

# Disrupt Yourself Podcast

## EPISODE 181 PIM DE MORREE

Welcome to the Disrupt Yourself podcast. I'm Whitney Johnson. Here we discuss strategies and advice on how to climb the curve of learning in your career and life, disrupting who you are now to slingshot into who you want to be.

When we think about corporate culture, oftentimes we think of sterile environments and conforming to bureaucratic ideals, that's top down management and taking off tasks. Which feels like drudgery. That was the experience for our next guest, Pim de Morree. But instead of maintaining that status quo, Pim decided to jump s curves and look for ways to disrupt all of corporate culture. He and his business partner, Joost Minnaar, quit their jobs, traveled the world to meet with CEOs at pioneering companies to see what they were doing effectively, what works, what doesn't. How that impacts productivity and job satisfaction. Based on what they've learned, they've started a business called Corporate Rebels and have written a book by the same name to give us advice on how to make work more fun.

**WHITNEY** Thank you so much for joining us, Pim.

**PIM** Very happy to be here.

**WHITNEY** What's the origin story of Corporate Rebels so kind of walk us walk us through that timeline quickly around university and then that moment where you said, I'm going to disrupt myself, I'm going to do something different. Tell us about that.

**PIM** I moved to university when I was 19 years old, I started to study industrial engineering and management science. And during my studies, I did what I had to do, but I figured out I wasn't extremely passionate about the topic itself, but I just followed the regular path and wasn't enough of a rebel back then yet to actually quit and start doing something that I was more passionate about. So, I graduated after a couple of years, and then I started to work for a company called Vonderlande, and they make baggage handling systems for airports. So, I started to work. They had perfectly fit my degree, my university degree, and started to work there for about three years. And this is actually when the frustration really kicked in. So, I started to work for this corporate organization, and I worked there for about three years in a traditional management structure with bosses who tell you what to do with very top down control and top down decision making. Not a lot of freedom and not a lot of entrepreneurship. And this was really frustrating me. In the beginning it was nice because everything was new, and

it was engaging to learn all these things about this new business. But over time, I really started to become frustrated with the management structures of this of this company. So, after three years is the really disrupt yourself moment for me and also for Joost, my co-founder. And that's when we decided to actually stop working the jobs we were working because we didn't want to continue working like this for 40 more years.

And we said, let's, let's do something else. Let's do something that we're actually passionate about. And there was one thing that actually came to mind and that was solving this specific problem, like why is it that so many people, just like us, are unhappy at work? And what is the reason for it? And what solutions are out there to maybe do things better and are there examples of companies who organize themselves in such a different way that we can actually make work more fun and at the same time be also very successful as a business? This is actually the point where we started. So, in January 2016, we quit our jobs and we started this thing called Corporate Rebels, which back then definitely wasn't a company because we didn't even have a business model. So, we had no way of making money. And we also didn't want to know that because first we said to each other, let's learn about this topic. Let's understand how work can be organized differently. And if we gather a lot of knowledge on this topic and probably people will want to learn from it and then hopefully business model will evolve later on. So, this is actually how we started. And since then, we've been traveling to the world's most progressive workplaces to understand how work can be organized in a more fun and more engaging way.

**WHITNEY** How did you and Joost meet each other?

**PIM** We've been good friends since high school already, so we both grew up in the same small town in Zierikzee.

**WHITNEY** So, tell us about growing up. Where did you grow up and what in your childhood set you on the path that you're on now?

**PIM** Yeah.

**WHITNEY** Reed Hastings hired you. Do you remember the conversation that you had?

**PIM** Yes. Yes.

**WHITNEY** Will you share it with our listeners.

**PIM** I grew up in a small town called Zierikzee, which is close to the coast in the Netherlands. So, first of all, a very lovely place to grow up, very quiet as well and lovely nature. So, lots of time spent was spent actually at the beach and enjoying the outdoors. I think it's kind of a hard question to answer. Where did the inner rebel develop or where did it come from? But I think what is a very, very important element to it is the fact that already from a very young age, my parents and my family more or less allowed me to do whatever I wanted to do in life. And every time I made a what for many people seems like a stupid decision or an unwise decision, always, my parents were right behind me saying, well, I probably thought about this very well. So, we trust that if you put a lot of effort into whatever idea you have, probably something nice will come out of it. So I think this has really helped a lot with my personal development and also with me daring to take risks or feeling comfortable taking risks, because I knew there were always people standing by my side and supporting me if things would go wrong and at the same time letting me go enough to actually figure things out for myself. So, I think that's a very important element to it.

**WHITNEY** What's one of those examples where you did something and it looked to other people like, what are you doing? But you tried it and then your parents are like, OK, tell us what you learned. So, give us an example.

**PIM** Yeah, the first bigger decision like that was in my graduation year, so around the age of 18 in Holland, you finish high school and then you're supposed to go to university if you want a bachelor's and master's degree. And that's what I wanted to do. But at the age of 18, I wasn't really ready for it. So, I had all the grades that I needed to actually to pass onto and to move on to university to get my degree. But a half a year before actual graduation did really feel like going to university just yet. So, I thought even with good grades, I said, well, I'm not going to do anything anymore for the next six months because I prefer actually to stay here for another year to do some other things than just now, already graduating and moving on to university. So, as you can imagine, parents can be quite shocked by a decision like that. And also, might not be very supportive. And maybe my dad was a bit less supportive, but my mom was very much already from the very moment I mentioned, and she said her response was, it's actually going to be quite nice to have you another year at home.

So... and then when we talked about it in more detail, they said, well, if that's what you feel is the right thing to do, then probably that's the right thing to do. And you better make sure that all things will in the end fall in its place and you will hopefully get your high school degree and then go on to university. But they never really ask questions like or came up with criticism like why the hell do you want to do that? You have to study. You have to move on to university. And I think this is quite unusual for parents to have a response like that. I think that really helped me to make decisions like this and to not just go with the traditional flow of life, but to more easily actually step aside maybe and really think what is it that I want to do next in my life.

**WHITNEY** So, it's effectively you took a gap year, I think, right? It was a gap year, effectively.

**PIM** So, it was actually before graduating. So I just spent an extra year in high school going to school every day because you have to go to school if you don't finish your degree at a little later on in my life, I took some gap year as well to, to experience that as well. But it wasn't that exotic. No.

**WHITNEY** The reason I'm asking is, so I have a daughter who is 19 years old and she took a gap year after high school and she's taking a gap year right now. She started out intending to do X, Y and Z and not necessarily travel to exotic places, but sort of had this plan and the plan that she had, none of that has happened and none of it much of it she chose not to do. And yet, in many ways, that's precisely the whole point of taking that extra time. And so I guess my question to you is, in taking that extra year, what is something in retrospect you learned, in addition to the fact that your parents trusted you and allowed you to trust yourself and what you felt like you needed to do? Is there something in particular that you've learned?

**PIM** Yeah, I think I, I took quite some time to focus on, on other elements, for example, I took much more time to figure out what I actually wanted to do after graduating, but also taking, taking actually more time for hobbies, more time for reading. So just a little bit more time to develop before I was feeling actually ready to move on to university. So, I think that time and that actually the, the opportunity to sit back a little bit more and to think maybe a bit more than you normally would when you just follow that like a more regular path. So, I think that that really helps a lot. And it was maybe just a first smaller thing that led to over time bigger decisions like this where I would just really follow my instincts and say, OK, this is what I want to do. So, I feel like it's the right thing to do and it doesn't really have to have a very good, solid reasoning behind it. It just feels right. So, let's, let's give it a try.

**WHITNEY** You trusted yourself. Your parents trusted you. And so that's allowed you to really listen to your instinct, knowing kind of like interval training for a marathon. You run and then you walk, and you run and walk, and you know how to do that. And that sounds like it's a really important skill. I know it's an important skill, but it sounds like a skill that you have that's serving you well. All right. So, you and Joost decide we're going to do this. Corporate Rebels. You take this very discovery driven approach of we are going to figure out we don't want to know how we're going to make money yet; we'll allow the business model to emerge. We're just going to be anthropologists, travel over the world and find stories. So, the first question that everybody listening is going to have is, how did you survive? Like, how much savings did you have in the bank so that you could do this? Because people listen. They're like, I want to do what Pim and Joost are doing. How much money do you need to have in the bank to do something like this? How did you bank roll that? Let's start there.

**PIM** Yeah. So, first, I have to tell you that we made a decision before we actually figured that out. I remember walking into my boss's office and handing in my resignation letter and sharing him the idea we had for starting Corporate Rebels. And obviously he asked the same question, like, how are you going to make money and how are you going to do this? And we said, well, we don't really know yet. And his response was, as you can imagine, this is the stupidest idea I've ever heard. I haven't. So, it was extra motivation to actually make it work, like roughly calculated what we would need. We never really thought about it very specifically. So, there might be doubt for a while. But we sat down and we looked at the financials and what we more or less leads me to be completely transparent. I don't even 100 percent sure know what we started with, but it was definitely not more than 15, 20 thousand euros. And so, we knew it wasn't much and we knew it, we thought calculating roughly that we would last maybe a year with that money if we really cut a lot of costs. So, we actually did that. So, we moved into one room together. So, we put two of these beds into one room in a shared apartment so we could actually cut costs as much as possible. And then we just started to travel and add some air miles left from my previous job. So that's helped with the travels and we just didn't spend any money for the rest. So, we just focused on doing the thing we wanted to do and spending a lot of time traveling and learning from these people and organizations and sharing everything we learned along the way. So luckily, after half year, because we saw money ran out pretty quickly, so we after half a year or maybe even bit before that, like we were approached quite a lot for if we could give presentations or workshops at companies who wanted to learn from these pioneering organizations.

**WHITNEY** That was the question that I was going to ask you. So, you, you go and you say, all right, we're going to do this and we're going to start learning from all these companies. Then we're going to come back to that in just a second. But you finally, after having lots and lots of conversations and people said, hey, could you come talk to our company about what you've learned? And you said we'd be happy to it will cost X, is that what it looked like?

**PIM** Yep. In the beginning, like we published everything we learned on a blog. So that's how people got to know about what we were doing. And quite a lot of media picked it up in the first half year. So that really helped a lot. And then, yeah, people just approached us, and they asked us, I remember the first time it was somebody called and said, well, we would love to have a presentation for 500 people in our organization. And it was the first time I was ever going to be on stage for such a big group of people. So, I said, yeah, definitely we can do that. And then he asked, like, what kind of fee do you want for that? And I just really had no idea what to say. So, I said, oh, I'm going to come back to that later. And then I started to call a lot of people like, what can you ask for doing a talk like this? And really, numbers were all over the place from almost nothing to like a bottle of wine or a bottle of whiskey all the way up to, I don't know, just crazy amounts of money.

So, we were really uncomfortable not knowing what to say. So, we thought we were smart, and we said, well, we love to work according to a concept called Pay What Feels Right. So, you decide what you want to pay for a presentation from us before actually doing it, which I don't think was the right decision from our side. So, they came up with this number and it was just 250 euro that was extremely low. But we said, OK, we have to do it anyway. And so that's when we learned that's Pay What Feels Right, at least in a way we did it, wasn't really working for us. And so, and overtime we just learned. So, every time we tried to do it a little bit higher and then slowly but surely, we came, became a lot more professional in that.

**WHITNEY** It's such a great question and something that I know I had to struggle with when I you know, when you move out of corporate America where all the prices are set for you and then you go out on your own as an entrepreneur and certainly as a thought leader, you don't know how to price what you do. And so, I really appreciate your telling that story of we didn't know what to do. And so, you said pay us what you want, and you realize, no, that's not quite enough. And I know for me, I use, I have this thing, I think I made up the term maybe I didn't, but it's called the resento-meter. So, what's the amount below which I will feel resentful? Definitely need to charge more than that. And then what's the amount about which I will be giddy and then somewhere in between is usually the right amount.

**PIM** I like that idea.

**WHITNEY** You quit your job. You say our business model will emerge. It starts to emerge. You it's interesting on the blog, were you deliberate about that of of, you know, doing SEO and having people find you, or is this one of those things where you just said, we're going to do this then? And there was some you know, you showed up, but there was also some luck or was there a little bit of both?

**PIM** Definitely a little bit of both. I think luck was extremely important part of what we have been doing so far and the reach we've been able to get. But yeah, you, you talk about SEO. We never, ever did anything with that and still actually don't really do that. So, I'm 100 percent sure we're missing out a lot of opportunity because of that. But so, we started with this first website and we were talking to each other like, what is the best way to share everything we learn? Like we can talk to our friends and our family, but after a couple of weeks, they'll totally be fed up with the topic. So, we have to find another way to share it to more people. So that's how we started with this, this blog. So, we really created a website from scratch learned HTML, which was a bad decision as well. We just had to use of WordPress or Wix or something like that, but we didn't know that back then. So, we started really from scratch and we thought, well, the easiest way to actually share it with more people is put it up on the Internet and hopefully attract some people who are interested in this topic, too. So that's really how it started. And over time, mostly it came from people who were who liking the content that we wrote with and shared it with their networks and then and then with their network. So that's actually how it grew. So, it doesn't have a lot to do with SEO or Smart Internets stuff. It's just very basic and just focusing, we focused very strongly just on the research and writing.

**WHITNEY** Yep, good content gets shared. All right. So, you in your book, you talk about, and you have this fun sort of listing this bucket list. And so, what I would love to hear, and I think everybody would love to hear are who are some people that have been on your bucket list? And who to date has been the hardest person to get to, and what did you have to do to get to that person?

**PIM** At the beginning, we made a list of people and organizations that could teach us something about making work more fun. And so, either the practitioners or the entrepreneurs or the CEOs or the leaders in organizations who actually had been able to transform a company into a progressive workplace or academics who could teach us something about this topic. So, we had this list with people and organizations that we desperately wanted to learn from. And we then

just said, okay, let's visit all of these people and organizations and let's learn from them and share everything we learned along the way. So, yeah, to give you some examples of companies, for example, on that list, or it's not the usual suspects so much. So, a lot of people think we would just go to Silicon Valley and go and talk to Apple and Google and Facebook, but really looking not just for organizations that are successful, but we are more looking for companies that are really doing things differently and how they work. So, for example, companies without managers or companies where people can set their own salary or set their own working hours, really radical companies that are doing things differently. To give you some examples, for example, Patagonia, the outdoor clothing brand, and we visited in California, in Holland there some beautiful example of a health care organization called Buurtzorg, they employ 15,000 people. And there's not a single manager in the entire company.

And there's this, we went to Spotify in Stockholm, in Sweden, which is pioneering at least in their engineering department and how they work. So, companies, think Spotify and Patagonia are the most famous companies on that list. We also went to Google, by the way, it was a bit of a disappointment, but most of them are not well known. There are some well-known people on the list. For example, Simon Sinek. Let me Daniel Pink, for example. So those are Anton Peters. Those are the people that we also visited that we wanted to learn from because they already have done such extensive research on the topic. So that's just to give an idea of the people and organizations on that list. The hardest one to talk to or to get access to was actually the, a company, a Chinese company called Haier. And its CEO, the man is called Zhang Ruimin. And we really spent one year, I think one year and a half, maybe even to get in touch with them. So, there was obviously the language barrier, but there was also the fact that it was really we didn't have any access. We are not using the same social media because we contacted a lot of people in social media. So, Twitter helps a lot because it's out in the open and it's hard for people to actually say no when you approach them in public. So that really helps with some people at least.

**WHITNEY** So, Twitter is your secret weapon.

**PIM** Twitter definitely in the beginning was a secret weapon, but nobody knew what we were doing. Nowadays, it's a lot easier, of course, to get meetings with people but then it was kind of hard. Yeah, but the Chinese company was it took really took a lot of efforts, like continuously sending them emails. But also finding other people who already knew them or had visited them and contacted them and see if they could connect us to the company. And after a time, we figured out how to do it. And we're very happy still that it worked out because it's one of the most pioneering companies that we've seen so far.

**WHITNEY** You talk in the book about companies that are doing it right, obviously, because that's the whole book you talked about higher. So, what's Haier doing right? Took you a year and a half to get there? It sounds like it was worth it. Tell us what they're doing well.

**PIM** First of all, it's important to say, I think, that not these companies don't do everything well, they struggle a lot with all kinds of things. But on some topics, I think Haier is very good example to look at. What I mostly like about them is the fact that it's like a die-hard manufacturing company. So, they make washing machines and refrigerators and, and they're the largest white goods manufacturer in the world. And they're based in China, which for a lot of people is a reason to say, well, they must be very traditional company in terms of how they are structured. But that's the complete opposite of what is actually happening. So, they split up the big company that employs around fifty or eighty thousand people and they split it up into more than 4000, what they call micro-enterprises. It's small companies to get rid of the bureaucracy, to get rid of lots of middle management layers and to actually give a lot of decision-making power and authority to the people at the front line. So much actually, that the people in those micro-enterprises pick their own leaders and they have salaries that are not paid by the corporate but

that are by their customers. So, the better they do a job, the more successful or the higher their pay is as well. So, it really becomes more of a group of small companies where there's a lot of entrepreneurship and people are empowered to really make a lot of decisions themselves. And there's not this bureaucratic structure in place where you have people at the top deciding whatever is going to happen to the 80000 people that work underneath them, so to speak.

**WHITNEY** So how have you applied what you learned at your own company?

**PIM** Yes, so that's a continuous effort, actually, to, as we grow our own company, which is still a very small like now with five, almost six people. But we continuously apply many of the lessons that we learn. So, on a monthly basis, we set new experiments to change our way of working to continuously see if we can improve it. So, we yeah, we do a lot of radical things like first of all, obviously we don't track any hours that people work, and people come into the office whenever they want, and they can work from wherever and whenever they want. People set their own salary.

**WHITNEY** So, what does that look like? So, you've got someone on your team like how do they set their, because they probably don't say to you, pay me whatever you feel like is fair, like with that speaking engagement. But so how does setting their salary, what does that look like?

**PIM** Well, it's a very simple process, we call it the advice process, which a lot of these pioneering organizations use as well. So, it's very simple, like one person is in charge of setting his or her own salary. The only thing required is to get advice from colleagues who are influenced by your decision. So, in terms of salary, everyone within the company, it's still small. So, what you do is you, first of all, come up with sort of rough proposal for what you want to earn, and then you seek advice from your colleagues. They give you their advice. So, I could, for example, say if a colleague comes up and says, well, I want to make so and so much a month, I could say, well, I think that's too low or I think it's too high. And they gather all the advice. It's up to them to decide if they want to use that advice or not. So, they are in the end responsible for listening to the colleagues or ignoring their advice, and then making their final decision on what it is they actually want to earn. And this is quite radical because you have a lot of other elements in place for it to work very well. Like, if you do it well, it can lead to a lot of extra engagement, a lot more understanding of how a business works from everybody in the company, and a lot more cost consciousness as well from all kinds of people. But if you don't do it right, then it can lead to a lot of nasty stuff, I can tell you, but so you need transparency, for example, in place, everybody here is completely aware of the finances of the company, what each and every person earns and how much we spend on, the office and our travels or our marketing campaigns or whatever we want to do. So, there's a lot of transparency around lots of topics that are so high, very high level of trust. And if that's there, it can work very well and really boost engagement to another, another level.

**WHITNEY** Yeah, because everybody's a stakeholder. And what's interesting about that, I guess what you're saying or I'm hearing is that when let's say, you know, I come to you and say, here's what I, here's what I want to make. It's within this range. What is your advice? Then in the back and forth of that conversation, you're establishing value, your establishing expectations, and there's an accountability that gets baked into that conversation, isn't there? Because like, if you agreed on that, there's, there's this conversation that went into what you're actually going to do to earn that salary. And so, your expectations about over or under delivering get set really early on. Is that some of what happens?

**PIM** Yeah. And yeah, you nailed it. And I think that's the most powerful thing about this whole process. Like in a traditional job, you would start your professional relationship with the negotiation. So, from the very first moment, your goals are misaligned because the person who comes for a job and who interviews for a job, wants the highest salary possible. And the

employer on the other end wants the lowest salary possible, or at least in a negotiation that's more or less what in many situations comes down to. And I think it's a bad start of a professional relationship. Well, instead, you can actually talk about, OK, what value do you think you can bring to the company? And do we think that we can, that you can actually bring that value to us as well? And it's a constant evaluation after that first moment to constantly think about, OK, is it actually your value that you add to the company or should you adjust your salary, should you increase it or decrease it based on the added value that you actually deliver to the team?

**WHITNEY** Good stuff. What else are you doing to make work more fun in your company?

**PIM** Well, as I mentioned, there's a strong focus on freedom, so we get to decide where and when we work. We recently bought a camper van which we turned into a sort of a mobile office. So now we actually get to work closer to the beach because we love to do kitesurfing. And when you're blogging, doesn't really matter where you work from. And so, you can also do it from the back of a camper van. And so, we bought the camper van, had it spray painted a completely black with white corporate rebel's logo on it, put our kitesurfing gear in the back. And now we regularly work from the beach. And in between we do some kitesurfing sessions. So that's a powerful way to not just symbolize the freedom that we want people to experience in our workplace, but also of actually doing it and going out there. So that's an important element. Let me see...

**WHITNEY** Wait before you go on. So, the question that's coming up for me. So, so you've got that freedom. You've got that trust. What is a mechanism when someone abuses that trust, what does that conversation look like? Because I assume you've had to have that conversation.

**PIM** Well, actually, we didn't have the conversation yet.

**WHITNEY** For real?

**PIM** Yeah, because it wasn't needed. That's a good thing about it. So, I think this teaches two important lessons. So, first of all, we can trust people way more than we normally think we can. But and I think this is a very important element of how we work as well, like we focus on quite strongly on results. So instead of looking at how people do their job or when they do their job, we focus much more on the outcomes of their work. So, every month we set goals. Every individual in the team sets goals for that specific month and we announce them at the beginning of the month. And at the end of the month, we reflect to see if people actually have been able to achieve their self-set targets or if they need, for example, help to do that or if they've been underachieving or overachieving. So, we don't really need to look at the hours people spend and there's no lack of trust as long as you deliver the right results. And I think that's an important element that we it's not just us who's doing that. But I think if organizations want to give their people more freedom, a very important element that a lot of companies overlook is not just to give them unlimited amount of holidays, but also to actually give them the responsibility of doing a good job. And not just pushing the freedom to the front line or to lower parts of the organization, but also the responsibility. And I think this is a very important element.

**WHITNEY** So while we're on that, any other sort of two or three tips that you would give to people who are listening to this and whether they're in a large organization or small organization, that you would say that you would say, do these two or three things, or experiment with these two or three things to make work more fun? What would you say?

**PIM** First of all, that, that is one of the most important ones that we just talked about, so focus on the outcomes and not the hours, for example, you spend behind your desk. Its most outdated practice we still have in workplaces, but it's really hard for many people to get rid of. So, if you want to do that, just simply talk to your manager and say, OK, I want to create a little bit more flexibility around where and when I work. So, let's set weekly or monthly goals, starting with

weekly. Most of the time is a bit more comfortable for managers and then just evaluate on a weekly basis whether you're actually still productive, whether you work from home or not. So, this is especially now, of course, in in Corona times, this is a good thing to a, to start doing and a very important element of remote work as well, I think, because it's impossible to control how, how many hours people will work. So instead focus on the outcome. So that's one very important element. Another important thing to do or a good tip, I think is what we learned from many companies is to redistribute tasks within the team. So nowadays we look a lot of job descriptions. So, you're hired for a job description, for example, for as a junior salesperson and the tasks are already up front stated in your job description, so that's what you are here to do. Anything that falls out of that outside of the job description is not your thing to do, so leave that to other people. This also doesn't make a lot of sense, especially not if things change very quickly in your company. So instead, as a team, sit down together, write down all of the tasks they need to do as a team to be successful, cluster them into roles, and then let people pick up the role they want to pick up based on intrinsic motivation and not what is in their job description. And I think this is a very important tip for people who are looking for a more enjoyable job because it gives them the opportunity to more or less craft their own perfect job.

**WHITNEY** Yeah.

**PIM** I think this is very important, important tip as well for a lot of people who are stuck in workplaces where they feel like they don't really like what I'm doing here and don't really feel I'm using my main talents. And this is a very simple way to, to kind of solve the problem.

**WHITNEY** As you think about your success to date, and you've had a lot of success and, you know, congratulations, it's super exciting. I guess the question I would ask you is, what failure have you had to date that made the success that you're having possible?

**PIM** I don't really feel like we made a very big mistake. We did, however, make lots of, lots of small mistakes. Like we fail all the time. We set up new businesses, they fail. But because of the way we talk about it, it doesn't really feel like a big mistake that we made, obviously we learned a lot from it. But it doesn't really feel like a mistake.

**WHITNEY** You're reminding me in this conversation Alan Mulally, who was the CEO of Ford and turned them around. And I interviewed him for our book, *Build An A Team*. And one of the things he said is he doesn't really look at failures. He just looks at information as data, as a gem that he gets to do something with. And I think that's part of what I hear you saying. And also reminds me, we had Simon Sinek on the podcast, and he said something similar. And there's this pattern of people who don't really look at failure. They just look at its information. I tried this thing. I experimented. It didn't work the way I thought it was going to. I got a lot of information. Now I'm going to tweak it. Now I'm going to iterate. Now I'm going to move forward. There's no shame attached to it. And I'm not saying, you know, there are people that have no shame at all, but there's there's a lot less. And so, you're just iterating and that's what I'm hearing you say.

**PIM** Yeah. And I think that's something that's also a lot of the progressive organizations seeing benefit a lot from like from trying to come up with a culture that appreciates that people actually make mistakes.

**WHITNEY** Yeah, OK, so where can people find you that are listening to this podcast, they weren't familiar with your work. They're super intrigued. What's the best way for people to dive deeper into your work?

**PIM** The easiest thing by far is our website. So, you can go to [corporate-rebels.com](http://corporate-rebels.com) or just Google corporate rebels, and we'll probably be the first thing you encounter. And you can find more information on the book and links to where you can purchase them. And also, if you prefer free

content, then there's more than enough for you to read for the next two years on radical workplaces and how they've transformed and much to learn for free and also the best way to contact us through our website.

**WHITNEY** All right. My last question for you is, as the father of your future self, so what advice would you give to who you're going to be in 20 years from now? What's that advice? What do you want your future self to know and remember to continue to do 20 years from now?

**PIM** Ok, my main advice. To my future self would be to continue to try new things regularly. To learn new skills. To meet new people. To travel to new places. To try new business ideas. To constantly think about what could be done differently, what could be done next as to make life interesting. And I really love this quote from a song by Gnarlz Barkley which says, variety is the spice of life. And I think that would be my main advice to my future self.

**WHITNEY** I love that Pim, for your future self, it would be continue to disrupt yourself continue to feed and nurture that inner rebel, just lovely. Pim, thank you so much for joining us today. It's been a pleasure.

**PIM** Yes, it was definitely an interesting conversation. Thanks for having me.

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It was a bold leap for Pim and Joost to quit their jobs and seek out ways to make their work lives more enjoyable, and it speaks to their determination and creativity that they were able to get sit downs with some of the most successful CEOs in the world. Such rebels, with such a good cause. As they are implementing what they learned, I was really struck that their pay and workday structures are working so well. And as Pim says, there are important lessons here. Like focus on outcomes. Set weekly or monthly goals. That's especially important as we're doing more remote work and not following traditional work hours. Remember, we can trust people more than we think we can. Also, look at redistributing tasks within teams, come together as a team, write down all the tasks that need to get done so that the team succeeds, then group them into roles and let people pick up the roles based on intrinsic motivation, rather than just following a job description that allows people to craft their perfect job while the company is still meeting its overall goals. Sounds like a win-win. You can learn more about Pim's work on his site, [corporate-rebels.com](http://corporate-rebels.com), or check out his book, *Corporate Rebels: Make Work More Fun*. Actually, I think that's funny, corporate rebel's make work more fun.

Thank you again to Pim de Morree for being our guest. Thank you to our team, Jennifer Brotherson, Sarah Duran, Whitney Jo, Virginia Kivlighan, Melissa Ruddy and Nancy Wilson. I'm Whitney Johnson and this is Disrupt Yourself.

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