and that's what we see a lot in politics, at least here in Europe. Now, my definition of a compromise is I didn't get what i. Want to, but you didn't get yours either. And we create something that looks like an agreement never, ever gets implemented. Third way out of the polarization is the conforming. It's like, okay, if this is the way it is, you're in power, fine. I'll shut up, you know, I will go with it, and I will, I will resign, but I will stay on your payroll. Okay? And that's, you know, it's, it creates when win over mindset, and we Hylke, what have you learned domain in all these years leaving leader Academy, that there are a zillion of executives in the world who are successful by carrying this win over mindset around and accordingly. Now they could tell me, typically, hey, don't mean we must be doing something right, because we have our targets. We got the targets, and in the good old days, I didn't have an answer to this. Now I would say, is that all you could have achieved? Would it be possible to achieve much more if you would kind of address the whole issue a little differently, and that's the philosophy that we would offer them and and you know, you would, you're talking about connected this course, yet, you know what I painted now is illustration of the very, very high disconnectedness process that we see in current times.

Hylke Faber 37:16

So I'm I, I resonate with those disconnecting strategies to polarization or diversity, of divorce, of basically saying I'm going to compromise or I'm going to conform, which means there's going to be a win over mindset from people. What's the way out? Because those three are disconnecting. So what's the way out? Of course,

Domien Van Gool 37:47

of course. Now we can we come to the connectedness. Because first, in the first place, it requires us to look upon the concept of diversity as a source of possibilities, as a source of options, as a source of new creations. You know, remember the cartoon situation I had, kind of my whatever it was, Jean Claude had his kind of, you know, and by bringing them together, by integrating them, we created something that none of us alone could have ever achieved now in our terminology, and to also to kind of make people reflect on it. It requires three AIS and one AU.

Hylke Faber 38:49

Tell us the first

Domien Van Gool 38:51

AI is. It requires authentic interaction, okay? It requires us to say, okay, my view is only one view, not the only one view. I don't have the final answer, okay, and I will tell people, let them know that I don't have a final answer, but that I'm ready to kind of believe that everyone brings something unique to the table, because my View is is not the only one view. Your view is different, is unique but equally valid to



mine, and I appreciate that. I know that I'm looking for people who have a different view than I have, because that. Enriches the combination, of course, but that requires a second AI. It requires an AI that says, I really understand what it is that you bring to the table, and together, we're going to create something totally new. Now we're going to integrate it, and I call it accumulatively integrating AI. Now the bonus of approaching diversity like this is that in that process, you build more engagement, more commitment than you ever need to get it implemented. Because in the good old days, the top would, you know, go to a wood meeting, come back and say, Well, this is what we going to do. And then the organization was scratching their head, as they like, not so sure, and that we were worrying about, how can we build commitment to this beautiful strategy, this beautiful vision, this beautiful whatever it is now we say, You know what we gonna go create from day one, especially with those that kind of will be key for the implementation of the whole thing. So the first question we would raise is, who else should be sitting around the table? If we start a decision process, who is impacted by whatever it is that we create? Yeah, so and go through this process of authentic interaction, appreciative understanding, kind of accumulatively integrating and aligned implementation, which is the last AI will follow. It's not a problem, because in that process, you create, you know, you name it, you create, trust you get. You create enthusiasm. You create more of listen, you waste less energy, less sick leaves less you know, more of a lot of things and less of a lot of things, more positive things, less negative things.

Hylke Faber 42:44

To me, this is such a powerful message domain, one that I need to hear today, and I'm thinking of if all 8 billion of us could understand this, we'd have very peaceful, generative world that would really take care of each other. I love those three eyes, the and the AU. I think it's authentic interaction. Yeah, three interaction, authentic so it's authentic interaction. It is accumulative integration and aligned implementation. I think those are very powerful pointers for us to think about when we're in disagreement. So if you're listening and you have disagreement with each with somebody, which is always like, Oh, we have two fingerprints that are looking to be matched. I always think about it as conflict equals Confluence. So authentic integration. It is accumulative integration, and then aligned implementation, and then appreciative understanding. Right now,

Domien Van Gool 43:49

the appreciative understanding sits higher up in the in the ranking. It is authentic, interacting appreciative understanding. That's where it

Hylke Faber 44:02

of course, of course, yes, because if you

Domien Van Gool 44:04

don't appreciatively understand the diversity of the other person you know, especially from relevant others, then it's very unlikely that you will ever accumulate, accumulatively integrate, beautiful,

Hylke Faber 44:19



so domain, you're you're not a spring chicken anymore, as we say in the US,

Domien Van Gool 44:30

which we say the same. We use the same here. Okay, what

Hylke Faber 44:35

would you like? What would you say to the new generations? What do you if you if you knew that you didn't have much time left, and I hope you have a lot of time left. I hope you have many, many decades left, right. But if you knew you didn't, what do you want to say to us? What do you want to say to us? Do? Also in the context of where we are today, what do you want to say to us?

Domien Van Gool 45:10

Probably, probably stop polarized thinking. And, you know, and and subsequently, in fact, change your human operating system. So the first part of the human operating system was the the one that led to divorce, compromise and conforming, the second one creates a leading to win over or wind, you know, win, lose, or whatever you call it, the second one leads to the win with mindset. It's the wit, it's the co creation. Wyman calls it creative interchange. I added the CO to it, co creative interchange. It's, it's saying it leads to co togetherness, connectedness and it leads to commitment. So, all all the way, so change your human operating system from the polarizing one to an integrating one fundamentally different

Hylke Faber 46:33

outcome. How do you do that?

Domien Van Gool 46:39

You go through the leader Academy, yes

Hylke Faber 46:42

and, and, since not many people have the privilege to do that, how do you do that domain?

Domien Van Gool 46:48

You change your mindset. How do you do that? You change your way of dealing with diversity. You stop believing that your view is the one and only one that you need, others that you get, you know, and it's by, you know, it's the good news is this whole way of thinking, it's like Intel. It's insight. We all are able to do that because, you know, it's we have no problem sometimes, to authentically interact and appreciatively understand the people that we like and we love, etc, and we integrate and we thrive and we implement, and it goes all by itself. And then we change our angle with one degree as you Oh, but not with him or not with her, you know. And it is not, it's not that you have lost all your skills, but there's something up here that dictates that it is not possible with him or her or her. It's not an easy one, okay, this process of co creation has to be in our mind, cooperative on what I call different systemic



interfaces, intra and interpersonal. Intra inter team, intra inter organization, intra International, intra interculture, whatever you call it, all

Speaker 1 48:37

these, yeah, yeah, and it's the easiest to understand

Domien Van Gool 48:42

on the interpersonal level. Can I deal with your differences, with your uniqueness, with your diversity, with your different perspectives, your different view, et cetera. And can we create a situation in which our mutual, the our personal strengths don't get in the way of the strengths of the partner.

Hylke Faber 49:12

So here's a question, yeah, I so resonate with what you're saying. Yes, appreciative, understanding, authentic interaction. Yes, absolutely, yes. And what do you do, or what what do you do when you're faced with somebody who seems to want to not get out of polarizing mindset, right? And I'm saying that also in the current society that we live in, where we may interpret that, quote, unquote, the other side is not willing to depolarize

Domien Van Gool 49:58

if we don't have common. Goals, I wouldn't worry. I can say, okay, fine, you have a different goal than I. You don't depend on me for getting to your goal. I don't depend on you for getting to the goal. Fine, okay.

50:17

If you

Domien Van Gool 50:20

have a common goal, though. So you're a executive, and you have, like, people, or you know, you're part of a team, and your executive does not want to even listen to you or whatever. Say, No, no, no, I know what to do. Yeah. Then it's a challenge, because then you have to find a way not to challenge up, but to sell up. You know? Then you have to say, Well, okay, I hear what you want to achieve. Is this what you want to achieve? Is there anything else? Is there whatever? Then you try to understand, first, why this that your executive says the things he he says, and it might well be okay in that process that you say, Ah, now I see what you are. It might also be that you say, I see something else. I look at it from my side down the line. I think that we gonna run into trouble, you know, six months from now, you know, if we do this, because I see this and this and this and this, Would it improve the decision if we, in addition to this also kind of would add something else, taking care of what we see Coming down, down the line. That's one example. Now, the good news is, and, you know, I see sometimes the word trusted, you know, and connectedness passing, you can never create trust in a polarizing human operating system ever. You know, sometimes we well, we usually ask people in our programs at the very first session, describe for me, the kind of corporate culture that you need as an individual to thrive, to lift



your purpose to etc, yeah. And then you get all kinds of descriptors, okay? And then they look at their reality and oh, yeah, but that's not until we are not there yet. Then I would say, hey, and that's probably also a part of the answer to your question. I would say a corporate culture can change overnight, provided those in power change their human operating system overnight, however toxic the culture is. If and when the polarizing human operating system changes into a positive win with one the culture changes.

Hylke Faber 53:36

Culture changes. See, I'm I'm sitting with this culture of co creation and how uplifting it is, and I'm also sensing that everybody needs that in a way for us to thrive, for us to thrive. So we're getting towards the end of our conversation domain, what would you say to somebody who notices within themselves a lot of polarization that meaning I have a lot of opinions about others and thinking I cannot work with that person, that person thinks too different from me. What would you say to that person that in this moment may feel a little stuck? What would you say to that person

Domien Van Gool 54:33

I was referring a while ago to the systemic interfaces from personal to culture and intra and intra, etc. It's easy to understand it that it should work, for instance, at the inter organizational level to fundamentally shift the concept of relation management that some organizations apply. Into a concept of relationship leadership, you know, from to start talking to others, to start appreciatively, understanding, etc, etc, etc, to their customers. That's easy to understand. Now, this whole process of the three AIS and the AU also has to happen, and that's where the core of it all lies, as you exactly pinpointed. It has to happen on the intra, personal level, and I as an individual, authentically interact with whatever it is that is going on in my life, with what I'm struggling with, with my belief system, with my paradigms, with you know, can I appreciatively understand where it comes from? And can I now say when I go through and it's a painful process, probably in some cases, can I now say, Okay, well, I have to find a way to integrate them so that I can move on and be satisfied With the best I know today, and be open to continuously improve, because it might be a lifelong process getting better at this

Hylke Faber 56:34

That by itself don't mean is a polarization between the What I know today and what I could know tomorrow. And the way that I hear you resolve that intra personal polarization is by saying, and I'm going to have an equal commitment and therefore find peace with it. And I would say that as you are thinking, as you're talking about working with people outside that we may disagree with, where the first gate is. How can I come to peace within myself, with all the thoughts I have about this so I do not go out polarizing? Yep, right. How do I not go out polarizing that requires me to first integrate myself,

Domien Van Gool 57:27

and I don't wait until I have all the answers. Yeah? Because if, if your best case scenario, your dream is like, Oh, I wake up tomorrow and the world will look like this, you know, that's where I'm, you know. And then you say like, but that's too far. So I would bring it back as a I was fine. I kind of start building and



act and get better. Act, get better, get and I'm not saying throwing away everything that you bring to the table, integrating it into the way forward. Because what you bring to the table is your comfort zone, is what has worked for you until today. So don't throw it away, but interact with it authentically and say, Hey, I understand where it comes from. I understand what it is that I bring I'm not there yet, but, you know, I like and it takes time, and it will only stop the day you die.

Hylke Faber 58:38

I love that. You know what I'm, I'm, I'm. What strikes me from this conversation is that the walking with walking with yourself, with this, I'm going to do my best today, and I'm going to stay open till tomorrow. This is an endless, lifelong walk that walking itself, the act of going through it itself, is part of the integration and the depolarization. And my sense is we can apply that to walking with others, even if you do understand, even I, even if I don't understand, I am walking with you. I'm walking with you and and maybe I won't understand today. How are we get to a place of accumulative integration, but at least I'm committing to authentic interaction and accumulate and appreciative understanding the mean we are at the end of our conversation, please, maybe in one sentence or so. Anything else you'd like to say to close our conversation today,

Domien Van Gool 59:41

I gave you already the sentence a corporate culture, however toxic it is, can change overnight, provided those in power change the human operating system overnight. If you bring it to the individual, it's a similar thing. So. Yes, okay, you can change your life. You can change your levels of connectedness, provided that you know you change your human operating system overnight, because, after all, you are in power of what is happening to you. So that's the good and the bad news. Thank

Hylke Faber 1:00:28

you so much. Domain. It's been an absolute privilege and pleasure to speak with you today. Some core pieces that I will take with me in my walk are those three AIS of authentic, integrate interaction, accumulative interaction, integration. And the last one was about implement, aligned implementation, and underneath that, the appreciative understanding. Then also what you just said about the importance of starting with a culture within yourself, the human operating within yourself. And that can be an overnight change and overnight transformation. You've been listening to rooted, unwavering we've been listening to domin von Hall, who is the founder and originator of the leader Academy. I thank you for listening. This was episode 54 of root and unwavering. If you like this kind of conversation, subscribe to us on LinkedIn or on Apple or Spotify, wherever you get your podcast. And it's been a pleasure to sit with you today as we learn more about how we walk through the polarization of ourselves and our world. This was rooted unwavering, where we help connect leaders more deeply to their innate potential. I'm your host. Hylke Farber, see you next time.

Presenter 1:02:01

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



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