

# 50 Want to become a better leader\_ Dig deeper into yourself ...

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## SPEAKERS

Fede Heine, Murielle Machiels

### Fede Heine

Only when you take your armour off, you realise how much weight you were carrying unnecessarily, how much how much rigidity you were carrying with you. But again, it's a journey as you say, but only if at some point, you feel that the armour is heavy enough, limiting enough and you're not at ease with it, that you will make the decision to Okay, I will try. At least I will try to take the at least I will try with the helmet and then you know, maybe and then you take it all out.

### Murielle Machiels

Today I had a great conversation with fady about how you need to dig deeper into yourself and transforming yourself and removing this armour so that you can grow as a leader, and then get amazing results also in your organisation. So tune in for this episode because you will get a lot out of it. I'm Murielle CEO mom, an educator, I used to work really hard and sacrifice the important things to me until I lost my motivation. Fast forward fast, many failed attempts and lessons learned. And I found a way to reach great results while working less. Today, I'm obsessed with helping other leaders build meaningful lives. So each week I'll be sharing inspiration to change your life and organisation. This is rebel leader with a heart. Hi Fede, how are you?

### Fede Heine

Hi Murielle How are you?

### Murielle Machiels

Fine, it's it's nice seeing you again, we've worked together two years ago, we really had a connection from the start because we we are both working in this in this market that is very profit driven, very results driven. And we both want to bring more humanity in that side of things and and more attention to well being. That's why I wanted to invite you on this podcast where the leader with a heart because I truly believe you are a rebel leader. You don't want to do things like other leaders do, and with the

hearts because I saw that you have a really big heart not only for your family, but also for the people working with you. Thank you. Maybe you can describe a little bit who you are and what you do today.

### **Fede Heine**

Yes, I am. I'm further. I'm originally from Argentina. Today I'm the general manager for for Belgium for Jacobs douwe egberts, the Coffee Company. In fact, yesterday was my last day in that role. And today officially I'm starting as a GM for Southern Europe, meaning Spain, Italy and Portugal. And yeah, a bit more about myself. Just I think to summarise it. I spent 19 years in PNG, Procter and Gamble in different roles in different countries in Latin America, I've been really, with a family we've been around. We lived in Chile, in Venezuela in Panama. And two years, three years ago, we decided that we wanted to come to Europe, and I just left the company, I got this opportunity here. And then we we decided to come. And this also talks about how we how we want to live life now we, whenever there's a new adventure that looks exciting and interesting. We jump into it. Now, I have four kids, I'm married, happily married. And yeah, we have a lot of fun, and we try to enjoy. And that's how we do it together.

### **Murielle Machiels**

Nice. And what I really liked also about your story is you worked for a very long time at Procter and Gamble. And Procter and Gamble is all about efficiency, excellence, hard work, a lot of very ambitious people there. And then I met you and I was thinking, How did he manage to stay there for 19 years? Because you must have been like, a different profile from from the start, or did you grow into becoming another kind of profile within this culture?

### **Fede Heine**

I think it's both. I'm laughing because yesterday I had my farewell meeting here with my team and they were calling me weird. They were making they were making find out when they got to know there's a guy Argentinian guy coming from png 20 years PNG into Belgium was like but yes, I think it's both. I think it's I've always felt a bit weird or different. in PNG, the 19 years. I spent there. I I would not define myself or feel like, you know, the norm there. But at the same time, I think I grew into who I am today to say, I really think that growth is non stop now. I will keep growing in the future. I hope so. Exactly. I will dedicate my, my energy to that. So. So it's a bit of both, you know, the more the more you Yeah, the more time passes, if you work on yourself, I think you, you can only grow. And that's what I have been doing. I really made it a priority to work on myself.

### **Murielle Machiels**

Great. And because I guess, you you were or maybe you still are very ambitious. But at a certain point, you did like a shift towards maybe less ambition, but more well being. And and yeah, so I was wondering, what happened that made you grow towards this appeal of well being and more consciousness and personal growth? And, yeah,

### **Fede Heine**

I think it's interesting how you how you phrased it, I think that the biggest shift, for me was realising that it's not either or, that it's the key is, and you can do both. In general in life, you know, I think we, we grow up, and we grew up being taught that it's always about, you know, if you want this, you need to give up that. And, and I came to realise that you can have both as long as you want to, and you really,

you know, make it a priority. So, so yes, I am, I am ambitious, from the point of view, that I like to grow, I like to, you know, I like to whenever I'm doing something, I want to be good at it, and I want to feel I'm adding value, you know, and I think this is not different versus anyone else, I think we're all the same. But at the same time, for me, it's very important to do that in alignment with, you know, with my values and with who I am. So I think the shift was about, you know, being able to do both. And he was not becoming, changing from being ambitious to being, you know, more conscious or more towards well being. It was about, at some point, I started to struggle to keep both. And I felt, you know, tension inside, I said, this is kind of this is not working for me. So I, you know, I shifted gears to look for a different place. For example, I was living in Panama for six years, travelling 50% of the time, you know, being too much time out of home, not living in the place. It was I was done with Panama for six years, I wanted to, to live Latin America, my family as well. So we said, Okay, now let's go for what we want to do, and not for what a company decides to offer you. And that's a bit that this was a very big step for me, you know, in life, it was changing jobs or moving to another country, but it was more about life changing, you know?

### **Murielle Machiels**

Yeah. Yeah. And it's nice what you say, because often we we start our career, and like you say, it's like others decides what we should do. Like, you, you did the studies, probably because some studies were great. And society dictates that that is great. And then we started in a company and, and we just grow and, and they decide or society or the company decides a lot for us, then we make we made this shift now it's about what I want.

### **Fede Heine**

Yeah, completely. And I think there's also, at least in my case, and I think, you know, I know, you asked about when was the shift or if I grew up into becoming who I am today. So of course I grew up and you know, into who I am today, I think there's also an element of time and experience because imagine when you start, you know, out of university into a new job, you know, the energy is much more you're much more insecure. You try number one, you try to you hope for some company to wish to accept you and to bet on you and to hire you. And then you get in there. And you know, you're your first and foremost you know, priorities, you know, not to be fired after. After demands, you know, you know you you want to make sure you you played you, you know you demonstrate your worth it. You can make it you're smart, you know I think in the end that energy is the type of energy which is you wanting to fit. And not necessarily putting yourself and who you are first. So it's more about, you know, even if it's unconscious, it's about policing and being, you know, being who others expect you to be. And I think the more you grow up, and you get more experienced, and you try as, as long as you tried, experiment, being yourself, and you realise that in the end, being yourself is the best thing that you could do, because you are at your best when you are yourself. And that gives you confidence. And I think there's some there's an element of, you know, time and practice to that.

### **Murielle Machiels**

Yeah. No, I agree. And, and I love By the way, I love the quote from Oscar Wilde, who says, Be yourself, because everyone is already taken. Everyone else says, Oh, yeah. But often we don't realise. And it's, it's often because we have reached everything that we felt was important that we find out that

Okay, now. No, I really, I'm searching, what do I really want? Now? I have reached everything. I ticked the boxes, and what do I really want?

**Fede Heine**

Yeah, yeah, you're right. You're right. And I also love that quote. And I think it's number one, as you said, on the on the quote, and the other thing is, whenever you try to be someone who you are not. Maybe people think that they can fake it, but it's impossible, so everyone else will know. And you know, when it's not authentic, and if it's not true, it looks so bad. So, you know, people try to be someone who they think others expect them to be. And that's where we get completely screwed, and completely derail?

**Murielle Machiels**

Yeah. And that's when people are not inspired by you. I believe that we inspire people, because we are true to ourselves and really know what we want, and live or show behaviours aligned with our values. Like you said, that's when you're authentic, and then people will follow you. Yeah, inspired by you.

**Fede Heine**

Yeah. 100%. And I think that's also interesting, I think many leaders think, or have the false belief that because they are the leaders, they are not expected to, to fail to make mistakes to, you know, whatever. And I think it's the contrary, because the minute you show up 100%, you know, yourself, which means part of being authentic is being you know, showing vulnerable, showing, and recognising if you make mistakes, when you don't know the answers. When you struggle when you don't know what to do. When you realise you're screwed up, and you show up and you say, guys, I'm sorry. My fault. I know, although things are so powerful, I think in terms of connecting, because, you know, you'll get yourself, you had bosses, if you have a boss, or a manager, or anyone who shows up and pretends to be perfect, you know, you cannot connect to that person. Because that's not real, you know, it's not real. So in the end, I think what you said and, you know, I think vulnerability is a very important element to, to connection and to, and to trust and to generate trust.

**Murielle Machiels**

Yeah, come I agree completely. And, and I have a last week, we made a mistake, we sent by accident, an email, to almost 5000 people that was addressed to one specific company. And so immediately after I send an email to all those people to just say, Sorry, I screwed up. And I know you're already received so many emails, so sorry for that. And that was the email that got me the most responses ever. Because people relate to that, I think they could see that there is a human behind behind that mistake. And I completely agree. Making mistakes is part of the connection that we make with people because we think I'm not alone to screw up. He screws up as well. So it's okay to as long as we learn from it.

**Fede Heine**

Yeah, and I think that's the most important because I think we as human, we want to connect, we need to connect. And I think, you know, in a work, it's the same company people want to connect, and the more you can click he, I think that's the starting point for everything. We have the connection, you cannot you cannot create a team. You cannot As a team, you're going to lead a team, you cannot earn, you know, the respect of anyone to

**Murielle Machiels**

know. Yeah, and so you want it to bring that within the organisation. That's how we got to talk, because you want it to bring this connection to who we truly are to our values within the leaders, and then within the whole organisation. And I really appreciated that because often an organization's values are things that people put on the walls, and then we look at it, but they are not lift, and you will you want it to do that work about values that are lift and that are grounded in ourselves. But I wonder how did you do that? How did you manage to, to bring that work within the company, with shareholders that were more? Like, let's do this tick the box? And these are our values? And we put them on the wall? How, how did you manage to do that? Well,

**Fede Heine**

on one side, one thing, one great thing about this company is the level of freedom and independence you have in terms of it's a global company, but you know, you have a lot of freedom to manage your, your country, your operation, your team. And why I did it, I had the luck of I grew up since I was six years old until I was 34. I played rugby, you know. And I learned since very young, the importance of, you know, working together the importance of the soft part of a team, you know, and having that, you know, the connections, the the care, even if you're not best friends with everyone, you know, that you care for the other one that you you believe that together, you can you can do things that you know, individually, you cannot when energy stuck, results don't come I won't earn energy flows. Results are just an outcome. So I learned that very early. And I tried that since I was, in my early days, when I started to be a manager for the first time. That's the way I did it. So I in that sense, I experienced that. And I had the luck to to try and and see that it worked for me since the beginning. So and I tried to make it a priority. Every time I started a new job. And this was no exception. Because I read and I really thought that this is one of the key things I can add value on because you know, on, on business on, there's lots of smart people, there's lots of strategic people that can can do the job. And I think that my, my biggest value added organisation was to try to, you know, identify and look where energy was stuck, you know, out of things, nonsense things, and bring people together, you know, to try to work against something that we all want to deliver, which is all results, the same results are the same for everyone. So there's no, and to have fun and to you know, and to enjoy it on the way to make it worth it to come to the office every day. And that's why I asked, you know, our HR leader to try to look for someone who could help us in this journey, but because I know I could not do it alone. I needed some help. And there you came along.

**Murielle Machiels**

Yeah, no, it was a great journey. And it was great, because you decided also to, to like, let let it go to not really start with what was expected from the shareholders, but to really let things come from the people inside the company, and then to make the bridge with what the shareholders were expecting. And that's really great, because we don't see that often. Often people they limit themselves from the beginning already. And you decided to do like the Greenfield exercise, and then to make the bridge with what shareholders or headquarters would expect. Yeah.

**Fede Heine**

Yes. And, and I think it boils down to trust, you know. So your question was, you know, how you, how did you decide to do it that way because it's in the end, it was risky, because if people came up with completely different values that would they want. They want that first organisation which was completely contradictory to the company values. we always have had a problem but i think it's a matter of trust because we in the end i really believe that we all want the same we want to be seen we want to be valued we want to feel that we are contributing and participating on something meaningful and as long as you can create that i think you're gonna go wrong so and and i think we need to trust i think i really you know i've convinced that trust is a very powerful word but many times taking taken lightly you know many people would when we talk about trust because it's nice it's sexy whatever but then in practice you don't see it

exactly

### **Fede Heine**

i see another example with you know with since the lockdown when we started working from home i will tell you an anecdote when i when i just came here i always believed that people should be less and company should be less driven by you know working from nine to eight to say it's in the office control you know make sure people are in the office so you can see what they're doing etc i always felt that as long as the team is strong then the objective is clear and everyone is working towards the same direction the more freedom you give to people to deliver their results the more you will get and i tried to do it when i came here at the beginning and it was a problem it was a shock you know sometimes they have a meeting at 3pm i said i'm leaving i'm not staying here because i have nothing to do now i need to connect and i need to do something at night but in the meantime i prefer to be with my family and it was really shocking even got feedback

i remember

### **Fede Heine**

yeah and then but then the lockdown came and and i felt i was not brave enough at that point so i said okay this is too much i need to adjust and you know i'm the outsider here so when you go to rome you behave like romans so i i backed up but i still felt and i said what i feel and how i see things a little now here belgium is different but then when they look them game we were forced to do it like this and it was amazing how immediately everyone came together people were working at the beginning until they you know get used to it you know more more meetings more calls more much in a much more harsh environment being at home with our kids you know very difficult but still results are coming people were doing all their job and you know even without hesitating because there was no decision to make it was a government made it for us then people started to realise that it can be number one it can be done number two it's it's better for me because you know i save time commuting every time i have a half an hour break i can see my kids i can have lunch with my kids my husband wife whatever and i think it was magically great and now now suddenly the norm for trust on that sense completely changed and i think forever i hope forever

### **Murielle Machiels**

yes yeah exactly that's also what i hear from other organisations and people don't want to go back to the old way of working people want to keep that freedom but with of course more social interaction which which we all missed yeah but that trust is really important than and what i also found courageous in the exercise you did with the values is that we also did a 360 degree evaluation of all the leaders and their values and how authentic they came across because it starts there because if if you don't live those values if if you pretend to be someone else that's when people don't follow you were or are not trusting you and so now there are no great things that happened and you decided to do that as well not only the values work within the organisation with a whole the whole organisation and everyone but also the leaders and i wonder then because there were some struggles at some points with your headquarters who sometimes had a completely different view of management than you had how did you deal with those tensions and personal struggles? Well,

### **Fede Heine**

look, in the end, I think it was somehow easy because we delivered the results. So there was no, we didn't get to the attention where we could not deliver the results. So as I was saying before, you know, being doing the soft part, working for the people with the people was not getting on their way of us delivering the results.

On the right, probably.

### **Fede Heine**

Sorry, yeah, exactly, exactly. So, I, I really, and this is a vote of trust, you know, you need to take the leap. But I, as I told you, before, I knew and I was 100% sure that focusing on working on the culture, the team and the people would be, what would deliver the best results, because in the end, we are 100 people, there's nothing I can do. That will offset the word, the quality of work of 100 people. So it's only about, you know, trying to, to get everyone in your team, feeling as I said before, feeling valued, feeling recognised feeling seen feeling taken care of, sometimes the results were great, sometimes we struggled, but we never, we never, because the results were not coming as expected, we did never shift the focus to you know, to live the taking care of the people to to a second level of priority. That's my point, because in the end, it's a team who does the work is a team who delivers the results. So it's think the job of a leader is just to make sure that people feel as I said before seen, valued, challenged, that they can grow. I like to one way of looking at, you know, how I look at my role is try to try to see in others what they cannot yet see in themselves, you know, see the good in others that they can, they cannot yet see I help them see what they you know, the valuable things they have. Because many times we you know, another typical thing is focus on the areas of opportunity, you know, instead of what people are really good or unique. At and I think that's also helping a lot. And yeah, as I told you yesterday, we had the kind of meeting where they the farewell. And it was really really surprised, because not only people who showed a lot of appreciation, but the most important for me was even the jokes were that they were making about me, you know, on the on my defects or my you know, the things that they do like about me, it's It was so natural. So you know, so me, so they they got to know me 100% and I think that was for me, that was success they go to, to appreciate me as I am with the

good things that they bring and the bad things that I could be a pain in the ass probably in other things. That's okay.

**Murielle Machiels**

Yeah. Now that that's great. And, and I believe that so important to believe in the people more than they believe in themselves. That's how they grow. But that requires you to be yet to have a high level of energy. Because when you are stressed, like you say, you can become a pain in the ass, I can become a pain in the ass as well. And then you don't see the great things in people when you're really stressed. So it's it requires a high degree of energy as a CEO to be able to be like that. And so how did you manage that part?

**Fede Heine**

I think I think it has to do with energy, but more than energy, I say does consciousness and I think the key. The key for this is to work on yourself. Because for me, that's the only thing each one of us should do. Because the more you work on yourself, meaning you get to know yourself, which also means you need to be ready to go inside and you will find out a lot of shit about yourself things. Things you don't like things you don't like about yourself, think you are ashamed, you know, you can go into very dark places. But I think only by going there. You can listen to there whether you go there or not. All that shit is there inside somewhere. So if you if you there to go there and look at it and accept it. Then you can integrate it you can transcend it and they the way you look at yourself. You can get To the level of, you know, calm and acceptance that can enable you to be much more, you know, feel compassion, feel empathy for others, you know, it's not. Because if you come from a place of insecurity and fear of all the bad things and all the shadows in you, then you're hiding a part of you. And I think you cannot help anyone. If you if you haven't done the job yourself, I do not think you can help anyone, you can only help someone if you have gone through it.

**Murielle Machiels**

Yeah, and I, what I noticed is that the biggest challenges you have or the more you advanced, then in that grow, the deeper you need to go every time like, you think, okay, now I got this, it's okay, I'm true. And then you you hit like a new level, and there is a new devil. And often it's, well, often the same ones came came back, come back, but with a level that is even where you need to dig even a little bit deeper and, and transcend your own fears. I completely agree. I had to look at myself, and ask myself the question, Who am I when I'm not successful, because everything I did was to be successful, and my whole identity was, was attached to being successful with a lot of stress, when I just had the idea that maybe, maybe this time, I won't be successful. And that brought a lot of stress. So yeah, you really have to dig deep into yourself to grow as a leader.

**Fede Heine**

Yeah, in the end, I think there's a, there's a coach that talks about a concept, which I really, really like. It's called success beyond success. Okay. And basically, the concept talks about, you know, you cannot control the outcome and the result in certain things, because there's a portion, which is what you bring to the table, but there's context, there's like, there's other people's reactions, decisions, whatever. But the only thing that you can control is, being yourself and acting with integrity, meaning in complete alignment with your values, and with what's important to you. And that's exactly what it's

called success beyond success. So, if the success meaning the outcome desired, does not happen, you can even be successful, because you have been acting, you know, with integrity. And I think, the key challenge or the key Yeah, one of the key hurdles to, to keep growing, as you're saying, the more you grow in an organisation, like new challenges and new things, you know, maybe you, you'll become closer to the CEO and interaction, and you could find CEOs with big egos, and they didn't want to hear anything different to what they think. But I think the minute you, you let go of the end result, which is mean even meaning, keeping your job. But you really stick in a good way from away from, you know, from a place of love and you know, being positive but being firm and true to your values, then you know, that even if the worst case scenario comes to life, which is you're fired, I think you can still feel good. Because you did it in line with your with who you are. And I think that's it's difficult. It sounds easy. But I think still, it's the best you can do for yourself, because that is what makes you feel better every day. Be more and feel confident, because the minister and The curious thing is that although the fear is you will get fired, probably the outcome will be the contrary.

### **Murielle Machiels**

Exactly. I completely agree. And that's what I'm working on this year. I'm working a lot on letting go. Letting go of the results, letting go of some emotions attached to results. That that's the key when you let go and letting go doesn't mean that you don't care about the result, you still have like a goal and you do everything you can to reach that goal. But once you put something in place, you let go or once the result is there, you let go of of all the tensions and all the negative emotions and you just do what is necessary to to get up again and try Again.

### **Fede Heine**

Yeah, yeah, and you know, one thing that helped me, you know, I talked about working on myself, I do psychotherapy, I have a great therapist. Now. orsola She's amazing. And one thing, she told me once that I really liked, you know, talking about, you know, who you are your values, you know, all the things that we're talking now, when advice that she gave me was always tried to think, no, of course, be clear on where your values and what's important to you. And always try to think, who do I want to be in this x situation. So what kind of father I want to be now in this situation with my kids, or what kind of husband I want to be in this situation with my wife. So I found it a great, you know, trick or Can Have you no memory, no reminder, before you act or react into something, you stop and think. And it's a way of keeping yourself kind of centred and anchored always in who you truly are, and not being overwhelmed by, you know, fear, tension. So the things that are happening, which are all always a lot.

### **Murielle Machiels**

Yeah, and that's, that's also what I say to the leaders today. Today, it's not about knowing more, it's not about doing more today is really about being more Who do you want to be? Because when you are, that's when great things happen to us, and really aligned with who we are deep inside. And, and I believe that's why some great leaders that that we all know, they have lots of flaws, but they are completely aligned with who they are. And people are inspired by them, despite all the flaws that they have.

### **Fede Heine**

I agree with you 100%. And you know, they say, in astrology, they say that we're asserting, you know, a new era.

Yeah.

**Fede Heine**

I don't know if the era of PCs? I don't know, because I know that into it. Yeah, I don't I don't know. I don't know. But the point is, what they say is that this new era is about. It's about ideas, and it's about everything that is not true. falls apart. And I think it's exactly what we're talking about. And I said, you know, the world is getting to a point where I really think many things for change are changing. And you know, anything that is always not true. Yeah, no drill will start falling apart. And I think that's exactly what we need.

**Murielle Machiels**

Yeah, exactly. That's also what I believe that we are at the end of an era and the beginning of a new one. And people. Well, of course, unfortunately, there have never been as many people who don't feel well as today. But it's because of the tension of who they show up as and who they really are. And I believe if we try to really go inside ourselves and look at who do I want to be Who am I, and that we start showing up as that person. That's when great things happen. And that's also when great things happen for an organisation. Like Simon Sinek sets people by who you are and not, and no people even by why you do something and not what you do or how you do it. They want that why that connection? And that's why everyone needs to have first that connection with with himself or with herself. Yeah.

**Fede Heine**

Yeah. I think that's the key. I think that's a key. And I think I have seen many people who are not willing to do a job, because it's

**Murielle Machiels**

frightening. It's,

**Fede Heine**

it's easy to say. But again, I tell you, I have been in very dark places. And I have seen parts of me which I, which I really didn't like, but you need, I think it's the only way the only way you can grow is just because they are there, whether you like it or not, they're just there in the basement, you know, waiting to be seen. And if you don't, I think that because they are there and they are somehow kind of hidden, you know, in the dark basement and they want to be seen. They will do whatever to come out. So if you don't if you don't turn the light on and go and look those things, those fears and those wounds or whatever in the eyes and you know, recognise they're part of you. Then they show up in a different way and tip Kelly in a much more painful way to say,

yeah,

**Fede Heine**

either you get sick, or either you start you know, it, you know, it starts kind of operating and dominating how you behave and how you act or react to things. I think it's always better, no matter how painful it is to, to do the job and to work on yourself. Yeah.

**Murielle Machiels**

And at the end, once you do it, it's not as bad as you had imagined I because I have to admit, I was afraid as well. I was thinking, if I open this, this, this box was going to come out and I'm am I going to be able to control what is coming out isn't it's going to overwhelm me. And of course, at times it overwhelms you. But when you do it in a smart way it overwhelms you when it can overwhelm you. But at least to when you need to show up. Professionally, you show up professionally you you like put a place you give it a place in in your life. Same with sadness, if you don't listen to your sadness, your sadness will come up at the worst moments when you don't expect it. And it's the worst moment for you to handle it.

**Fede Heine**

So I think it's important to get helper. Yeah, I do not think this is something to take lightly. Because I think if you surround yourself with the right people who can really help you, and there's lots of great people out there, I think that makes the work. No, I would not even say more effective or efficient? I think it's I think it's the only way I think it takes you need to be very special, very special to be able to do this on your own. I think

**Murielle Machiels**

I completely agree. Because, you know, today I am also a coach and I help other leaders. But sometimes I fall back into bad habits or, and I need someone to be like a mirror you It's when you are caught in something you cannot coach yourself as good as if someone else would do it for you. Or with you. Yeah, no, I agree. So just to summarise, as a leader, you have to go deep into yourself, to look at what is there and to take care of that, to grow them as a leader. And then when you do that, and starts being more aligned with who you are your values, that's when you can help others do the same. That's when you can bring those values within an organisation changed a culture and with that culture, you can implement the strategy and get the great results that we all want. And that's how you You did it, I guess.

**Fede Heine**

Yeah. Yeah, indeed, I think that, yeah, if I were to give one advice to anyone would be that was work on yourself. So you can grow and you can, you can become the best version of yourself, so that you will feel at ease with showing up as who you are. And that's the best you can offer to the world being who you are. And, you know, I think it's much more dense to, to try to, to, you know, to hide parts of you or to you know, not to be 100%. Because being 100% yourself, it's probably the easiest job that you can do, because you did you don't need to do anything. You just need to be anything different than that you need to fake you need to force and, and that's, by definition, its stance. So I think you can be much more relaxed.

**Murielle Machiels**

I don't know, because for me, it was really a learning journey. Because to be 100%. Myself, I had to learn to take the the armour of

**Fede Heine**

Yeah.

**Fede Heine**

But I think because I can tell you this now from this place, but it's like so your example I think it's only when you take your armour off. You realise how much weight you were carrying unnecessarily, how much how much rigidity you were carrying with you. But again, it's a journey as you say, but only if at some point. You feel that the armour is heavy enough, limiting enough and you're not at ease with it. You will make the decision to Okay. I will try. At least I will try to take the at least I will try with the helmet and then you know, maybe and then you take it all out. I think it's Yeah, I think it's at some point there, there should be something that triggers in you, I think the need or the urge to believe that there's something that you can do better and that you can get help. I think that's also difficult. Some people would say, as you said, some people would say, I don't have an issue, I'm okay, I don't have any problem. But then you look at the bigger scope in their lives and say, I would, I would say differently. But yeah, to you, it's up to you to decide. No, I

**Murielle Machiels**

agree. But I remember I had times when I knew I had the armour. And I knew I wanted to take it off. But I didn't know how. So it's not always you have to learn also how to do it. And I remember also in the beginning, when I took it off, my body was reacting really heavily. It was painful. Yeah. But like you say, when you look back, you feel much so much lighter. And you wonder why did I keep it all so long?

**Fede Heine**

Thank you. Thank you very much for inviting me. And you know, I had a great time. So thank you very much.

**Murielle Machiels**

Thank you, sweetie.

**Fede Heine**

Bye, bye.

**Murielle Machiels**

Well, this was a great conversation. And I really enjoyed every minute of it. And I hope you did too. And I hope we inspired you to try and go dig a little bit deeper into yourself, because maybe you want to grow and you want to really become who you are and let that armour go away or melt away. So thank you for listening, and we'll see each other in our next episode next week. Yeah, you finished another episode of rebel leader with a heart if you want more, go to [rebelleaderwithaheart.com](https://rebelleaderwithaheart.com) for show notes and past episodes. If you love the show, subscribe, leave a review and share it with your friends. The more the merrier. Thanks for tuning in and have a great week you rebel leader with a heart.