

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

Carl Haspels:

If you are top of your game, you do a good job and your results are good and everything. And then it comes to the manager and he says, "Ah, I think he could do a 10% better than that." That kills me. There's a limit to everything.

Mike Paton:

Hello everybody. This is Mike Paton with the EOS leader podcast. And today I have the great pleasure to be speaking with Carl Haspels, a lifelong entrepreneur who started his first business at 19 and considers himself anti leadership, which should be great fun. A seasoned expert in the complex world of global supply chain logistics management, Carl founded Aircargo in 2004 and today serves as its visionary. Aircargo is an independent logistics service provider based in the Netherlands, which specializes in shipping pharmaceuticals and perishables, including more than 2 million kilos of flowers each year around the world by air.

Like its owner and visionary, the company is fiercely independent, which means they have no obligation whatsoever to any airline, shipping company or agent. That allows them to provide optimal solutions, even under complex, difficult conditions. In fact, Aircargo's tagline, which I absolutely love is, "The tougher it gets, the better we are." So, Carl, thanks for your time today and welcome to the show.

Carl Haspels:

Thank you, [inaudible 00:01:33].

Mike Paton:

So, let's start with a little history. Why don't you go back and walk listeners through your entrepreneurial journey starting maybe with that first company at 19 or anything you did before that that was particularly entrepreneurial.

Carl Haspels:

Yeah, well, I have some problems with people telling me what to do. It started already when I was in school. For me, it was not a lot of fun in school and I finished [inaudible 00:02:00] school, but I didn't come higher than college, I think, it's in the US, it's quite similar there. And I started working for a company and that took me about two weeks to decide, well, this is not what I want to do. So, I started my first company at the age of 19. It was a cleaning company and I thought, well, that's easy money. You wake up a little bit early, you start at six, you're already at nine and you do the same thing in the evening from six till 10. And you are free all day. You can go to the beach and everything you want, but it soon changed.

It was hard to get some customers in these time slots. So, it changed to companies who did redecoration of building. So, we cleared out the flooring, the walls, the ceilings, and everything, and made it completely back to a state of new, completely in concrete and everything. And after that, the company came in and put into new walls, new flooring and everything. And then we clean it by vacuuming and doing the windows and everything. And that worked really good for a couple of years. Then I had two big customers. They went bankrupt together and within two months.

Obviously I was a victim of that as well. So, I was 21. I had a big debt. Luckily I bought a house during the way of my short entrepreneurial. So, I had my first house at 20 and the market grew, so I could sell my house and I could pay my bills after the financial bankruptcy of my customers. I had some

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

people working for me, so I had to pay them. So, that was my first company. Then I start thinking, is this something for me or not? And so I tried again, found a new job. It was in sales and I was selling alcohol in Amsterdam to the bars and restaurants. That was quite fun, because it was also in the evenings.

Mike Paton:

There is a recurring theme here, Carl.

Carl Haspels:

Yeah, it is. It is. Oh, I was young and I was wild. So, it was good for me. Meeting all people in bars and restaurants in the evening.

Mike Paton:

Sounds fun.

Carl Haspels:

Yeah, it was. And I sold a little bit of liquor and beer and we had a beer brand. And so I did that and there was a boss. It was not my cup of tea. So, he was telling me you have to start at eight o'clock in the morning and you have to work till six and all this kind of shit. I said, but I'm working in the evenings and then I make a lot of appointments in the evening with your owners. They're always there. And if I go there at eight o'clock in the morning, they are never there. No, no, no. But then you have to go to hotels and you have the different kinds.

And ah, for me to took two years and then I said, no, I'm not going to do this anymore. So, then I started my career in insurances. I found a job. It was a job that you work from home. Didn't have to go to the office. You had your own world with customers and everything. So, well, that went really well. Made good money. Yeah, you had the meetings with some bosses and everything. So, after a couple of years, I decided, well, I can start my own insurance company. So, I got my papers to start a business. And well that flew away quite fast. I sold a lot of mortgages, insurances and everything. It was fun. It was really fun for a couple of years. Then I had a customer and he became a friend and he started working for me on an hourly base.

And in the meanwhile he started a company in freight forwarding and that went well. And he worked for me for a couple of hours. Then he had a shipment. So, he drove off and then brought the ship into the airport and came back and he started working for me again. So, we had a good relation in that. And this grew and grew. It grew so fast that in the end I said, "Okay, let's make a holding. And I bring in my insurance company and you bring in the freight forwarding company so we can divide the risk a little bit by the financial market or the freight forwarding market." So, we did. We acquired some real estate and things. And, well, it was a really good company. That was 2004 we started this. 2012 he decided that he didn't want to work anymore with people around him and staff. And that he didn't like having staff around. And I had a choice, sell the company or buy his shares and make a career change, because I still have an insurance company with 10 people staff.

So, I made a decision, do I want to sit in the table, drinking coffee every morning with the elderly people and making damages of a dark [inaudible 00:06:24] to somebody else's skirt or something and grow something. It was dumb, nothing for me. So, I bought his shares, so I moved on and sold the insurance company and after 2013 and it was finally finalized, it took off until two years ago in 2019. It was crazy. It's too busy, too much work, too much people. I had no control anymore. So, that's why I met

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

[inaudible 00:06:57] and we talked about it and I was looking for a solution to get a grip, a control on my business.

Mike Paton:

Thanks-

Carl Haspels:

So, we started talking. Yeah, well, we started talking and everything at that moment, but we grew when in 2012 we had five people, staff.

Mike Paton:

Yeah. That's what I was going to ask. Give us a sense of size along the journey. How big was the company when you took over and then how big in 2019 and how many people today?

Carl Haspels:

Yeah, in 2013 it was around four or five. Let me see one. No, it was four because Andre was leaving, my partner. So, it was four people, staff and me. We had an annual turnover of 1.5 million euros. That grew a little bit, 2019 we did 4.5 million with around 16 people of staff. Two years later, where we are now. This year we're going to hit around 12 million. And I think we will end up with 25, 26 people of staff this year. That's the goal we have. And we set a goal and the goal is not about volume, not about revenues, not about people, staff. No. The goal we have set is that we want to be in a top 10 of the IATA ranking. IATA ranking is kilos exporting. Number one is Kuehne + Nagel. Number two is DHL. So, it's quite an aggressive goal we have set, but I think we're going to make it.

Mike Paton:

That's awesome. That's great to hear. Was it intentional that you're focused on pharmaceuticals and perishables, particularly flowers or accidental? How'd that come about?

Carl Haspels:

No, before Aircargo was started, the company name was Eastbound Cargo. And what we did is shipping flowers to Novosibirsk in Russia. And every Saturday, me and my partner drove off to Germany in hand. It was about a three hour drive with a van loaded with flowers, which we imported from Columbia, drove off on Saturday and delivered at the airport at seven o'clock in the morning on Sundays and drove back. That's what we did for three years. It was only flowers and flowers is time critical shipments. Flowers is temperature controlled shipments. And that is an easy bridge to pharmaceuticals. That's always time critical. That's always temperature controlled.

So, we are good in time-critical shipments. We are good in temperature controlled shipments. So, we have a bonded warehouse with some cooling facilities for the flowers and everything. From there we said, okay, the tougher it gets, the better we are. That's because it has to be on time. If we ship flowers and we don't ship them tonight, they are not nice and green, but they will be brown. Especially the markets we ship to, the markets we ship is a lot of the Middle East. Yeah, I think it's 85% of the business of the flowers we ship is Middle East. And we are now looking into expanding to the US again, but it's quite difficult at the moment.

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

Mike Paton:

Well, you're saying if it's 125 degrees, flowers don't last very long outside of a controlled environment. Yeah.

Carl Haspels:

No.

Mike Paton:

Interesting. Interesting. What has the last, here we are 16 months into the response to a global pandemic, what impact has that had on your industry and your company in particular?

Carl Haspels:

Well, the industry we are in it's growing. Last year, we managed to have a growth 12% instead of the 20% that was our goal. But that's because in March, April and May we didn't ship flowers. And that's quite part of our business, but that picked up quite quickly after that again. And we managed to get some new customers in. And all those new customers, they didn't ship a lot, but they did some shipments. And at the end of the year, everybody wants to have flowers on their desk because everybody was in a lockdown in all of the world I think. Everybody wants to have fun in house and loves to have flowers in the windows, I don't know where to put it, but closets.

Mike Paton:

Yeah. Well, that's what we're seeing here in the states is people are investing in home like never before. Everything related to being at home. So, very interesting. Tell me where your anti leadership bent comes from. What does that mean? How does it manifest itself in Aircargo?

Carl Haspels:

Well, what I'm always telling the people here, of course, it's my company, but it's our company. We all have our money out of it. We all have to pay mortgages. We all have to eat food. So, of course, I'm the one who is responsible at the end, but everybody has his own responsibility. So, I'm quite frank with everything. I tell them the figures, the targets we have, if we made it, how much we made it, what the profit was, that's what I do. And everybody is working on his division and only on his rocks, let them say it that way.

And that's working quite good here and it's open communication with everybody. My door's always open. The good part of my job. And it was not last year is that I'm traveling all over the world all year round. Normally I'm away for at least 10 days, every two weeks. And I needed somebody who can take care of the company when I'm not inside of the office. Of course, you can run your company over all over the world, but things with staff and illness and people stuff. Yeah, we needed something. So, that's why the anti leader. Yeah, I like being in charge, but I don't like doing the office things.

Mike Paton:

Let's talk about that tension between your lifelong aversion to having a boss and the recognition that as you're growing to 25 employees, getting everybody on the same page with a clear sense of priorities and accountability is important to the company. So, I want to go all the way back to the beginning and then we'll do a similar leadership journey along the way. What's the first person you remember viewing as a

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

leader, maybe it was a popular political figure or pop culture figure or sports hero, or who's the first leader you remember thinking that person is a leader about?

Carl Haspels:

Well, there was one guy. My personal story is that my parents used to have a tennis center and it was upcoming and everything. And we had 13 inside courts and 95 outside courts. And I was working there. And also one of the tennis teachers. He was also a part owner for, I think 20%, maybe. He was a leader. He was chasing everything. He was doing everything. And after four or five years, my dad sold the tennis center to him. And a few years later he started a fitness company. And the fitness is called Basic-Fit. It's registered on the Euronext stock exchange. He's done really, really well for a tennis teacher or a professional tennis player. And later on, he became what he does, I like to be in his footsteps. If I can do 10% of what he does, I'm quite successful already.

Mike Paton:

That's terrific. What are some of the things you saw him do that you want to emulate as a leader?

Carl Haspels:

Fairly quick decisions, decisions, decisions within a split second. That's what I do as well. I make a lot of decisions quickly. Not all of them are right, but most of them are.

Mike Paton:

For the listener that doesn't like to do that, or isn't good at that. What's the secret from your perspective? What helps you make a decision when you know a decision needs to be made and the worst possible thing would be kicking the decision down the road a week?

Carl Haspels:

First thought you have is always a good one. If they come to me and ask me a question about an investment or whatever, I asked maybe two or three questions. And if they answer me quickly, I have already a decision made. And it's bam, bam, bam, okay, done, do it. Afterwards you just start calculating and everything. For example, you buy a new truck. They say, yeah, we are fully loaded, but we need an extra one for the flexibility for this, for this, for that. Okay. What's the cost. Yeah, it cost 35,000 euros. Okay, buy it. And then afterwards I start thinking, maybe I should have gave it some more thought or whatever, but no, that's my way of doing. Make a decision and make it quickly.

Mike Paton:

Yeah, for me, I can get paralyzed by analysis. When my gut doesn't give me a right answer quickly, I can get stuck, analyze, ready aim, aim, aim, aim. And so I've had to really condition myself to get better at not letting myself get stuck.

Carl Haspels:

Well, I have a golden rule for that. If you have doubts with everything, it's the same, if you pass a car, if you have doubt you make it, don't do it. If you have doubts to cross the street and you think you don't make it, don't do it. I'm quite visual in my thinking and yeah, well, if they come and I always see the

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

positive things of the propositions, it's fairly rare when they come with the proposition to me and I say no. But in the end, I need to make a decision. Yes or no.

Mike Paton:

Yeah. So, if it's not a hell yes. It's a no for you.

Carl Haspels:

Yeah.

Mike Paton:

Yeah. That's great. That's great advice. Great advice.

Carl Haspels:

It's feeling. It's a lot of feeling. And if you visualize the situation in a few things ... Another example, I think in a quick decision was we all had desktop computers and they came to me. Yeah. Well now I, at home, I need a new laptop and maybe it's easier if we have laptops from the company so we can bring them home and we can do some work as well. No, I like that idea. Let's go for it. I didn't even ask how much the investment was. Yeah, let's do that. Eh, we have to work at home and yeah, of course, but that was quite a big investment. But in the end, it's all back. If I'm looking in, of course, the email box in the weekends and I see in our shared mailbox and I see five, six people picking out some emails and putting them on the names and everything, I say, well, it works.

Mike Paton:

Yeah. That's exactly right.

Carl Haspels:

And that's an example of a decision I made really fast.

Mike Paton:

Yeah. So, can you think of a decision that you made quickly that you, that it was a mistake?

Carl Haspels:

Yeah.

Mike Paton:

And so give us that example, what happened and what did you learn?

Carl Haspels:

In 2014 I had a burnout. Hired a managing director. That was the biggest mistake I've ever made. I had some doubts, but I was ill and I couldn't do it the way I wanted to do it. And I thought he was the right guy for it. But after a few months it was a mess.

Mike Paton:

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

Did it turn out to be a culture fit issue, or a skills issue?

Carl Haspels:

Both.

Mike Paton:

A little bit of both.

Carl Haspels:

Yeah, he wanted to be me. That's often those guys, he had no school, no education or nothing, but he was a hard worker and he did sales. So, he was a good sales man. And he came to me and said, listen, you're sick. I take over, I will do it for you, but give me your official name. And so I have a rights to make investments, payments and everything. That was a mistake.

Mike Paton:

Got it. Got it. And how did you unwind that decision?

Carl Haspels:

Fired him. And it's not as easy as in the US. You cannot fire people on the spot. That's really difficult. I caught him doing something illegal, so it was a really small thing, but it was, for me, it was the reason to get him off of my back. And I started working again for my situation was a lot better at that time. So, I started working again for half days and it picked up. That was really a big mistake.

Mike Paton:

Yeah. Well, and you were burnt out when you made the decision. So, one of the things I want listeners to take away from this story is that you made a mistake. It was a big one and you lived to tell about it. And so that helps me make faster decisions, as I sometimes believe that whatever decision I'm making today is permanent. When in fact, if it turns out to be a mistake three or six or nine months from now, there's another path available.

Carl Haspels:

Sure. You can always solve problems.

Mike Paton:

Yeah. That's good stuff. In your story, your entrepreneurial journey, there were a lot of people you worked for, and that didn't work out so great. So, I'm guessing you've also seen not so good leaders and managers working in the world that irritated you. What are some of the qualities or tendencies of managers you don't respond well to?

Carl Haspels:

Well, if you're top of your game, you do a good job and your results are good and everything. And then it comes to the manager and he says, "Ah, I think he can do 10% better than that." That kills me. And I'm working my ass off. I'm doing 40, 50 hours a week. I'm in the top places, everything is sales. That

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

happened with me and the insurance company. I was on top of 300 people working there. I was in the top 10 of sales. And he said, "No, you have to go to the top five. And you have to push a little bit harder." There's a limit to everything. And I don't call it coaching. That's calling, how can I say that? In Dutch it's quite easy, but ...

Mike Paton:

Say it in Dutch and our Dutch listeners will understand completely.

Carl Haspels:

No, I'm trying to keep it in English, it's good for you.

Mike Paton:

Fair enough.

Carl Haspels:

No, no. I think if you're a manager and you're a good coach, you can have so much more from, but if you're really in the top down there, listen, you have to do this and this and this. You have to get better and better and better. That's not really good coaching. That's not really good management.

Mike Paton:

Let me ask a clarifying question about that, because I deal with this a lot with the leadership teams I'm working with every day. It sounds to me like there were two things at play there that frustrated you. One is that you were being managed the same way someone who might've been in the bottom 10% or bottom 20% was being managed. And the other was that the manager wasn't acknowledging how hard you were working or how skilled you were. It was only more and more and more. That sounded like the two things that frustrated you. Is that right?

Carl Haspels:

Correct. Yes.

Mike Paton:

So, would you agree with the statement that a manager that tailors his or her approach to the unique gifts and talents and weaknesses of an employee is better than somebody who manages everybody exactly the same way?

Carl Haspels:

Nobody's the same. So, you can't manage everybody the same way. No way. And a good manager is a good coach.

Mike Paton:

And the reason a world-class individual performer leaves an organization most of the time is because his leaders or managers doesn't recognize that without a lot of leading a managing they're doing great work.

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

And so they're being treated the same way as somebody who's in the bottom core tile. And that's frustrating for a champion. Frustrating.

Carl Haspels:

Yeah, you can only do so much. My response was, okay, if you give me a secretary, I can do much more sales. I have to do paperwork as well.

Mike Paton:

There you go. There you go.

Carl Haspels:

The company was not that big that we could do that and everything. So, he said, "You can hire a secretary for yourself because you make a lot more money as well." Yeah. Well, in the end, it's not all about money. You must have fun in your life. It's nice to hear compliments. And it's not nice to hear that you should do better if you're doing really good already.

Mike Paton:

So, has your plan to spend all day at the beach ever materialized, Carl?

Carl Haspels:

It is.

Mike Paton:

That's good to hear.

Carl Haspels:

No, actually I have a holiday house in Spain and due to COVID, we were not allowed to travel, but within the system now, I'm quite often more in Spain and yeah, sitting there doing my visionary things and relaxing, enjoying life a little bit more and letting go. The company has to do it. The people who are responsible has to run it. And if there's a big problem, they will always find me.

Mike Paton:

Got it. What do you do to prepare yourself to let go and really detach from the day to day when you travel to Spain and spend time at the beach house?

Carl Haspels:

I check the numbers every day. That's that's the only thing I have. I have to look at the sales. I look at the costs. I look at revenues we're making. Average revenues and that's what I do every day. And that takes me about an hour.

Mike Paton:

So, if you see the numbers are on track, you can go back to enjoying yourself. If they're off track, what happens?

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

Carl Haspels:

Then I'm going to start asking questions. So, listen, what's the problem? Why are you doing this? Why is that? Or I make it a point on the management meeting, an issue. Listen, do you need help? What's going wrong? Is the customer gone? There can be some disease in flowers that you're not allowed to ship. All kinds of problems you can occur. And well, then we start talking about it and if it's not something we can quickly change. Yeah, then we have a problem or not. Maybe then it goes on the next day again, but that's how close I'm on it.

Mike Paton:

Yeah. I'm glad that we're having this conversation because a lot of visionaries and leadership team members reject the idea of scorecarding as not helpful in allowing people to let go. And I find it central to the ability to let go. That if the scorecard is telling you everything's fine, you can relax and disengage and really enjoy your life outside the business. And if it's telling you, you need to re-engage, you're doing that when it's helpful, rather than all the time when you're afraid things are off track. If that makes sense.

Carl Haspels:

Yeah, it is. And if you're afraid things getting off track, well then maybe you should stay in the position that you keep on running the company.

Mike Paton:

That's right. That's right.

Carl Haspels:

And my vision was, I want to travel. I like to travel and we have a lot of international customers, I travel all over the world. And I can't be doing both things together. If I'm in China and it's six hours later than it is in Europe. Yeah, I can't run the company. So, I was looking for grip on this side. And the biggest problem was letting go for sure. But if you have good people around you and you have for yourself, and the figures are where you can check if it's going really good. Yeah, you can let it go. It's not easy. I can't say that, but in the end, if you want to grow, you have to let go.

Mike Paton:

Yeah, that's great stuff. In your organization. You're very clear that in every situation you're making a decision that optimizes the experience for your customer or your organization. And you're not kowtowing is probably an American phrase that doesn't make any sense, but you're not beholden to any airline or shipper or et cetera. Why are you so fiercely convicted that, that's the right way to run a freight business, Carl?

Carl Haspels:

Well, our customers are paying the bills. So, we have to take care of our customers. And if they are unhappy, we lose them. So, we have to do everything for our customers and we manage everything. We have a quality system in place. So, we manage every airline or every trucking company, everything we use, we monitor. And if they are below the levels we expect from them, we have our core values in place. And if they don't meet up with our core values, we have a discussion with them.

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

Every quarter we have, with our main carriers, we have a meeting. So, listen, this is not good. This is not good, but this was really good. This was really good. So, we keep them sharp as well. And well, it helps if you have a large volume and then they listen a little bit better than if you don't have big volume, but it works. And they are happy that we're saying it as well. Even our suppliers are happy that we come back with them, because if they make mistakes, they can grow as well. If you don't make mistakes, you can't grow.

Mike Paton:

What's ironic is we started this conversation talking about anti leadership. And what I'm hearing you say is you've built a culture of the expectation of accountability. So, not just of your employees, but of yourself, of your vendors, even your customers. If your customers behave badly, I'm guessing, you talk about core values and they need to meet your expectations as well. And so how have you gotten so good at creating a culture of accountability, having grown up with, as you say, several problems with authority?

Carl Haspels:

I'm a very open person and everybody can talk with me and my door is always open. So, I talk, that's what I do. I talk with them and I've try to coach people. I try to make them better. And if people are good in one particular thing, let them do that, let them grow in that and let them accelerate in the things that they are having fun with doing and take away the things they don't like doing. Like I told you, my story in insurance, give me a secretary and I can do the things I love. And then if you do that inside the company, I do that in my company and other people don't like the things another likes to do. And just the things he doesn't like to do. So, it fixes. In that way we can handle a lot of problems. Luckily we don't have them.

Mike Paton:

Yeah, and comes back to the information we talked about earlier where it sounds like you're comfortable really understanding the people that work for you. What they're good at, what they love to do, what they're not good at and are never going to love to do. And as long as it fits what your company needs, letting them run with the stuff they're going to hit out of the park every day without needing a lot of daily management. Is that fair?

Carl Haspels:

Yeah. That's fair. Once it has capacity, that's the question we ask everybody every month.

Mike Paton:

Awesome. Awesome. One last question. April told me that when you and she were talking, there was a plane blowing up in the background. Can you tell us the blowing up the plane story, please?

Carl Haspels:

You mean my plane in my background?

Mike Paton:

Yes.

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

Carl Haspels:

It's just my wallpaper, I changed my office a little bit. And I printed the wallpaper on some [inaudible 00:28:49]. It turns out that everybody loves it.

Mike Paton:

Yeah, it is fabulous. What significance does the plane have? Is that just an image of a plane?

Carl Haspels:

We use this image in one of our core values. So, we printed them. We have several key core values. One of them is printed on this one. And we have a propeller printed on this one. Of course, well, it has propellers. So, we made our propeller there on this one as well.

Mike Paton:

Give us the three core values will you?

Carl Haspels:

That's a good question.

Mike Paton:

I should've asked the integrator that question.

Carl Haspels:

Yeah. Well the main thing is faster professional. That's for us, we live by that. We try to answer within 15 minutes for a quotation or something. We try to respond with 15 minutes during office hours. That doesn't work always. Sometimes we are quite busy. We are quite successful at the moment. Yeah, we have to expend the people again to fulfill an hour on requirements. And it works. People know what the drill is. Okay, we are faster professional. You know the drill. You don't have to wait for an hour to give an answer. And even if you don't know the answer, respond.

Mike Paton:

That's right.

Carl Haspels:

That's what we do. And that's one of the core values. The other one we have is we have extended services. Of course we are in the logistics business. So, we have 24/7 hours and we try to make the solutions happen for our customers. For example, a good example, maybe is Brexit. Brexit is no longer part of the European union. So, we have to treat UK now the same as a USA. So, we have to make export declarations and everything or custom clearances and everything. So, we made a solution with a partner in the UK that they do the custom declarations for us, or for our customers. So, the trucks can drive on and through the canal and everything. And they don't need to stop or until there's a problem, they have to stop and they have to drive to some point. So, we created that for our customers and that was quite a good shot, to be honest. And that works. And yeah, that's what I call extended services.

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

We think ahead for our customers. And we try to make a solution for everything. And then the last one is the most beautiful one, passionate and driven. If you want to work for us, you must have a passion. You must have passion for air freight and logistics. If you don't have it, you don't succeed here. And to be honest, I changed 70% of the people, when we started with [inaudible 00:31:14]. That was shocking. People were working for me for more than 10 years, they left. They couldn't fulfill the passionate and driven anymore. So, everybody who's in one, especially for working in the company, they must have a passion for air freight. If not, you will not succeed.

Mike Paton:

Even as somebody who knows as little about your organization as I do, came to the conclusion that it's a 24/7 operation, things go wrong every single day. If you don't have passion and drive, how are you going to be great at this job and a great piece of your team. So, that makes sense.

Carl Haspels:

Yeah, but you must be honest. You must be [humorous 00:31:55]. You must have respect for everybody. It's all with a passion.

Mike Paton:

Yeah. That's great. That's great. All right. Before we close in earnest, I want you to think about the young Carl who's just embarking on his journey to become the best leader he can be. If you had one piece of advice to give yourself way back when you started your first business at 19, what's the best piece of advice you think you could give?

Carl Haspels:

Finish school.

Mike Paton:

I don't know, Carl. You seem to have done pretty well without school.

Carl Haspels:

Well, maybe I would have done better if I finished my school.

Mike Paton:

Yeah, there you go. There you go. Why did you say that so comfortably? Why did that pop into your brain first?

Carl Haspels:

Because I regret it. I did have the brains to go to university, but I didn't do it because I was stubborn and listen, no, I don't want to do this. People telling me what to do no, no, no, no. It's not for me. I'm going to do it my way. And I tell my son, he's in university now. And I tell him, finish the school, finish everything, have the knowledge. And then you start with your feet on the ground and you can work your way up, much faster than I can. You have better overview of your decisions, I believe. I'm not sure, but that's the only thing, I think I missed some knowledge during my path. Now I'm as far I have people working for

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

me, they do excellent in universities and I have the ability to afford those people to work for me. So, they make me better.

Mike Paton:

That's right, you've come to understand how what you learn in university really helps you think through things and be effective later in life. The other thing I heard in that piece of advice is, and I appreciate you sharing the detail, not everything authority figures are telling you when you're a young man or woman is at cross purposes with your wellbeing. In other words, your parents or your aunts and uncles or other people were well intentioned when they told you to go to university because they thought it might be great for you. Not because they wanted you to do it. So, realize and acknowledge that there are lots of people out there wanting to help you if you just accept the help.

Carl Haspels:

Always accept help.

Mike Paton:

Yeah, it is for free.

Carl Haspels:

For free.

Mike Paton:

It is for free, that's for sure.

Carl Haspels:

Yeah. And listen to people who are successful. And if they say you have to do it like this, well, think about it and fit it in your own system.

Mike Paton:

All right. Where can the listeners learn more about you and Aircargo if they want to learn more?

Carl Haspels:

Well, they can always call me, but we have a website www.Aircargo.nl. Of course we have it in English as well. And my name and my email is on the website with the staff. And if people have questions or they want to use our excellent services from the Netherlands, don't hesitate to contact us or me.

Mike Paton:

That's great. Yeah. And you will enjoy yourself. That's what I'm going to share with the listeners. I have enjoyed every minute of this conversation, Carl, I look forward to a chance to have another conversation. Maybe meet you in person someday soon. Thank you for spending time on the EOS Leader podcast, where knowing that you're on this journey with other great people like Carl is what it's all about. I look forward to talking to you again soon.

This transcript was exported on Jun 14, 2021 - view latest version [here](#).

Carl Haspels:

Thank you for having me here, Paton.

Mike Paton:

If you got value from today's episode. Do me a favor, open your podcasting app and subscribe to the show so you never miss an episode. If you've already subscribed, please subscribe one of your friends.