

Well, thank you Sherry and Jamie, and most importantly to Liz. It's very early in the morning here in Australia where we're located and I wanted to invite you Liz to relax into the session. As you've heard we've got about 25 minutes here. And, as you know from working with me in the past, I'm held to the ICF code of ethics. However, because we've got a number of people on the call and this will be used for teaching purposes I just wanted to remind you of boundaries for yourself. So, anything that you need to do maintain confidentiality, what have you would be very valuable.

Yup, thank you yeah.

So, what would you like to do to arrive today?

Well, I think it felt useful because this was a different medium on the phone, just to probably do a little bit more recap than normal and I just wanted to say that the last session was, I mean it was really great, but it was a really good breakthrough session for me. I think it was three weeks ago now and I've really been able to hold a lot of the work that we did. I really feel like I've actually kind of come through to a different level of operating. And, the main thing for me has been moving from feeling my work circumstance is easily tipped into sort of a defensive position of I can't do more, I can't, I can't, sort of putting my hand out, and [inaudible 00:01:48] things away and being in lockdown to actually finding that space to say I can lead into this.

So, it's not that the circumstances have changed, but actually my position and my response to the situation feels like it's changed quite dramatically, that I can live with the chaos and that I'm a board and an heir, and the unending to do list a lot more effectively and say I can chat away through this and I need to positively offer something back, and I can't expect people to do that work for me especially not me as one of the key leaders in the organization. So, that's been yeah its, it kind of, I could feel it happening during the session and I think I kind of hung up and went right that feels like not just a new insight, but it feels like I've shifted during the conversation. And then, as you know I had a holiday, which was probably really useful. And, I was able to spend some time on and off on the holiday in reflection and I'm feeling the last sort of two and a half weeks back at work I've really been able to hold that well. So, those things feel really good, but it's highlighted. Yeah, the one thing that I want to talk about today is it's highlighted some stuff with my staff, an area that I feel quite overwhelmed or difficult to do some stuff.

Well, first of all I want to acknowledge you for really reaching into that whole person space and integrating some of the work that you've worked so diligently on.

Yeah, thank you. Yeah, it feels good.

Yeah. So, what would you like to concentrate on as a result of that?

Well, it feels, because of that it feels like there's a lot of challenges in front of me, but it feels like some of them now feel more like tasks. In the next couple of weeks I'm going to talk to my boss about a pay raise and I thought that's what I'd talk with you about today, but when I look at it, it actually now feels like a fairly straight forward task. I know how I want to prepare for it, I know what I want to say, and I feel that I'll be well within my comfort zone really, not comfort zone, but not far out of my comfort zone to do that. So, I don't need to talk about that today.

And, the issue that was more in shadow that feels like I'm struggling with more is probably with three of my staff which is half of my direct reports. I can really do better in managing them and leading them by using the inquiry and advocacy tools that we've talked about, and I've done this with one staff member, and things have good shift, and I'll keep doing it with her. She's, I say it's a good shift, but I think the kind of issue that I'll need, that I keep focusing on with her will remain the same pretty much. I think there's a pattern there for her that'll be very hard to shift.

But, with the other two people I'm putting it off, and I wanted us to focus in on one person in particular, my most senior person who oversees our [inaudible 00:05:35] work. And, what I'm finding is, I'm dissatisfied with the relationship, but I'm not, I'm routinely not stepping in to do the inquiry and advocacy. So, it's not so much I need help to do the inquiry and advocacy because we've talked about that over three or four sessions and I think I can use those skills now. But, if it's okay by you what I wanted to do was explore why I'm feeling such fear and anxiety around it.

So, excuse me, I've got a frog in my throat there for a second. So, I'm clear about what is most valuable out of all of that. Can you bottom line that for me?

Yeah, I'll explain the situation clearly in a minute, but the thing that feels most useful to me is to name the situation and to explore, for me some of the emotions around it, why it feels so difficult to bring this kind of issue up with her. Because I actually think I have, I think technically I can do it now. Whereas I think three or four months ago I just would have felt oh gosh here's the situation, I know I don't want to talk about with her, but I don't even know how to. Whereas I think in our last few sessions when we've routinely returned to some of that remember the inquiry, remember the advocacy, those things. I think I know how to construct a session, but I'm not doing it and I feel ... I Mean a sense of dread is too strong, but I feel fear and anxiety. And, really it was only preparing for this session that actually came into view for me, so it's been in shadow for, it's behaviors I've been aware of probably for two months, eight to ten weeks. So, I could of raised it sooner.

So, we've got about 15 maybe 20 minutes left and it's a lot shorter time frame than what we would normally have. So, I just want to quickly go into a couple of scenes so that we can get clear on what you want for an outcome. It seems like there's a shadow piece. It sounds like there's a fear piece. It sounds like there's a relational piece. And, anything else that you might want to cover? What out of the precious sort of 15 minutes that we've got to drill into would you like to spend some time exploring?

I think the fear feels the strongest, fear and people pleasing was another word I was able to write down that I feel like I'm acting a role of manager that pleases this particular staff member in particular, rather than actually setting a frame, but I think fear is good. The issue is, 'cause if I explain this to you very quickly that might help you just pick a pathway with it. Is that this person, in the last two months, has it feels to me, I may not have even been aware of it, but it feels like a shift from her and I haven't even thought about that till now. So, I'm not sure if it's that I've grown and become aware of it, or if her behaviors changed.

But, it feels that she is very often in our communication wanting me to micromanage her and give her rules all the time, and a lot of very detailed emails, and a lot of requests for permission. And, as one of my most senior staff, as a manager of a group of people, just it's a long way from the kind of behaviors we'd want in someone in that senior role, and it feels like somethings been triggered for her between us that she's shifted into that role. So, I have the skills to ask her about it, to inquire, to kind of set a good

meeting to do that, but I'm not doing that so I guess it's the fear, fear piece that's probably the most useful for us to just start to explore. The time limit's fine.

So, if we don't get an outcome around the exploration would that be alright?

Yeah. Yeah. Absolutely.

Okay, and would it also be okay if I check in with you on time to make sure that we're getting what you wanted throughout the conversation?

Yup. Yup. Absolutely. Yup.

One of the things that I've noticed you continue to draw upon that I want to acknowledge you for is this idea of the aware observer. And, how that's the juxtaposition of watching the fear. And, I'm wondering, we've talked about this before, how does that show up for you when I say it?

When you say the aware observer, about what happens to me?

Yup.

Yeah, I'm curious, I'm curious, it's not an insight I would be able to say about myself. Yeah, what do you fear.

Yeah.

What is an insight I would be able to say about myself?

Yeah, what comes up for you when we talk about that fear?

I think probably with anyone else but you there'd be a sense of shame. So, I'm not feeling shamed, but it does a kind of, a part of me is aware of going oh gosh, just suck it up and do it Liz, you're a general manager, you've just said you've got the skills to do it so just push through.

That's the familiar old pattern isn't it?

Yeah, that's right. So, exactly, what comes up is the familiar old patter, just suck it up and do it.

Yeah, and congratulations in naming that.

Yeah.

You know, 'cause it took awhile to recognize that too, yeah?

Yeah, yeah that's right, yeah. So, I feel like we're walking a pathway, a very old pathway, but it's kind of ... It's a [inaudible 00:12:46] garden now, it's a bit of a wild garden, but it's like [crosstalk 00:12:51]. A bit of that vine that's reaching out to strangle you.

Yeah.

But, skip around that.

Yeah, yeah, and I wonder what it would be like to side by side work with that vine?

Okay, I was just going to stick around it and walk home, but that's kind of the ignoring thing isn't it? Yes, side by side sounds good, yeah.

Great. So, as we stand here in the garden together, what do you notice?

Okay. So, I'm just going to put my pen down and I'll just shut my eyes and turn into that space. Okay. So, for me this space is, there's lots about it that is beautiful and there's a couple of things about it that are dangerous and this vine, this fear, and this kind of relationship, yeah it feels dangerous. So, I'm wary, heightened alert would just like to go on, it's an effort, it's actually an effort to keep it in view. There's ten billion other things in the garden I'd much rather look at.

Yeah. And, is there anything that you need to stay really present for this moment?

Yeah probably because I don't, I mean I think this structure is one thing. So, bringing it to that I do think I could do it without this or without a person, or without help. It certainly feels like that, like I've only got the courage to look at it 'cause you're here with me. And, you know I kind of did the one brave thing, if I bring it up then we'll be on a road with it together.

And, that's exactly where we are.

Yeah.

Yeah, and I really want to acknowledge you Liz because where you started today was talking about the fact that you have made the shift from the last session as well to be able to bring you into this moment.

Yeah. Yeah. So, it may be, yeah. Yeah. It may be that in my increased capacity I'm seeing something that may have always been true between the two of us. I wouldn't be surprised if that's the case, but ...

So, tell me more about that.

It feels true that when we've talked about going out and surfing the big waves and maybe staying in close to shore and taking your time to go out, it feels like my, not just my skills and capacity, they have certainly increased, but my energy, and my appetite for the waves have increased. I'm going out the back to the big waves a lot more. So, I wonder if part of that shift, if it may be that my relationship with this person has pretty much always been like that, but now I see it and now I find it really unsatisfying.

And, isn't it interesting about the fact that we're standing on solid ground in the garden?

Can you tell me more about that?

Well, you talked about the metaphor of being in the garden.

tammy-turner-jan21 (Completed 09/21/18)

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Yup.

And, you also talked about the juxtaposition of that metaphor of going out the big waves which we've talked about before. So, how do those relate to each other?

I'm just, I'm standing in front of, I'm just standing in front of these dangerous vine.

And, I'm here with you.

Yeah. I think they both feel like living images, like they're living in dynamic and I'm one element in them, and I've got to work with them. And, I think it feels like some agency from the surfing image I can bring to the garden. It kind of feels like ... Yeah, that's the connection that I can make.

What's the connection?

That in the same way that the huge wave is frightening and overwhelming, and for me they're both life threatening images. So, when you get slammed by a wave you really get slammed by one, and the vine, it feels like it, as I said my first image with it is if I stay too long in the path here it's going to come out and wrap itself around my neck. So, I'm wondering if there's a way of working with the fear the vine, in the same way that I work with the waves.

Great question ... Sorry.

Yeah, rather than just walking straight past it.

Yeah. Yeah. Yeah. So, in the next say five minutes, ten minutes something like that.

Sorry.

Yeah. What comes up for you?

[inaudible 00:19:23]

Well, and it is what it is.

Yeah. Yeah.

So, in that time what has worked for you previously that might also work in this moment with the vine?

Okay.

And, there's no pressure around time her Liz even though I brought it up.

Yeah, sure. Yeah. Yeah. I think for me, one this is really helpful because I haven't been able to work with this definite image so this helps me and it probably actually helped move my fear to say you've been here before, and you've grown through it. You've not just pushed yourself through it, which is your default action that exhausts you. So, the first thing I think is probably hope.

tammy-turner-jan21 (Completed 09/21/18)

Transcript by Rev.com

Hope?

Hope. You've walked a healthy path with this not just the, going into red [inaudible 00:20:26] language and push yourself through it. So, that's one thing. I think another thing is get what you need first. So, you've, you know said that to me in a mantra like, many many times because that's so hard for me to hear. I'm just writing notes here as we talk. Yeah, get what you need first, and there's something that feels like you work with it, which it feels more like the second image, you surf across the faith of the wave, you never try and tame the wave or you work with it. So, I'm wondering as I stand in front of this vine what it means to work with it. I don't know if that's just to lean into it, or acknowledge it, or ...

Yeah, and how do you as you lean into that vine for example, or acknowledge that vine, how can you stay really solid in that hope?

Gosh I don't know.

Yeah. That's alright.

Yeah, the thing that came to me while you were just saying that was I wonder if with this person especially because I have had a bit of coaching from you, if approaching it in terms of being vulnerable myself and even naming that here's how it's been, here's the behavior I think I'm seeing, here's some clear examples of it, and naming how it is for me. I'm just wondering if there's a piece here about vulnerability that actually for me is working with it. 'Cause it's undoing all of that stuff about power through and just do it, and I don't know that's just a given idea, that might be too much to even start to go into today, but ...

Well, with that vulnerability, when I play it back to you what comes up for you?

Yeah, it's sitting well with me. I think I'd probably like to go and look at some of the blue behaviors and see how vulnerability is expressed in those factors. It's sitting well with me. Yeah, it doesn't make me feel anxious. It makes me feel calm.

Great. So, there's a sense of calmness in the vulnerability?

Yup.

So, bringing it back to the imagery then, you mentioned the vine being fear.

Yup.

And, as we're standing looking at the vine, with that new sense of vulnerability how is that vine now?

Yeah, I'm not sure. I think I feel, at least I feel able to stand here quite calmly with you in front of it and it feels like it's still twirling around, but I certainly don't feel a need to draw your attention to something else in the garden, which is what was that anxious thing the whole time.

So, really staying present and acknowledging?

I don't know if it may be more than that, but it's at least that, yeah, it's at least that.

Yeah. So, before we close and walk out of the garden here, is there something that you would like to take, an image, a color, a phrase, what have you, to walk away with?

Okay, let me, I very much want to take the word vulnerability. It kind of, I don't, this isn't quite right, but it kind of feels like lean into the fear. It kind of feels like, kind of I think when I hang up from you what I might do is just keep the visualization going and I think I might even step in closer and examine the vine. It feels like I can go in closer to it and spend some more time exploring it.

Yeah. So, is there anything that you need to support yourself to lean in to that fear?

I'm not sure, but I think before I go into other things today I'll get sure. The good thing for me today is I've carved out two days to go away and do my own planning in leadership for the next kind of quarter in the whole load of work stuff I have to deliver in the next eight weeks. So, I'm actually in a reflective space today and I won't be interrupted. So, I'm in leader space not manager space today. So, I will have time to touch back in on this. So, I might send you an email at the end of the day of sort of where I got to. But, I feel like I want to explore it more and I feel drawn to that rather than drawn away from it.

Okay. So, you mentioned a few actions throughout the conversation today, what things are you going to do in that two days related to this I guess?

Yeah. Yeah. So, I've got five or six work areas that I'm going to do, but so this is what I want to do is I want to take the word vulnerability and explore the blue quadrant, and just look at behaviors around this. And, I think what I want to do is go through in my mind, having a conversation with this person and map out those inquiry and advocacy sort of questions, and steps, and things that I feel I can take. And then, explore if the fear comes back while I'm doing that because that's what happens every time, the fear just rises up. Stop and explore that, and so I think I might just, yeah, that feels like a good next step is to sort of role play, to be myself with a sense of what blue behaviors I might bring to us, or what I need. If I ask myself the question when I'm in the middle of it. What do you need? I think there's some things that will really help me.

Yeah, what do you need. And, would it be okay if I add a couple of suggestions to that?

Yes please. Yes absolutely.

Yeah, I wonder what it would be like using that advocacy inquiry model from a place of vulnerability with this person?

Yeah. Yeah. And, I mean especially with this person, it feels like the more I can model that, because it's something that is very foreign for her. I mean the more I can model that. It just feels like the healthy place to go and the more I'm reaching behind defenses, the less true engagement there'll be between us because that's her place of safety as well. Yeah.

And, as we wrap this session today Liz, what are your key takeaways with regard to this fear?

I think one of the most helpful things for me is the visualization of the garden, and I think I can even visualize you being in there with me, and certainly with the tools, and workbook and stuff you've given me. So, I really think for me, once I get a picture that's really helpful. I can work with that. So, that's a key take away. I think really stepping through that sense of standing before that vine and bringing that notion of vulnerability to it and feeling the calm of that, and exploring that. I think exploring that with the blue LSI kind of descriptive will be really helpful for me. And then, possibly doing a bit of a role play and see what happens. Yeah. So, my key take away though is that picture. I think that's going to be quite a vivid thing in the next, I imagine next time we talk I will have been hanging out in the garden and working with it.

Wonderful. Well, we're at time and I just want to thank you for bringing me into the garden. You know I'm always there with you.

Yeah, thanks.

If you need me.

Yeah.

And also, acknowledge your courage for standing there with the ugly vine.

Yeah. Yeah. Yeah. And look, it certainly felt doable today, and I think that's because of the new space I'm in. So, yes I think it was courageous, but not as big of a step as some other because I think I'm working off a better level now.

Yeah. You've got what you need inside of you to stand there with courage and vulnerability.

Yeah. Yeah. Yes. Yes, I do. I'm just writing notes, sorry. Yeah. Great. Thanks mate. Do I just hang up now? I feel good to go. Is there anything else?

Why don't we just pause for a second and make sure that there is nothing that we need for the call?

Okay great. Thank you so much Tammy, and thank you to your client as well.