

S01-E07 - Rooted & Unwavering - Oct 28

Hylke Faber & Amit Basak

Presenter 00:12

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 00:51

Well welcome everyone to the seventh episode of rooted and unwavering broadcasting live from the Business Radio X studio in Tempe, Arizona, where we help leaders connect more deeply to their innate potential. I'm your host Hilco Faber and I am today here. so delighted to be here today with Ahmed Bassick. Emmett, how are you today? Grateful. Excellent. Excellent. So nice to see you. Well, we'll get to know you much more in this I'm going to even say more about you before we get into a conversation. And before we do that, I want to just say a few things. And by way of setting the tone for our podcast today and for our radio show about Rudan unwavering this podcast series is is designed to help each of us listening or on the screen talking to connect more deeply to what is true about us in our depths, like our innate potential, our values, what we really want, and learn through conversation to bring that more and more to the fore in our leadership in our rest of our lives, and especially when we're challenged. So today, we're here to learn from Ahmed Ahmed has such an amazing background. I will share a little bit about you. You come to us today from two companies that you lead full potential solutions and purchase insights. And I'm leading with that although I should lead actually with what your Northstar is which you describe as Grace, integrity and importance of team. You've used that in everything that you do. You've worked very broadly in marketing services. In consumer driven healthcare and private equity in enterprise technology and business process. Outsourcing. You hold an MBA from Harvard Business School, and a BA may I say Kuhn Lauder from Yale, in ethics, politics and economics. You're also the chairman and president of both companies full potential, and CEO of PERS insights. You also serve as Chairman of affinity x, which is a strategic partner of full potential solutions. You also the co founder of Staley capital, a growth capital firm, you're a chairman of a Claris, which was an administrator of consumer directed health care accounts. And you start your career in Morgan Stanley investment banking, and also private equity at J. H. Whitney. And then currently, you're also and there's so many also in your story here. You're also serving on the board of Wi Fi, audio presents organization, New England, NC coast. And and and you're also serving on the board of the Neshoba learning group, which is a school and adult program dedicated to helping people like your own two sons live their full potential while living with severe autism, where you'd like help to have Makemake help people give a



chance to actually be focusing on what they can do, rather than what they cannot. So I'm so humbled to be in your presence today. That is, you could say what's written when I think about how I met you, I met you through a mutual friend and client. And from the very first time we met, we've been in conversations for the last few years now. When we talk about being more conscious leaders for a more livable world, I noticed about you your strength, your heart, and how you use your power, which speaks from your resume, truly for good. So I am so humbled to be with you to talk about connectedness. Yeah. So, so tell me a little bit about and tell us a little bit about your journey in connecting more deeply to your true self as a leader Throughout your life, so I'd say a bit more about your, what your journey has been like.

Amit Basak 05:07

First of all, think, Helga, thank you for that introduction. In terms of my journey, I think it starts, the best way to start is the theme of this podcast rooted and unwavering. And so my journey has brought me to a place that involves having a purpose. And that what that in that that brings me to rooted and the purpose of my work life, as a leader, involves creating an environment where people thrive, that is our mission in our company. And we are unwavering about the set of core values that create the foundation upon which we create that environment. And those core values are excellence, accountability, integrity, and grace. And I think, the journey and how we got here involved a series of different choices, and experiments that I've personally ran some successful, most non, from which I learned about what that real purpose is, as far as my leadership goes. I don't know if that I don't know. That's too vague.

Hylke Faber 06:23

That's beautiful. That's beautiful. So I heard amongst the series of values, value that I don't often see when I look at companies, and that's grace. Yeah, so So say a bit more about what grace means to you, and what that looks like to connect to grace as a leader? What does that look like for you?

Amit Basak 06:44

I appreciate the question. Because so many teammates of mine, we have excellence as a core value and accountability. And then we have grace as another core value. And often people ask, how can you have both? And I say you can't have one without the other. And what I mean by that is grace to answer your question directly. And I'd like to elaborate if I could. Grace to me means putting yourself in someone else's shoes, having empathy, truly listening to where they are, so that you have a shot at connecting with them deeply. Finding common ground, established making yourself vulnerable to them, so that they understand that we're all human. And we all have very similar sets of challenges when you boil it down. And so grace, specifically, in how I apply it to leadership, and how I seek to inspire my teammates to apply it in their leadership in our business, is putting yourself in someone's shoes and listening. And the reason why Hoka I think it's so critical, is you can't have grace. If someone if you're trying to coach somebody, right? To perform a job in a specific way, to produce a better outcome or to be excellent. It's, in order to unlock their potential, you got to understand what's motivating them what's creating a scenario where they're not excellent, because no one comes to work, not wanting to want to do a bad job, right. And then we balanced that, or let me I'll talk about the balance in a second. But what that really does help, in my opinion, it creates psychological safety. And so in order to produce the



outcomes we want for our clients and for our business, right? We we talk a lot about creating peak flow, or optimal performance. And if you think about that, in terms of a two by two matrix, where on the y axis, you have psychological safety, where people feel comfortable taking risks, where people feel comfortable asking questions, where people aren't afraid to push back against their leadership, because they disagree, right? That's the safety piece. And without grace, you can't have any safety. But if you just have safety, then people aren't going to push themselves. So that's where you bring in the demand for accountability for excellence. Right? And you have to do both. You can't do one or the other. It's a system. It's not even balancing the two. It's impressing upon people in my opinion, that in order to get excellence, right, if you don't have psychological safety that people will burn out. I personally have burned out in my life by not having psychological safety and just achieving and focusing on excellence. When you have both, in my opinion, in my experience, that's how you increase the likelihood that you get to peak flow. Does that make sense?

Hylke Faber 09:47

I love that. So peak flow, from your perspective is some amalgamation of integration of excellence and grace, those two coming together, right? Yes. And I'm also hearing from you that in your life, you learned the hard way that it's not an either or that it's truly an end. So I'm very curious about your own experiences with learning about grace for yourself. Maybe also for others, like, how have you been learning that because now I was looking at your resume and getting to know you. And it's like, here's this guy, you know, he's got an MBA from Harvard, he got the, you know, the Summa Cum Laude degree from Yale. He got it, you hit all the marks, and you still do like you have all these things. He's like, You had all the marks. Right? So tell me a little bit about and tell us a little bit about how do you connect? And how have you learned about grace in your own life? Maybe Tom, tell us about an experience that you've had. You've had,

Amit Basak 10:58

I think, I'll start with a professional experience. And I think later we'll talk about my son's and personal experience. In terms of professional experience, probably the most profound way in which I reconnected with grace, is through an interaction I had several years ago was somebody on my team, I was asking this person to prepare a certain analysis. And the analysis was important for a negotiation with a client regarding price. And I'd been asking for this analysis, and I wasn't getting the answer. And one morning, I said to this person, if you can't do this analysis, then you don't belong in this job. And Hilkieh was a real ass in that moment. I was not graceful. I was completely insensitive to this person situation. I did not give this person the opportunity to raise their hand and say, Hey, I'm not sure how to do this. I was just demanding. The outcome? Yes. And, you know, part of it is my take an we'll talk later, I think about radical candor. But I think in that moment, I was so ashamed of myself. And as I often do, I went to my wife, who's my best friend, who probably shouldn't be on this podcast, because she's far wiser than I am. And I asked, what do you what do you think I should do? So first was obviously apologize to this person. And the second was a deeper question. She asked me in that moment, and she said, you know, why do you think you did what you did. And I talked about feeling triggered, and angry. And then I thought about, well, isn't the opposite of the story that it's not that she wasn't able to do the work. But I was not able to create a scenario for her to do her work as her leader.



And so Hilco, what that did, is it put me on a journey. And my wife is very wise, as I mentioned, I think for years, she had been trying to get me to engage in therapy for my own mental health. And of course, given the resume you described, I didn't feel like I personally needed such therapy. Because I had it all figured out. And of course, I didn't, as evidenced by my behavior in that case. And she convinced me to seek out a mindfulness coach, which didn't feel like therapy, which didn't feel like something was wrong with me. And I met a gentleman named Gotham Divya, who remains my mindfulness coach today. That really introduced me to many of these concepts.

Hylke Faber 14:01

So you just I noticed that and I think for us as listeners to you, it's it's so helpful to hear you take us through that movie, because we all go through that movie, right? So there's something that happened in this case, this person did not deliver to you what you want it when you want it, I can relate to that. And then in that moment, you basically said to her, you're no, no, you there's no place for you hear because you're not delivering, like very black and white thinking. Right? And that is often a telltale, that we're not in our wisest part that we're sort of they use you use the word triggered. Yeah. And you use the word shame. So So how long did it take you between that conversation and then having that conversation with your wife about, huh? Let's think about this for a moment.

Amit Basak 14:56

It took minutes. But But what I what I will say first Call is the actual feedback, I was given the substance of what I was saying, I think was spot on. But the manner in which I said it, right. So I fundamentally believe in radical candor in everything you do at work, and in human relationships, and being very, very clear about feedback. Right. But you can't, in my opinion, I lost a basic sense of empathy for the fact that I was dealing with another human being. And there were parts of this analysis or parts of this exercise, where I could have perhaps made it easier for her to do. Right. And, and so what I was ashamed of, was how I did how I delivered the message. And if you're going to be connected to somebody, if you're going to be graceful, when you're demanding excellence, I think it's important to anticipate how the message you're delivering is going to be received.

Hylke Faber 16:12

Very clear. So if you could do it all over again, right? And imagine, imagine this person was not delivering had not delivered at done exactly what she did. How would you have wanted to interact with her with grace? And accountability? How would you want to want to have done it?

Amit Basak 16:33

You know, it would have been as simple as, hey, we've been working on this for a few weeks now. What can I do to help you? What is what is it about this particular piece of work that stumbling you? And, you know, I think there's so often, like, I work in the tech business, right? Healthcare. And so I often start when I talk to people on my technology team, I start prescribing solutions to a problem, rather than saying, here's the problem, right? Because there are people that are better than I am at designing whatever the solution is. Yes. It's, I think you start at a fundamentally different spot where don't presume anything Elka and ask open ended questions and then listen, listening piece, because,



you know, just today, I was in a conversation with teammates, and we defined what the problem was at the beginning of the conversation. And as we got into the discussion, as I as I listened, we were solving the wrong problem.

Hylke Faber 17:36

i Yes. Yeah. Exactly. Exactly. And you found out by listening? Yeah. By staying open, by staying connected to, to something in you that allows you to stay open. So what is that in you, that helps you to have the wherewithal to take that step back. And to come back to your north star like, for example, this morning with your teammates, there was something that happened, you're able to step back? So what what is that in you, that gives you that were without to connect with something that you could say is wiser, that has more grace, it has more compassion, it's more integrative.

Amit Basak 18:25

I'm thinking I think there's a scaffolding there are a set of tactics you can employ. To do this, Helga, I think what I have learned is, I am at my best self, when I am mindful. And to be mindful, as you know, well, is to be present in the moment, to be curious about all that's happening around us in that moment. And to be kind to know that the people we're collaborating with, all just want to try and do a good job too. And, of course, if there are bad actors that you're dealing with you, that's a separate kind of conversation. But to be mindful, I think is the essential piece of the puzzle. And that obviously, also isn't easy, because our minds are cluttered all the time. And just as I'm talking to you today, as I'm trying to be present, but I'm also thinking about who's in the audience, for example. And I think it's really important and challenging for us as leaders as human beings, to be mindful. And I think if we can be more mindful, at least on the margin, we have a better shot at establishing that connection that you talk about that, that is the basis, right? Of, of all of this. I mean, I sat here and listened to you and my resume, talk about my resume and like, none of that matters. In the end. In the in the end. What matters is the joy, the fulfillment, the love, that we perience through our human connection. And so my simple answer to you is, be mindful and being focused on what really matters to me, which is to create an environment where people thrive, because that's what brings me joy.

Hylke Faber 20:18

Yes. So being mindful, and being very focused on what truly matters to you. I think that's a very powerful recipe of being in the present moment being being right here. Sometimes, in often in workshops, I ask this question on a scale from one to 10. How present are you right now, like, where 10 is, I am totally here, like, as present as I would be when I helped my newborn for the first time. And if I had one, in my arms, I looked at their eyes, or when I ask this person on a day to day I really want to go on a date with like, that will be about the 10. Right? And one is, I'm totally not here. And what I noticed, asked me this question is that when we just simply ask ourselves the question, How present Am I, we become more present? Right? As, as you're describing, when we become more present, it's like all our faculties unite. And then we're open to the richness of this moment. So we can actually listen to our teammates, we can actually connect, we can be curious. And then naturally, as you're saying, the question of what's really important to the clutter kind of dissipates, and what's really important starts to come to the surface. So what I'm curious about, you've talked about this already, you have two sons,



they that have severe autism. And so how do you work with that? And what have you learned in your journey with them? About grace, about presence, about connecting to your true self and connecting with their true selves? How, what have you been learning?

Amit Basak 22:12

I think, my wife Luna and my daughter, Maya, and I would all agree that through their experience, as 19 year old nonverbal adults with autism, and we have become far more appreciative of little things in life. And so I'll start with, you know, before we got this curveball, learning of their diagnosis, 17 years ago, when they were two, I was on a path Hilkieh of achievement and striving, one collecting one sort of one metal at a time. Right. So I probably peaked in high school, where I got to be a pretty decent wrestler, and I was a leader of our student council. And I went to, I went to college, and I felt good about where I went to college. And I graduated from college, and I was going to be the treasury secretary of the United States, if not the president, United States. No kidding. That was on my mind. That's not in my mind. It was at the forefront of my mind. I go into investment banking, I struggled at the beginning. And I worked really hard. And I gutted it out. And I was at the top of my class when I left. But all this stuff, right. I don't think I was happy doing any of it. I was doing it for what comes next. And what getting from point A to B, point B, how do I get to point C, and as is very linear path. And then when the boys were diagnosed, first of all, I didn't even know what autism was. My wife and I faced a set of challenges that we couldn't imagine. And it sort of put us into, it put us in a situation where we no longer had control over the outcomes of our life. And we had to accept that. And it took years. And it took a lot of fighting, a lot of frustration, a lot of drinking, a lot of eating too much. A lot of falling out of shape, a lot of making bad decisions. And as far as my career goes, and in the end, where it brought me to is what I really appreciate is being able to take a walk around the block with one of my sons, because with the other one of my sons, I can't get them to come out of the house. And I could give you a myriad of different stories about what their challenges are and what they can't do. But when I focus on what they can do, have a dance party Enjoy some spaghetti. Learn how one of them is learning how to work out with a personal trainer right now, which is amazing to me, when we can focus on what we can do it, our mind shifts to this point where I call it above the line through this conscious leadership, where I can let myself be in a situation where I can appreciate beauty in the most in the smallest things. And this directly relates to how we relate to one another in the workplace. Because we all know, in the workplace, there's always, you know, this sounds trivial in comparison to the situation with my boys, but it is instructive. There's always somebody that brings you down, someone that brings you into an argument where there's not enough where you have to be right, there's not enough love, there's not enough money, there's not enough time. And all of a sudden, I find myself triggered again. And then I think about my boys who serve as the inspiration for the name of our company, which is full potential solutions, and just how do you unlock someone's full potential? Or how do you exploit their strengths? And how do you overcome their innate weaknesses? When I think of my boys, it actually guys everything that I do at work, Hilda, everything.

Hylke Faber 26:21

So full potential solutions. Yeah. And then I was very struck by your journey of acceptance into, we're no longer in charge of the outcomes of our lives of how our lives are gonna go. It sounds to me like that



was a very important teacher for you, and potentially, for your family. Very hard to teach her a fierce teacher to teach you something about what truly mattered to you. And it was I was also struck by your saying that all these metals you were collecting, actually, were mostly well paraphrase and collecting dust, not joy. And there was no real fulfillment in that for you. And you discovered something about fulfillment paradoxically from what was a curve at least looked like a curveball at first. Yeah. And now you're bringing that into everything that you do. So maybe last bit of conversation, before we take a break? Is how do you make that switch from this is a curveball to this place that you call above the line that, you know, has to do with joy and appreciation and being able to take a walk with your son and really appreciating that? What What was that shift that happened in you? How did that happen?

Amit Basak 28:05

Love came from looking at my wife in the eye, looking at my daughter in the eye, looking at my son's in the eye, and figuring out what do we where do we go from here. And I've had the great benefit throughout my life, of having people in my life, love me, and believe in me. And that puts me in a situation or gives gives me hope, in practically everything I do. And so I have friendships, I happen to start my company with one of my best friends. I, I have relationships with the people I love and my family. I have relationships with the people with whom I work. And I think, you know, when you ask fundamentally what enables you to do this, it's, you know, there's one answer, which is sort of what I'm training myself to do, which is to be more mindful. But I think behind that the essence of it hilchot For me, is what do I want most in my life. And that's I want connection. And I want the fulfillment that comes from the help that I receive and the love that I receive. And that which I'm willing to enable to give to others. It's not achieving anything. And I don't want you to get me wrong. And you know, hopefully we'll talk a little bit more about the business. I want to make a lot of money. I want to create an extremely valuable company. I want to produce outcomes for our clients that are far in excess of what they expected. But that's a byproduct of See how we connect to one another. It's not, it's that journey that's more important than the end.

Hylke Faber 30:08

So very clear. So the essence of that transition has to do with the love that you receive, and the love that you want to share with the people around you. And then there's also the byproduct that you have passion for, which is about being a really successful business that really surprises and delights your of your customers. Let's take a break after the break, we're gonna come back to this whole question of how do we connect to that deep transformation? At work, especially when big parts of us are like, maybe not, I'm going to be I'm ready to go back to my old way. So after the break, well, let's explore more about that. And thank you so much for your wonderful insights and, and candid candor. Today, thank you for that. Let's take a break.

31:07

Thank you. 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 31:40

So we've been talking on it with Ahmet about connecting to grace and excellence. And if you're tapping in now, Emmett is the leader of two companies, full potential solutions, and also perks insights. And we've been talking about his journey into discovering the integration of grace and excellence. And we just had a deep exchange about what you've been learning from your family configuration and the changes that took place there. And you discovered something about your your two sons. So we've been talking about grace and love, Ahmed, so say a bit more about what are moments at work? Where that you could say, knowing is really challenged? And how do you work with that?

Amit Basak 32:42

scenario, I just want to clarify the question. So how do I connect with a scenario where that grace and the integration of grace and excellence is challenged?

Hylke Faber 32:54

Yes, yes. Where you may want to go back to the old metal, collective version of yourself.

Amit Basak 33:01

Yeah. As a leader, I actually think we as leaders have a privilege and an opportunity, and also an obligation to put the people that we work with that have entrusted us as leaders, to put them in a situation where they can thrive. Remember, our mission. That's, that's the North Star right? That that mission, thrive, thrive, thrive, thrive, thrive, right. And so when I'm in a situation, where we're just not getting it done, where our performance isn't, where it should be, or profitability is where it should be. I always ask myself, because ultimately, I'm 100% responsible. Right? So if someone isn't doing their job, I could ask them to leave. I could ask them why they're not able to do it. I could complement them with somebody else. And like, as leaders, we have to imagine a scenario where it's not someone else's fault, but it's our fault. And where I come back to when I when I take 100% responsibility for the outcomes that we produce. It's actually quite humbling. Right? Because it's less about the person that isn't doing their job. And it's more about how did I let that happen? And I have a set of choices that I can make that are mine, and only mine. Right? Right. And so, yes, I mean, being graceful. Sometimes being graceful involves asking somebody to leave the organization because if they're, they don't want to be unsuccessful, he'll cut. Right? They don't want to come to work every day and bang their head up against the wall and feel like they're not making an impact. Having a positive impact on this world, they want to feel connected to their teammates, they want to feel connected to their clients, they want to feel like what they're doing is doing good in this world. There are some people that come to work to collect a paycheck. And then there are some people that are connected to the mission. And I asked myself, the people who are just collecting a paycheck here, how do I motivate them? To adopt a mission? And then the people who are on the mission? How do I get them to help me get more people who are just collecting a paycheck to adopt a mission? Yes, yes, yes. You know, I can't control the life circumstances of everybody that works in our company, but I can create the circumstances around which they operate at work.



Hylke Faber 35:46

Beautiful, so I see you talking about the, the choices, like first of all, something I see do this, like something happens, that is challenging, somebody's not performing a profitability may not be what it is needs to be, or maybe I'm filling in blank client may not be served in a way you think it should be served, or whatever that is, right. And then, as opposed to going into blame of the other, what I see you do is you take, you take full responsibility, without putting a blind eye, turning a blind eye to what's actually happening around you. So also taking responsibility as a leader when you need to, to let people go, if that's what's called for it, because that's also a choice that you have. Right? And, and I also hear you say that the choices that you make have a lot to do with helping people asking yourself, like, how can I help people to connect more deeply to the mission? Yes. Now. If I bring that, if you bring that back to your home life, how do you help yourself to connect back to your mission with your boys, and what is your mission with your boys.

Amit Basak 37:11

So how we have a mutual friend in Rick Gage, that's taught me a lot about how and how we can persevere, be resilient. And that's just be sitting with your emotions, letting yourself not getting stuck in the middle where you get burned out, but feeling emotion, and emotion all the way through to completion. And once you come out of that emotion, you can be more clear eyed about what you want to do. And for many, many years, I was doing, I was moving, and I was acting, and I had to be the first person to respond to an email I had to, I had to be the person that wrote the memo, I had to be the person that did the analysis, I was the I was your quintessential high achieving individual performer. And if you're leading the team that gets you nowhere, right. And as it relates to my boys, I'm I don't want to lead a for profit enterprise forever. I want to create enough wealth, and build a community of people that are deeply connected, committed to another mission, which is to create an environment for people with different special needs to thrive. And through my work, at full potential and at perch insights, I have an opportunity to create wealth, I have an opportunity to learn how to lead an organization, I have an opportunity to learn how to create environment where people thrive. And I hope to apply what those lessons learned into a new venture that involves public private partnerships that involves building a community of people with and without special needs. That puts people with special needs in places where they can thrive. So that involves a campus setting and involves residential development involves medical care, and it involves employment opportunities to there's a bunch of their healthcare that was probably covered in another conversation. But what I can tell you is I have a very, very, very clear picture. And I know it's going to take 10s of millions of dollars. I know more and more. I know it won't come from Me alone personally it will be it will come from attracting investors into a real estate venture it will come from attracting other For Profit participants that are serving people in the community, and generating revenues and profits, and it will come from nonprofit actors that are serving people in the community that are funded from state and federal government sources. So there's a bunch to it. But when you talk about rooted, yes, I am very rooted around what that will look like, and have a clearer picture of it. But I can't quite do that yet. Because we have a lot of work to do within these for profit businesses, as we build out these teams and build value. Before I can take that next step.



Hylke Faber 40:36

I hear you sit. So I hear so much passion and so much clarity with you, like you're talking about it, as I hear you, as if it's already happening. And I think that is very powerful that that you're already living that vision. And it seems to be so close already. Taking a small step back, which was saying, like, Well, talking about how do I stay with my emotions, and staying with my emotions when things happen? And not jumping in and writing the memo and being the first one and all the stuff that you've learned? Actually experience doesn't work? Right? How have you learned? And what have you learned? Maybe from your experience with your voice, about being as opposed to doing? Can you? Can you tell a bit more about that? Because my sense is that there's a lot there.

Amit Basak 41:40

You know, it's funny, the first, if I may, the first answer actually involves my daughter who I won't get into too many details, because I think she's listening and I don't want to embarrass her. But I think when you have it when you have a child, which is obviously a very deeply personal, important relationship. You want to protect them. You want you know, you're thinking three steps ahead about a particular sport, or class or extracurricular activity, or college or job. And you're trying to figure out, once you understand what they want, how you can make it easier for them to get

Hylke Faber 42:29

Yes, yeah.

Amit Basak 42:30

And what I realized is this is her life. And by doing by trying to help her live her life, I'm actually taking away from part of her own experience. And when you're, when you put in putting aside my daughter for a second, I call it unconscious leadership, we call it harrowing. Where, you know, let me go solve that problem for so and so. But in my work life, when I, first of all, I may not be able to do it better than somebody else on my team. Yeah. Second of all, when I think about building a for profit, juggernaut of a business, it has to be bigger than one person. And that's the big and you know, as a leader, if I am no longer involved with full potential or purchase insights, or for that matter for the DX, I better make sure that there are people on the field or on that team that can carry that ball forward better than I can. And as a leader, it's incumbent upon us to build that team full of all stars, not only individual performers, but people who also are connected to one another, and buy into this basic ethos of connection and love. And putting one putting team first instead of oneself, to build that engine to build that team to perform better. Again, that performance is a byproduct of that culture, and how that team relates to one another. It's not about me, it's not about me doing something. The thing that I need to do is build a team. Yes, yeah. And then hopefully the team takes 100% responsibility for itself.

Hylke Faber 44:40

I love the connection you're making or at least that I'm seeing you make between your daughter and your team's at work. So just sense of my job is to make it easy for her but not to hero like that to get out of the way. My job at work. is to make it easy for you, but not to hero and get out of the way and create a an organization where people find the wherewithal within themselves, to connect to their mission, to



connect to each other to connect to this ethos of team over self, that is so important to you. So how do you help others to connect to that, like, if you if you, for example, work with somebody where you see that their their attention might be primarily collecting a paycheck, and you you see the potential to actually move towards thinking to mission and something greater? How do you help people with that? How do you make that happen?

Amit Basak 45:43

It's simple. So remember, the core values excellence, accountability, integrity, and grace, right. And one of the things that we practice at both full potential and at perch Insights is radical candor. And, as a leader, if you're gonna have integrity, it's not only doing what you said, you do, but it's not withholding, not telling somebody, something that you should tell them. And then in life, I think, you know, this is part of the psychological safety, too, people feel uncomfortable with friction. And I actually enjoy friction, not because I want to fight with people. But because I think out of friction out of disagreement out of conversation, which people are truly listening to one another, we might find a solution or an answer that we never thought about. And so the way I try and heal Gama work in progress, you know, this, I'm not, I don't have all the answers. But what I am trying to do, and what I'm committed to doing is having 100% Integrity, not withholding the truth. And when I see people deviating from our core values or not exhibiting those core values, I, it's incumbent upon me to speak up, no matter where they are in the organization, no matter how important they are to the organization. Because if I don't, someone in the organization will see that. And they'll see that I'm out of integrity. And they if they see I'm out of integrity, then they'll question whether anyone has any integrity. And if they question whether anyone, if the whole thing falls apart, it falls apart, right? Because then we're just a house of cards, the emperor has no clothes, so to speak. And so I know that as a leader, and I'm one among many, right, I'm not the be all end all of either business, trust me. But if I don't walk the walk, or whatever, talk to talk and walk the walk, if I don't exhibit those core values, then how can anybody expect anybody else to write so if I'm in a situation where someone's not performing, or someone's deviating from the core values, and recently just had one, and I don't do anything about it, then the whole thing falls apart.

Hylke Faber 48:01

I appreciate that, again, that that commitment, I see that in this whole conversation and knowing you a bit more like this deep commitment to your integrity to your compass to your north star to what's true about you. And I see that in terms of how you describe interacting with your whole family, and interacting with your employees at work, and how you hold yourself to that very high standard of like, I have to do it, if I don't do it, the thing will come apart because people are looking at me as a person that needs to hold that standard. And that's what I see you do now. I am curious, and I'm thinking some of our leaders might some of our listeners might be as well, who may be leaders, and probably are like, when you see something that seems out of integrity, from your perspective. How do you approach that? How do you approach that?

Amit Basak 49:09

I want to answer your question. But the other thing I want, I just want to say something as I heard you recap what I said it sounded like it was really hard to do. And it's actually I think that process that we



just talked about is the easiest path forward. But coming back to what was your actual question again? I'm sorry, I was I was reacting to your recap.

Hylke Faber 49:30

I love that. So So let's stay with this for a second. So it's it is easy. Is what you're saying? Let's think for a second. It is easy. Yeah. And what to take more about why it's easy. That's probably the more important question to look at it.

Amit Basak 49:43

Because when we're caught up when we're caught out of integrity, Hilda that it just you lose sleep. Right? You lose sleep, because you're like, what if? Yes, I can't believe I didn't. Yeah, And that creates drama. Yeah. And drama takes us away from the North Star. And so I choose to simplify matters. By keeping life very, very simple. I don't need to go into this in detail. But I there's a book that I keep on my desk at all times called the 15 commitments to conscious leadership. And it distills it down to 15. Basic commitments, I'm still learning, so I don't pretend to exhibit or meet all 15 commitments every single day, every single minute. But what I can say is, if I don't have integrity, I get caught up in a lot of drama.

Hylke Faber 50:43

I love your simplicity, simplicity. You, you talk about that. And I'm so glad you reacted to what I said, or how I said it. Because it brought forward I think, a very important insight that may be easy for you, now that you've been doing it for a long time, I sense it's that you've become unconsciously skilled in being in integrity. And yet, there may be listeners for home being a work in progress. They mean, it's maybe a maybe, maybe harder. So everybody has their own experience. And I love the ease that you are experiencing in it. Because that sounds to me, like the promise of this path that you're on. Like it is it is what I have to do. It's like this is this is my name. My name is I'm in integrity. So I love that. So back net into the other question, which is, so when you see people being out of integrity in your company, how do you approach that?

Amit Basak 51:49

Challenge them. I asked him why. And, you know, I, I had a coach in, in high school. He was a very intimidating character. He was a former national champion heavyweight wrestler in college. And he took a real interest in me, and I was lucky to have him as my coach. And one day I came off the mat he used to make After every match, he used to make a shake his hand, seemed to look him in the eye. And he actually had a fake eyeball. I mean, he was he was a very intimidating figure, but he had to look him in the eye, you had to shake his hand. And one day after a match, and I'd won the match, I was pretty cocky about it. But I did make some mistakes in the course of the match. And he said to me, was all he said, he said, I'm disappointed in you. I literally sat on the bench and I cried. And it was it was a profound moment in my life. And what I'll say about that is that's what I learned radical candor. I didn't know it was radical candor at the time. Yes. Right. But that's where I learned that if you're, if you love somebody, or you take an interest in somebody, and they know that you are interested in them, and they know that you're coming from a good place, and they say, I'm disappointed in you for x. It can, you



can only have a good conversation about it. And if they take it the wrong way, maybe they're triggered, you ask them to take a deep breath, and let's talk about it tomorrow. But don't not talk about it.

Hylke Faber 53:26

Mm hmm. And so how did teenager um, it, process that. So he cried, and then what happened?

Amit Basak 53:41

I had a conversation. And then I came back to practice the next day, and the specific mistakes I made were things that I could fix. And he motivated me. And he was one of those coaches that just he didn't have to say much. He says very clear, I was disappointed in you because you did this, you took your opponent for granted. And you let him take you down. And you didn't use the most basic basic method of blocking that and turning it around. It's very tactical, but it was also mental, like, and so in business and in life, Helga, I really believe it's it. We over we tend to overcomplicate things with drama. And we need to basically in my opinion, again, I don't want to sound like I have all the answers because I don't know this. But in my opinion, if you can simplify these things, to their essence, yeah. And have the conversations with the people you work with, yes, in a graceful manner where you're listening to them. Yes. And they have the confidence that you are taking the time to listen to them. There isn't anything that you can't solve.

Hylke Faber 54:51

Powerful. There isn't anything that you can solve by listening by staying in the conversation by radical candor. I so appreciate your bringing that to the fore. So, as we're getting to the final minutes of our time together, I'd like you to think about what you'd like to say to people who might find this path of connecting to their integrity. Challenging, or they may have just started that they may be where you were when you got the curveballs or somewhere when you were still in the metal collecting phase of your life? Or maybe they're already where you're at, but parts of them are not quite on board yet. What would you want to say to them, about helping people to connect with? What's so true and simple for you? What would you say to them?

Amit Basak 55:47

Give it a try. I think I think in the in the end, when I say in the end, I mean, we're we're all here for a finite period of time, we know that that much is true. And in the end, are we going to care more about our individual accomplishments, and what's on our resume? Or are we going to care more about the sum of all the love and all the joy we've experienced in our life, and that can come from having a positive impact that can come from a lot of different things. And so I think there's plenty of scholarship behind this. Things like gratitude practices, things like meditation, things like making yourself vulnerable, and how that helps you. Experience deeper relationships, friendships. None of this is that hard. If we just give it a try and surround yourself, in my opinion, I'm very fortunate to have people around me that are committed to this kind of work. And this kit, this mindset, this growth, mindset, conscious leadership, mindset, mindful mindset, and seek out people in your life that share that philosophy. And it'll get easier. And if you've taken the time to listen to this podcast, I'd be happy to talk to you about it further, if it's something that you're interested in. Because I think hilker, you've taught me



about a lot of this yourself, excuse me. But the tools are out there. The evidence is out there. This is fact based, you know, there's science behind this mindset, around mindfulness, around happiness around gratitude. And it doesn't mean that you want to achieve less, it doesn't mean that you will achieve us in fact, I think it is a superpower that will enable you to do things in your life that you never thought possible.

Hylke Faber 57:47

Thank you so much, Ahmed. One takeaway I had from this was when you stopped me today, when you said no, it is easy. And then you've concluded today with give it a try. Give it a try. And then surround your people salad with people who are supportive of you giving it a try, and then you can support them as well. So thank you so much for your sharing today. Your vulnerability, your candor today, I'm so glad that you're with us today and in route and unwavering and we're getting to the end of this this episode. If you enjoyed listening to this, maybe consider subscribing to route and wavering, you can get in touch with Ahmed or with me, you can also join us in monthly closely this network community conversations that you can find on LinkedIn. Our next podcast will actually be in Dutch with Craig Prince, as he is the chairman of the Dutch Chamber of Commerce. And this will be on November 11. And then we'll be back into this language towards the beginning of December with Bernard slowly who takes care of digital consumer experiences at Salesforce. I'm so grateful for you. I'm it for being together today. I'm so grateful for everybody listening for spending the time spending our precious time and attention to connect more deeply to what is true for us, whatever that looks like. And for now, I would say that's it for today. Thank you so much for your presence and for your for your listening. You've been listening to root and unwavering where we help leaders connect more deeply to their innate potential. And I'm your host Helga Faber. See you next time. Thanks so

Presenter 59:49

much. 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 Holcus 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

