# Module 5 Audio Transcript Coaching Session Part 1

Coach 0:00
How would you like to spend our time today? It's been, it's been a couple weeks since our last conversation. Yeah, yeah, and I've been thinking about this, you know, as you know, I started this new role and have shifted from being an external change management partner to an internal change management partner, and I have noted

Client 0:22
I'm, I'm having some

Client 0:24
struggles, I guess is the right word, some challenges to the transition of being internal and really thinking through how I show up. It's been a long time since I've been in employment of an organization and all of the structures and systems that that requires, and so I think that's where I want to spend my time today. Matt,

Coach 0:46
yeah, yeah, and congratulations again on the new role, but I am hearing that there's, there's some, you know, things that are different, perhaps also some commonalities across the two, but, but definitely some, some differences in how you are experiencing the work. I'm wondering, what it is about this, this internal piece that feels different to you.

Client 1:13
It's a great question, and you know, I think I've nailed it down to a couple of things, but the main one being I have worked very independently for over 15 years, and now coming internal, I no longer have that level, same level of independence, you know. I have a boss who really does and deserves to. I actually have no, you know, problem with him, you know, reviewing my work and seeing what I'm doing and giving me the feedback, and yet internally, in my, you know, I'm always like, really, really, this is just taking time that we don't have, I just get frustrated with

Speaker 1 1:56
it, yeah,

Client 1:56

it's just I think it's just a distinction and in a change process, but at the same time I'm curious about my own reaction to this, this reality.

Coach 2:08
No kidding. Well, and I heard a reaction just then that I heard a deep breath there. Yeah, tell me more about that.

Client 2:16
I think you know, so I'll give you the, for instance, legitimately right before this this call, and our coaching, I was getting feedback on a class that I had built, and as my boss was giving me feedback, he's like, well, you should go into my class, and, and I did this great activity, and I think, and I'm like, I basically copied your class, like I didn't have any ability to, you know, not ability, I didn't, I didn't feel empowered to provide my own creativity into this, and so I guess I didn't follow this class tight enough, so I just, there was that kind of frustr, that's what this I was, it's like, really, I have done this for a while,

Coach 3:01
right, right, and, and that that word empowerment, that's a big word,

Client 3:08
yeah, yeah, and that I think that the, the, I think that's the reason that word feels like the right word to me is I have been empowered even in times when I had partners who were over the work I was doing, or senior managers over the work I was doing. I had been empowered once they knew me and knew what I was doing. They were like, yeah, just go, just go. And so to feel like I need to recreate something that somebody else had lived, it feels like a box. It's this box that I now have to live in, and it feels tight.

Coach 3:54
Yeah, yeah, really important words I'm hearing, particularly that description of the box, and I can feel it as we're talking, I can feel the box that you're describing. So, you're in, you've been in this role for a little while, you're noticing some things, you're feeling like a little boxed in. I'm wondering, what would you want to take with you from our conversation today that might be beneficial as you are navigating this transition right now,

Client 4:24

pausing, because I want to think about that, you know, I think I think I want to explore. I honor the fact that my boss has this opportunity, and this, this positional authority to ask what he's asking, and I really don't have a problem with that. So, I don't want to change that. I don't want to, you know, kind of go, go about that. I want to learn how to live in this box and gently expand it, and not, you know, I don't want to dishonor. What my boss has done, because he actually is brilliant, and I really respect him, but I do want to expand the box.

Coach 5:11
Okay, so learning how to expand the box that you're in, I'm wondering about that box and I'm wondering, what, what feels comfortable about that box, but also what feels uncomfortable about that box.

Client 5:31
That's a good question. What feels comfortable about this box? This is going to sound terrible, but it's true, it's kind of nice to not really have to think about everything, like, oh, you just want me to do what you, okay, I can do that, I'll just set up more times with you, and you can tell me what to do, and I'll execute, no problem, so there's a comfort to not having to create everything from the thin air, if you will, like that, he does have things that he does give good guidance. He's very good with giving feedback, very gentle, very open, and you know, he'll accept when I push back a little bit. So that's good. So there's a comfort in that. So that's a great question, because, because I hadn't thought about it that way. Where is it uncomfortable? I was coming to mind, and you know, I do this, where it's like, what's coming to mind, and I'm not sure if I even know what I'm saying, but these are the words that are coming to me.

Speaker 1 6:42
Yeah, is

Client 6:42
uncomfortable because I've never had to justify myself, and therefore I want.. I'm curious reason that those words kind of made me pause. Is am.. am I not comfortable justifying myself because I haven't really thought deeply about my positions and why I do what I do or why I've chosen this activity over another activity. Do I just do it? People accept it and I've never had to do that justification or have good solid rationale behind what I do.

Coach 7:27

Yeah, yeah.

Client 7:29
And I think that's what's uncomfortable. I haven't had to think deeply about

Coach 7:34
it. I appreciate you sharing it here. I'm wondering, what was that like to say out loud this discomfort you're having about having to sort of think through rationale. The

Client 7:51
word that comes to mind is vulnerable, you know, like, oh, okay, you mean I need to go, and I have to, I have to come in with a stronger position, I have to come in with a more thought through, you know, which means more time, more planning, that kind of thing,

Speaker 1 8:18
yeah, yeah,

Coach 8:22
Becky, I'm curious about empowerment for you. If we go back to that, like, what is the dream when it comes to empowerment? What does that look like for you if you were to be empowered in this role?

Client 8:34
If I were to be empowered in this role, I I think that's a great question. I don't know that I have a good answer to that one, which is always my fun when you come up with questions I don't have a good answer to. What would my dream be the what if you know I think what I'm craving, I don't know if this is a dream, I think I'm gonna change the word to craving, what I would crave is the idea that I, I have done the change management work for quite a while. I've done it for 15, close to 20 years. I feel like I do have the right. I've earned some stripes, and I do know what I'm talking about, and so I, I feel like what I crave is being able to be that and stand in that expertise, stand in that knowledge, stand that experience, and I think that's why I'm bothered by having to justify it. I didn't have the same experience that my boss had. But I had equal experience, just different,

Coach 10:05
yes, equal but different,

Client 10:08
yeah,

Coach 10:09
lived experiences,

Client 10:11
yeah, yeah, yeah, and I, I'm not saying, you know, and I think that's why I respect him, is that he has his own equal but different, and I want to honor that because I, because I want to be honored as well in that experience. What does that

Coach 10:36
mean? Oh, sorry. Go ahead, Becky.

Client 10:37
Nope, nope, nope. You're fine. I think so. So, I think what, what's coming to mind is, you know, does the expansion of the box mean a little bit of it's hard to say standing as peers, because he is my boss, he gets to, you know, be in charge, he gets to make those decisions, but I don't believe bosses are like, I think you could still stand as peers, and just in the moments when the boss has to be the boss, he's the boss.

Speaker 2 11:08
That sounded silly, but there you go.

Coach 11:11
What made it sound silly?

Client 11:14
The times when the boss needs to be the boss, he'll be the boss. Like, there's too many bosses in there. There's just too many the bosses. Let's be honest, but it's, but it's true. Like, how do we stand as more peers rather than, you know, junior? And I think maybe that's what's feeling uncomfortable and disempowering, is I feel like sometimes it, I'm being seen as the junior

Coach 11:42
okay?

Client 11:42

Yeah,

Coach 11:45
I'm wondering, what, what this means for the box. Then, does the box, does the box expand? Does the box go away? What do you want to do with that box now that we're thinking about standing as peers, do

Client 12:06
You know, I don't think the box goes away, because I think that is a part of being an internal person, like working inside the organization. There is organizational structure for a reason, and for order, and for so I don't know that I can say the box goes away, but I wonder if the box doesn't become less square and more rectangular to add the relationship into it in a different way, that there's two people in this box, and he's playing the role that he needs to play, and I'm playing the role that I need to play, do

Coach 13:06
Wow, so now you get to play in the box together.

Client 13:10
It's a sandbox now. Matt became a sandbox,

Coach 13:15
and here we are. Here we

Speaker 2 13:17
are

Coach 13:18
playing in the sandbox,

Client 13:20
right? Come on now, that's that's a better image for sure. Because in the sandbox you can build the sandcastle.

Coach 13:35
I hear you smiling.

Client 13:36

Yeah, and it's yeah, because it is, and that is a more empowering way to be, quote, in the box, is the box about, right? Like, we just, what we've done is, we've redefined the box from being something I am being put in by my boss to being the reality of organizational life, and my boss and I are in this box together, and so that placement - this is going to sound, you know, I don't know - interesting. I guess it's interesting to me is the placement of who's in the box, who's creating the box, that that's that, that, that was a good, that's a good clarity for me, that the box is the placement of the box is not being placed around me by other, by my boss, but it is an organizational reality that me and my boss have to live in together, that that feels different. Yeah, I love it. I love it. Now the thing is, is does that be only going to be the only thing that is giving me disc. Comfort, I think I still do miss the idea of being the expert.

Coach 15:17
Okay,

Client 15:19
and the word 'the' was important in that sentence. The expert,

Speaker 1 15:23
yeah,

Client 15:25
which feels very vain, but is accurate.

Coach 15:34
What, what is it about claiming your expertise that feels vain?

Client 15:42
I because of the statement we said before, my boss and I have both have expertise and experience, we have different expertise and experience, and the word the implies I'm the only one who matters and I need to be okay with that, is not accurate, because in fact that is the truth, that is not accurate. I have to meet the moment with we have expertise, and then in the sandbox we blend that expertise,

Coach 16:24
what would it take to shift from the expert to we the experts.

Client 16:37

The words coming to mind are a letting go, and I'm trying to figure out what am I letting go of, and what comes to mind is just the word pride. I've been not negatively, but, but as many of us who do work and enjoy it, as you, as a coach, you know you build an expertise in that you rightfully take pride in that work, in the efforts, in the times when you failed and had to dust yourself off, in the times that we, you know, have succeeded and enjoyed that. So we, anybody who claims the idea of expertise has all of that, and so the I goes back to working independently, having been independent, so therefore the I was appropriate, that the sentence I am the expert is appropriate, the we means I'm still in the transition of learning how to collaborate, learning how to share together, learning, and I'll be honest, like there were times when I probably should have set up time with my boss to pick his brain, and I didn't, because I didn't even think about it, didn't even cross my mind, because I haven't done that for 1520 years, where I've had to talk to somebody about their expertise, so there's a level of, you know, how you say you can, you can control what you can control, and the only thing we, any of us can control is ourselves. There's an element of this that I have to control, which is reaching out, not doing it alone, you know. The whole thing,

Speaker 1 18:32
yeah. Having

Coach 18:35
having seen people play in a sandbox before, you do learn different things in the sandbox, but you got to be open to it.

Client 18:41
Yes, yes. And isn't it interesting that I shouldn't say haven't done it for 25 years, but haven't done it in this manner in 20 some years, 1520, years. So interesting that I am struggling with that openness,

Coach 19:02
I also think about the kind of fun you might have. I mean, you have 1520 years of expertise to be proud of that you get to bring to the sandbox to play with more expertise in the sandbox. Imagine the possibilities that come with all of that richness all at once,

Client 19:22
yeah. If I can get out of my own way, isn't that the truth of everything, though? How do we get out of our own ways sometimes, right?

Coach 19:38
Since we can't see each other, I'm curious, what. what's. uh. what's coming up for you right now?

Client 19:43
So, if you saw me right now, my hand is on my cheek and my, my, my chin is in my palm, and I'm just not exasperated, not.. I don't know what the right word is, but. Yeah, I got some learning to do, but it has nothing to do with the work. It has everything to do with the working together. What

Coach 20:12
might be a first next step from here?

Client 20:19
I think. Oh, good, good, good. I think, as I do my so various work plans, deployment plans for different training sessions, you know, work plans for different project efforts. Really going back and looking at it and saying, Where is it appropriate and important to engage in that play in that sandbox with my boss? Where does it show up rather than treating things as if I'm just doing what I've always done externally, but now just transforming it internally. How do I intentionally find those moments? And I think I'm gonna have to be intentional, Matt. I don't, because I haven't done it. I, it, it shows it's an example of how I haven't, I don't have that muscle, so I think I'm going to have to be intentional about this. Is a moment when I make sure that I get John's feedback. This is the moment that I make sure I get his feedback. This is the moment that I make sure I get his feedback. Otherwise, and to share

Coach 21:38
your perspective.

Client 21:39
Oh yeah, in the

Coach 21:40
spirit of co-playing together,

Client 21:42

yeah, yeah, yeah. Thank you. Absolutely. And you know, because we've had this conversation before, I like to go it alone. I have this thing, like other people don't need to help me, but that's so silly, so silly.

Coach 21:59
Well, you also have a gift for winning others over, as we've talked about previously, and a gift for empathy, and I wonder if those might be tools in your toolkit.

Client 22:09
Yeah, yeah, they are. They are absolutely, absolutely.

Coach 22:16
I wonder what would help you maintain that level of intentionality that you really want to bring to this

Client 22:28
I think, because it would be an important, it, because it's important, and because it's not a normal muscle that I pull on, on the, on, you know, historically I think that I'm going to need to, whether it be, I don't think I can set up a weekly meeting, because that's not how the workflows, so I set up weekly meeting, it would probably not be something that would be useful, but I wonder if, like, really being like, okay, this this month, here's what's going on, and saying, where do you need information, where do I need to share information, where do I want to celebrate with with them, because that's the other thing, when do we celebrate together? So I think it's probably a lot more

Coach 23:16
fun to celebrate with other people,

Client 23:18
yes, yes, and other people who understand what the celebration means, because I can always celebrate at home with my family, but they don't understand what it means, they're just happy, I'm happy, which is nice.

Coach 23:31
I have this image, Becky, of one of those beach toys you take to the beach with the, like, the little shovels, and I feel like I can see it on your desk right now, as like a prop for some of those moments.

Client 23:47
That's a great idea. That's a great idea. Okay, so you're gonna laugh, but Matt, I have on my desk, I'm picking it up, so that's why you hear my voice going far away, the little zen things with little sand.

Coach 24:01
Oh, yeah,

Client 24:02
I do. I do. I'm gonna have to move forward

Coach 24:06
to do. Oh, you were already there.

Client 24:08
It has little seagull, which, as my son would tell you, is not a seagull. There's no such thing. There are just gulls.

Coach 24:20
Very nice,

Client 24:21
I know. There you go. So, now I'm pulling it forward as a reminder, I'm playing in the sandbox with others.

Speaker 1 24:28
Wow,

Client 24:29
yeah. Well,

Coach 24:30
so Becky, I am so grateful for this time together. I'm curious, what you're taking away for yourself from today.

Client 24:42
I think today is a good reminder that I have to do the stepping out and invite people into my box, and you know, involve other people. Um, in the spirit of collaboration, in the spirit of play, in the spirit of learning, all of those good things, it starts by me

saying, hey, let's talk about it, because nobody, nobody else can know that I need to talk about it. If I don't say those words, they can't read my mind.

Coach 25:25
Yeah, yeah. How can I support you from here?

Client 25:40
I, you know, what? In our next coaching session, I want to check in on it. I want to make sure that I have some accountability to, to just being open to that, asking for it, inviting people into the sandbox, the whole thing.

Speaker 1 25:58
Yeah, I can't

Coach 26:00
wait to hear about it.

Client 26:01
Yeah, yeah, absolutely. I love it.

Coach 26:05
Well, Becky, thank you so, so much.

Unknown Speaker 26:07
Bye.