

Anjariitta coaching Jori transcript

- Client: 00:04 Good morning Jori. And thank you for letting me recording this coaching conversation for ICF purposes.
- Client: 00:16 Good morning.
- Coach: 00:19 And uh, what is the topic you would like to discuss this morning?
- Client: 00:24 Well, we have started the year really busy here in my organization and it seems to be that the tempo of the work is much faster than it used to be still not so long ago. And, and I'm, I'm just asking myself, how much can I demand from the others? So how much can I push them to do more than they already do? And how much can I accelerate their work and really be demanding more. Thinking that there are, of course, lots of differences from person to another. And they have different family situations and all kinds of reasons not to be giving the, all their hearts all their work. So I have to sort of try to find an answer for myself, how much I can be the person who was whipping them to action, where they are already doing a lot.
- Coach: 01:16 Okay, whipping. Whipping your team and pushing them to the edge. What could be the good result for our conversation today?
- Client: 01:30 Well, I think having some kind of allergy of causing pain and that's, that's my personal problem and then it's not really, really something that is coming from elsewhere. I did find that in myself. And maybe it would be just the finding some kind of peace with myself in this what we just called the whipping and pushing to the edge that is obviously coming with pain to the others. But to find the balance in accepting that I can, and I'm expected to cause some pain but not, not too much. Maybe that would be the end result.
- Coach: 02:12 Okay so balance and peace. And measuring the peace of yours with yourself, where you are now and where would you like to be in the end? So where you are now?
- Client: 02:27 I think, I'm rather allergic to that. So I'm think it's, sorry, not nothing of course that I haven't identified this problem in myself, so I shouldn't put it that zero because of that. But I think it's still in the, in the lower, lower part of the zero to 10 scale. I don't know, maybe four.
- Coach: 02:54 Hmm, okay. And does four mean? What is included there in the four?
- Client: 02:59 Well, like I said that that at least I have now clearly identify that I have this reluctance in causing the assumed pain. I of course I don't even know if it's causing pain in others. So to be demanding is something that I have realized that is difficult. I'm happy to demand a lot of things from myself. But when I

Anjariitta coaching Jori transcript

have to push the others to the edge, like I said, whipping them to action that I still find difficult. But at least I have identified that. And then and then I obviously have putting this question to you. I have taken the step towards changing something. So I think that's also included in the four. So I'm open to change and then understand maybe why, why I have it so difficult to, to be so demanding. Because I do realize that you can be demanding without being nasty. So you don't have to be angry or nasty, or horrible person to demand more. So obviously there could be ways of doing it, in a seducing way.

- Coach: 04:07 Okay. And in the end of our conversation, how would you like to feel with the yourself? If you are now in the four, so where would you like to be?
- Client: 04:25 Well since this is the first time we discussed this topic. Maybe if we can get halfway through to the 10. So that would be like seven or eight.
- Coach: 04:39 Okay. And what is there in seven-eight. How do you feel then?
- Client: 04:47 Hmm. You have so difficult questions always. [laugh]
- Coach: 04:50 Yes. [laugh]
- Client: 04:50 How could I feel? I think I would feel, I've convinced myself. So convinced that it's the right thing to do, even if it might still be difficult, for myself. But I, I think that I would be still quite convinced that this is, the thing I have to do. So to push this reluctance away and then, really take the action and then to feel that, it's the right thing, maybe also for the colleagues. That I could start understanding that this is not just pain, but it's, it's also something that is serving their, their needs as well.
- Coach: 05:40 Okay. Okay so getting from four to seven to eight and having the peace with yourself and having the balance. And uh, where would you like to go first with the discussion?
- Client: 06:05 Where would I go first? Maybe there's the first question is to understand, if there's a need to, to be sort of tailor made in the demand demanding. So should I really think case by case where I push the people or should I just address the team as a whole? So can I really push everybody the same or is there risk in that, that then others that are more dutiful or more committed that they will do too much and then still other, some others are not? So does it require tailoring would be maybe the first question?
- Coach: 06:59 And uh, how much tailoring you are doing now in your leadership?

Anjariitta coaching Jori transcript

- Client: 07:06 Well, it's a rather small team, so quite a lot. We of course have all very specific roles and tasks. So that there is the element of tailoring. And then of course I, for the most of them, I have the one to one performance review discussions, which I actually are ongoing now, now as well. Some have been already concluded and others are still still on the way this, this month. There are elements of tailoring and then of course in a small team you also know a little bit. You never know of course, totally what people are doing yet you never know what's going on in their lives. But, but at least I have some feeling to their situations.
- Coach: 07:56 And how does this tailoring feel for you?
- Client: 08:06 I think it could be a trap, maybe. I don't know why I, that's the first thing that came to my mind when hearing your question. Because then you might start tailoring so that then you don't request anything from anybody because they all have a good excuse.
- Coach: 08:26 Okay. What kind of trap it could be?
- Client: 08:31 Well, like I just said that, you start thinking so much of the personal situation and then, and then, then in the small team, you don't really find anybody anymore who was able to be pushed because they all do a lot already.
- Coach: 08:49 Hmm hm. And to whom this situation is a trap? Is it for you or is it for your teammates? Or is it for the board of the leaders or?
- Client: 09:06 Well, of course if you don't perform it, it's a trap for everybody. So in a way it's, it's of course me personally, but then in the end, if as a leader I don't succeed, in finding that balance that we started with then, then it could be trapping of course, the whole organization. And, and it could be putting into question, yeah, the relevance of the organization. If you don't perform as we are expected to perform. So yeah, maybe the tailoring is, after the short questioning here [client laughing], I think that can be almost a crossed over. So we don't all need to think so much about that.
- Coach: 09:56 Okay. Ah, still, if you look in the other side, what is good with tailoring?
- Client: 10:07 Well of course there's always some exceptional situations or something happening in the private life that this is really making people less able to temporary perform as they are used to or they are expected to. So of course that element it never goes away totally. But as the starting point is probably seems to be too much prohibiting or, yeah. I think that that really didn't seem after just a short reflection with you it seemed not to be the right starting point.

Anjariitta coaching Jori transcript

- Coach: 10:45 Then what could be the better starting point?
- Client: 10:49 Hmm. Well maybe it's just the starting from setting the goals right. And then just saying that we are on the track and then advancing with the right speed towards those goals. So it must be goal-based. Maybe that's the, that's the starting point.
- Coach: 11:20 Okay. And how clear are the goals for you and for your teammates?
- Client: 11:29 They are quite clear. We actually are also in the process of now reviewing our 2020 general goals. Because we keep telling in an Association life, we have to set the budgets and the activity plans very early in the in the year before. And of course then it's like working with the crystal ball. So you may or you may not predict right what's going to happen. And this year in particular when we have had just the European elections and then the new start of the European executive of the European commission. Many things have been now only revealed in December and then gets, gets revealed now and in January as well. So we are reviewing our goals that they are, they are really aligned with what's what's happening around us. There's a very transformative policy agenda now going on in Europe. So this is something that we really, have to keep an eye on. And this is translating to setting the priorities, the goals And you, in the organization. And then of course that's, that's probably why it's also on my mind that, well, okay, we then for each work area have, the revision of the goals and then then of course it has to somehow reflect on what people are expected to do in the team. So the goals are defined by the team members, each in their own areas and then jointly agreed. And then of course confirmed by the governance structures of the organization. So it's a, it's a starting point. So I think that the goals are clear and they have been in an inclusive processes defined, by the team members themselves.
- Coach: 13:25 Sounds very great way to do it, how you are doing it. So it's really good leadership skills or competencies, what you have there. Joining, having the joint review with and letting responsibility also for the teammates.
- Client: 13:50 Thanks. That's nice to hear. And then I think it's probably the only way of doing it because then then the whipping really becomes the nasty master. Actually if you just done it from nowhere. I think that gives the chances of being there, to balance the whipper.
- Coach: 14:11 Okay. So what kind of whipper you are when you are whipping your teammates?
- Client: 14:19 I think, eh, they probably don't even notice.

Anjariitta coaching Jori transcript

- Coach: 14:26 And when you are laughing when you are saying that, so what does that mean?
- Client: 14:34 Well, like I said that I probably have this allergy of causing pain to others. So that's has been in my character all my life. And then I think it's, it's very difficult to really completely get rid of that. But then then I think to get to the leadership action where I really need to push people to perform to their limits and in the sense of the limits of their potential, not the limits of the physical, physical or other other resources. No, I'm not of course trying to push people to the edge of burnout or something like that, but to the limits of their potential. And I think that's the key word there. So then I think to really be successful in that as a leader and as a whipper, I think I have to do then just understand that there might be the right kind of pain involved, but not, not the pain that is intolerable or really damaging for these people .
- Coach: 15:44 Hmm hm. Uh, as you are using this metaphor for pushing, pushing the team and giving pain. And saying also that allergic, you are allergic to put pain. So what other metaphors there could be instead of pain, causing pain?
- Client: 16:08 Hmm. Yeah. Maybe the metaphor would be like, eh, like doing some physical exercises.
- Coach: 16:17 Hmm hm.
- Client: 16:17 Some long distance runners or, or whatever you have a CrossFit or others. That actually there, you are pushed to the limits of your own potential and maybe, maybe even beyond so that you create a new capacities that you didn't have before. So maybe that's the nice metaphor. And then of course there's the pain of having the trouble and sometimes your muscles are aching and whatever, but it is something that you also creating some capacities that you didn't have before.
- Coach: 16:56 Hmm hm. How does that sound that kind of metaphor sound to you?
- Client: 17:00 I'm also an awful sportsman myself, but it's really [laughing]. But I don't have the muscles myself. But yeah, I think, it's a nice way of understanding it because it's a, yeah, it's the same old saying that no pain, no gain. But in that, that metaphor, I think it's just the pain that people are willingly having because they know that it will create something more for them.
- Coach: 17:32 Hmm hm. And uh what could it create this kind of metaphor for you?
- Client: 17:37 Yeah. Yeah because if I then remove the word allergy and I say that I seem to have pain, in in pushing people to more action. Then maybe it's not the kind

Anjariitta coaching Jori transcript

of pain that I should be worried about. But then it could be the pain of, of doing the gymnastics. So I have to create the and then grow leadership muscle with some pain to gain.

Coach: 18:12 Okay, so leadership muscle. [laughing] And how painful is this, or what kind of long run you have had with this leadership muscles?

Client: 18:23 Well, it's like in a human body, you have so many different muscles. And then when you do a new exercise you discover muscles you didn't know that you were supposed to have. So I think this, is this the same thing here, that it could be maybe a small muscle that I'm missing, but because on, on other other areas of being leader, I think it's, it's not too bad. I don't think I'm unfit. Of course I can grow all the muscles more, but in the leadership, but in this case, I think it's a muscle that is so underdeveloped that I didn't know that I, I even needed it and then I didn't know that they have it. So if I really stop talking about the allergy and then I start talking about the pain of growing that muscle, then I think, it's a positive approach for myself too. Because then that creates that capacity I didn't seem to have.

Coach: 19:19 And what could be then the first things to do to grow the muscle? Now you have already realized that you need that muscle.

Client: 19:30 Yeah. That's, thanks to this talk. I didn't actually have it. There's now some construction work going on next door to here, do you still hear me clearly?

Coach: 19:39 I can hear you clearly.

Client: 19:40 Good. Okay. Sorry for the disturbance. It, this house has been under construction or renovation for a year or two now it's, it's amazing. There's never ending drilling.

Coach: 19:56 Okay.

Client: 19:56 So you ask the, sorry, can you repeat that?

Coach: 19:59 Yeah. What could be the first things to do growing this specific leadership muscle?

Client: 20:08 No, I think it's, it's really maybe then seeing how I can, I'm actually going to address the whole team next week with some, some values. We have discussed actually that very recently with you and then some ideas for, for the not revolution but evolution of the organization and what to expect this year. So then I should introduce this, this idea of feeling pushed to the limits of the potential where you actually start growing muscles. So maybe that's

Anjariitta coaching Jori transcript

the way. So when I introduce to them what's expected and, and then we discuss this reviewed goals of the organization then this could be somehow there. I don't know exactly if I should actually spell it out like that, but could be, could be a way of seeing us as a team of, of athletes and, and, and saying that this, this year we will be asked to do more things, but we can see it as an opportunity to grow the muscle that we didn't have.

- Coach: 21:25 Hmm hm. And uh what kind of team of athletes you could be?
- Client: 21:31 I think most of time, it feels like we are circus. [laughing]
- Coach: 21:37 [laughing] Okay but that actually it's really lots of skills and muscles, what they need.
- Client: 21:43 Yeah. And with the constant that a smile on your face.
- Coach: 21:47 Yes.
- Client: 21:49 Actually I do have one colleague who did very seriously. It's, it's amazing. She's, she used to be doing post ballet and then the pole vaulting, is that the word in English?
- Coach: 22:01 Yes.
- Client: 22:02 And then she was actually very, very high in international ranks in both. And now she's in the team. So actually I could, could have her ask my mental image. Doing both. I think it's, it's an unique combination, of sports for one person, I mean.
- Coach: 22:23 Yeah. And when using this kind of metaphor for your team um, how do you feel it right now using this kind of metaphor and telling that, okay, we are on a long distance run or we are a team of athletes?
- Client: 22:43 Yeah. I think then, then it's, it's, it's almost too easy to abuse the words and I say that then, then it's more like being a coach.
- Coach: 22:53 Okay so sports coach.
- Client: 22:53 Exactly yeah. But then there's a short step to being a coaching manager of course for the team. So it's not, not the, I am as, as I accepted them, abusing the words. So it is a homonym in that it's the same word used in two different contexts but still. Maybe it's not bad in this context to think of the both meanings of the word.

Anjariitta coaching Jori transcript

- Coach: 23:26 Yeah. Coaching the team and creating the muscles. And then if we go back to yourself, where we are right now? We have still time to discuss so, related to how much I can push my team?
- Client: 23:43 Yeah. Well I, I think that the, my own allergy has disappeared. So I, it's just like in many of this nice coaching sessions where, where you can't anymore even fully relate to the yourself, you were in the beginning of the discussion. So when I was so convinced about the allergy, I think now I, I started questioning my myself and what allergy was that. And then the piece with this new metaphor that we developed. I think it's basically there. I think that sounds, sounds exciting. It sounds, what we said in the beginning that, or I said that they're not being nasty Boss, but seducing into, going towards their, the edge or pushing them to the edge. I think that's in that metaphor coaching the team of athletes. I think it's that see that the opportunity to create the muscles they need and then they might not have had. Then I think that is there and you're, you then. Well, I feel completely at peace with that kind of approach.
- Coach: 25:05 Yeah. So where we are compared to this seven to eight you mentioned in the beginning?
- Client: 25:15 Yeah, I think we actually exceeded that because with this approach to it. And indeed it's of course founded in this inclusive work that we have been doing to set the goals. So it's not like everything change during this call in what's happening in the real life. But, but it really just changed my own mental approach to it. That it's, right to do this and, and it's, it's interesting and it's, it's exciting and then it's, it's probably seducing people to find the potential they didn't know they could have.
- Coach: 26:02 Hm.
- Client: 26:02 So, over eight.
- Coach: 26:04 Over eight. Okay. And what could be your next things to do related, support growing this muscle, this leadership muscle?
- Client: 26:20 Hmm. Well then if you talk about my own muscle and then it's just, they're putting this in action and I'm seeing that it happens. So, like I said, next week we have this, this gathering of the whole team where we look ahead the year that has started and the expectations and then it's, it's really seeing that I, I start using that muscle there. That I insert the idea of needing to push ourselves and then me pushing the others if need be. And then finding the balance also with the team that they understand that it's not, not

Anjariitta coaching Jori transcript

pushing them to their burnout but pushing them to exercise their muscles that they need.

- Coach: 27:13 Hmm hm. And as you mentioned that you already have had these development or goal setting discussions uh. How much have you have identified the certain muscles, what your teammates need to grow or start exercising?
- Client: 27:32 There I think it's, it's then probably individual then. Then it comes back to this tailored because I think then as a team, I think we'd all need to perform more. But then I think from, from one team member to another, it's different things that would be then required. So then maybe we have to come back to that in these individual discussions that of course not only once a year for the performance review, but ongoing maybe have to then discuss. And maybe this is the, is that I have to give them as well to see that they can really rely on me, as the athlete coach as well.
- Coach: 28:17 Hmm hm. And how will you ensure that you will be exercising your leadership, this leadership muscle?
- Client: 28:30 Well, I think it's clear that we have high expectation from our stakeholders, from our, you could say owners that the board of directors that are then in the end that the people who are seeing that we do what to what they expected. So, if I have the pressure from the top and from the outside world, then it's my choice of either suffering in that pressure between the rock and the hard place or then really just see that we do perform as a team. So yeah. So if your question was that, how do I ensure that I develop the muscle. I think it's in that coz it's the only way out from performing as an organization.
- Coach: 29:25 Yes. You sound sound very convincing actually now. How does it sound when I say it out loud?
- Client: 29:35 Yeah, properly. It's, it's because I do believe, I do believe in what I just said. So it's good if it sounds convincing too.
- Coach: 29:44 It sounds convincing, yes. And when you think about this conversation this morning what have you learned about yourself?
- Client: 29:58 Well, first of all, it's ah, it's almost embarrassing. The thing that I have these obstacles in my mind that prevent me doing some things that now seem quite natural and actually necessary. And then it's just a bit scary to think that it might not be the only stupid thing that I have set for myself stopping me from doing sensible things. So maybe this kind of spring cleaning the

Anjariitta coaching Jori transcript

beginning of every month would be good instead of having once a year discussion with myself.

Coach: 30:35 Okay.

Client: 30:35 But isn't it amazing that a rational person can have so irrational thoughts that are just there like blocking saying that I can't do it because I have allergy.

Coach: 30:49 Hmm. It actually reminds me something that you said earlier that it's a trap.

Client: 30:56 Yes. Yeah. Yeah. But it's a trap that I've built myself for myself, and then I can't understand why. Maybe it made sense sometime in the past, but I just didn't have this opportunity to, to reorganize my thoughts about it, before now. So thanks for that thing. That's been really helpful.

Coach: 31:20 Yeah. And how would you utilize this learning or this discovery that you, you put yourself in a trap and you can actually get out from there. How could you utilize that maybe later this year or next year?

Client: 31:42 No, but it's a good question actually yes. Because if I feel that I'm in a dead end with something, then maybe that would be the first question to ask myself, that are you really in the dead end? Or is it just another other trap that you have built yourself and then has nothing to do with the existing realities. Hmm. So this is of course encouraging experience to maybe whatever could happen in the future.

Coach: 32:12 Hmm. Yeah. Because it's also either trap or box because there's this old saying that you know, you put yourself in a box. Or you choose, you choose the box where you are. You put yourself. So realizing that there is this trap.

Client: 32:32 Yeah.

Coach: 32:34 And what or who could remind you that, "Hey Jori, you are, you have put your thinking in a trap?"

Client: 32:45 Well of course it should be myself in the first instance. And then of course, this is typically something that I like sharing with my partner. So we are both managers. So we often have long walks in the countryside where we discuss managing, management issues and then and a, and then ongoing situations in the work. So this of course, the funny discussion of this morning is something I'm looking forward to sharing with my partner as well. To then trust that he will of course remind me when it starts looking like I'm in a similar trap somewhere else.

Anjariitta coaching Jori transcript

- Coach: 33:30 Yeah. I love your use of wording, funny discussion.
- Client: 33:37 Yeah. It's an I, you probably have experienced that yourself when you have been coached that at the end of the short discussion you can't anymore relate to the person you were in the beginning of the discussion. The questions you put feel like how can, how can you think like that? Because anymore the whole whole brain has changed in the meanwhile.
- Coach: 34:02 Hmm hm. Okay. Okay. So the whole world have changed during our discussion.
- Client: 34:10 Okay. Not the world but my own brain.
- Coach: 34:13 Okay, great.
- Client: 34:15 My own world. Yes.
- Coach: 34:15 Okay great. How would you summarize our discussion in this morning?
- Client: 34:21 Well, it's first of all the, the starting from the last discussion that it's obvious that even sensible people can have not sensible situations where they have just built some obstacles in their own head on something that is totally natural and normal and then expected. So be aware of that is, is it's the first thing. And the second thing is that the concrete thing of being worried about the team being required to do very hard work this year after having done quite heavy work last year when we had lots of exceptional situations going on and then everybody was really stretching to meet that challenge we had last year. Then now it's another year of a lot of challenges and work to be done. But still with this approach that it's actually team of athletes and then they, they can develop their muscles to meet the requests and then the demands. And it's then not something that is in their disinterest, but it's, it's actually in their interest that's really we set the goals together and then see that we as a team of athletes, we actually meet those goals. So yeah, it's all sounding positive and then rather exciting.
- Coach: 35:54 Okay. And where we are now related to peace with yourself and balance?
- Client: 36:03 I think it is balanced and, and it's I feel totally at peace with that.
- Coach: 36:09 And I can actually hear it that in your voice. So there's, I think there is more energy in your voice right now.
- Client: 36:16 Okay, well that could be that well be.

Anjariitta coaching Jori transcript

Coach: 36:19 Okay. Okay. Thank you Jori and I will be switching off the recording and we can maybe check the next time. So thank you very much.

Client: 36:34 Thanks.