

Carly coaching Matt 4 transcript

- Carly: [00:01](#) Thanks, Matt. I just wanted to get that started.
- Matt: [00:03](#) No problem.
- Carly: [00:05](#) It's been almost a month since we had a coaching, but of course, we've had a debrief in between of your emotional intelligence profile. So, there's a lot that I'm sure has been happening. What would you like to. What would you like to chat about?
- Matt: [00:18](#) Yeah. Well, I actually, so I reviewed my, that emotional intelligence output uhm with my therapist as well after we debriefed on it. And uh. You know, you know we talked about this percentile distribution of my emotions and how sort of I was significantly on the sort of the low end of the bell curve when it comes to anger and the high end of the bell curve when it comes to things like sadness uhm, and anxiety. You know it didn't shock him. Uhm. I think that there's definitely something there and that I've been sort of reflecting on that since our last conversation and looking for some reasonable opportunities, not necessarily to get angry in an unprofessional or untactful sense, but in this kind of uhm framework of setting boundaries and sort of not having to own every conflict myself and every challenge or problem or issue in life like being willing to sort of share that with other people around me. Uhm as a means of just releasing some of the burdens that I carry around. Uhm. And I think I've been reasonably successful at that uhm just in the last couple weeks of actually allowing myself. A few examples of moments where I've you know been able to sort of say, "Well this isn't me, I'm not failing here. I'm not necessarily living up to expect. "
- Matt: [02:25](#) It's just this other person's problem, right. And that, I think, has been somewhat helpful. Uhm. You know, backing up a little bit, uhm just in terms of the macro kind of where I am right now, since it's been sometime since we've talked about my professional transition. Uhm. Professionally, things are going great. I mean, my transition, I've already achieved some pretty big strategic, quick wins. Uhm. I've got a lot of momentum. The people that I've chosen to fill my role, my open positions are really starting to hit their stride.
- Matt: [03:14](#) Uhm. There's really not anything I can point to that gives me any major concern about my transition, and I think the other thing that our conversations have enabled me to sort of focus on and fixate on is looking beyond the short-term transition and starting to kind of get comfortable with my role as sort of a bigger picture disruptor in the broader sense, in the broader

organization. And I've been looking for opportunities to sort of embrace that role. And that gives me a lot of fulfillment. And I gain a lot of energy from those situations. The only thing that is negative at all is my anxiety uhm, which continues to be a daily struggle. And I feel like if I could just break through that, I'd really have a whole lot of energy to harness towards this sort of more crystallized focus uhm for myself in terms of what I want to do over the next several years. Uhm. So that's kind of where I am at a macro level.

Carly: [04:27](#) Hmm. Well, that's great, Matt, that you are having some of these successes and that you've really settled in well to your role and your successors below are doing well. Yeah, good insights about the anger and the anxiety. Do you think that's something that we can really from our coaching perspective today dive into, and just work with what you could learn from about the anger, anxiety? Because there may be a connection there, or there may be other things. What's important to you?

Matt: [05:00](#) Yeah, well, I mean, that is very important to me, because I feel stable in so many parts of my life right now in terms of my professional trajectory, my home life, uhm kind of my purpose. I've got more clarity around that, and I'm sort of embracing this role as a disruptor and change agent and being willing to sort of take some more risks on that front, and giving myself permission to experiment and provoke and all these things that I wasn't necessarily embracing with all the gusto that I am now. So I feel so good about all those things, but like I said, the one. I don't know, gap, I guess, in everything is this anxiety issue, which is really palatable. I mean, it's it's definitely there, and I think some of these emotions do play into that. Uhm. So yeah, I think that would be a good area to continue to talk through.

Carly: [06:22](#) Hmm Hmm. And what do you feel would be uhm available to you if we were able to really transform your anxiety energy?

Matt: [06:34](#) Yeah, I mean, well, that's the flip side of all the time and the mental energy that I spend sort of laboring through this anxiety. It's like a fight. You have to sort of store up all of this energy, emotionally, mentally, physically, to kind of battle through the peaks and troughs of those ways of anxiety, to the extent that that energy was freed up. I mean, that I can pour into uhm more positive pursuits that move the ball forward, not only for me, but for other people. I mean, I think I'm sort of missing that energy reserve uhm right now. And I feel like I'm achieving things, but I'm achieving them at probably high cost to myself in terms of the energy that I have to expend every day to perform. Uhm. And at the same time, tackle this you know internal

Carly coaching Matt 4 transcript

struggle with this anxiety. So that's the flip side of all the negativity associated with that burden, carrying that burden around is you know there's a huge opportunity on the backend of this if I can break through this issue and use that energy for positive things.

Carly: [08:11](#) Yeah. So if we were to work with the energy analogy for now, and if I was to ask you now how would you describe your reserve or lack thereof of energy, how would you describe it?

Matt: [08:30](#) At the present moment?

Carly: [08:32](#) Yeah.

Matt: [08:34](#) I'm drained. I'm absolutely drained. I mean, I'm sleeping, so it's not like a physical exhaustion. I'm getting exercise, and and, so it's not a physical issue. Well, it is physical, and a sense. In the sense you know it takes a lot, obviously, to perform professionally at the standards that I hold myself to and the strategic sort of operating at the strategic level, where you know it's not a tactical, come in to work, and punch the clock, and go home. I mean, I'm mentally taxed just on a normal day, on a normal, daily basis in terms of the conflicts and the issues and the you know firefights that may come up periodically. And so it takes a lot of mental energy just on a normal day, just the baseline. But when you're dealing with you know physical anxiety and mental anxiety, it's like take that baseline energy that you need to expend and multiply it by five, right? Because uhm you have to keep both the external wheels moving on the car, but then you've also got to kind of while the car is moving, you also have to pay attention to all the lights and bells and switches that are buzzing, that are telling you, "Oh, my gosh. There's you know issues with the car," right."

Carly: [10:16](#) Right. Okay, so that's a foof, a pretty clear picture. I feel the intensity of that just by your description. So now, I'm wondering if we were to be successful in this session, what would you like to be saying about your energy instead of drained?

Matt: [10:38](#) Yeah, well, I mean, it all just feel so heavy, right. You know, I've used the word burden a couple of times, and I think there's a reason for that is because it does feel so heavy. I mean, the opposite of that is a very light sort of almost playful sensation. Uhm. You know, the idea that one can just sort of enjoy and not have to constantly self-monitor and uhhh, manage very limited energy. Um you know if I just to sort of almost lay down that weight, just put it on the ground and walk away from it, that would be the counter uhm analogy.

Carly coaching Matt 4 transcript

- Carly: [11:39](#) Hmm. Okay, light, playful sensation, lay down that weight and walk away from it. That's a very visual analogy yeah, analogy. But we can play with that, where you're at on the continuum if you'd like. I mean, through our session, check in and check at the end, or if there's something else that would also help you sort of uh navigate through this very, yeah, this anxiety issue?
- Matt: [12:07](#) Yeah, well, I guess I have ... there's some conflict in my own mind on some of these ... when you talk about sort of way down the weight, right. You sort of start to ask questions like, I mean, "What's really worth it?" Right. All the stress that you put yourself through, is it worth physical harm you know, in terms of how that stress manifests. Uhm. And you know so I have an internal dialogue or conflict of arguing both sides of that issue. On one hand, the emotional part of me says, "You know just walk away from the whole damn thing. Go do something less stressful." But the logical part of my brain and the achiever and the person that since childhood has always been defining self-worth through success and accomplishments screams back, "No, that's crazy. Just when you've reached sort of the pinnacle of your career uhm and see all this potential upside from here, you know, it would be silly to quit." Uhm. And so, there's that tug-of-war that goes on that uh. You know is. I don't know that there's an answer. Uhm. It would be better to just eliminate the roadblock and continue to live my life the way and continue to try to achieve the things I want to achieve without the cost, but how realistic is that. I don't know.
- Carly: [14:11](#) I guess we can do some discovery and find out and see what we get to in this session because there's. Ah, my sense is that this issue has followed you as you said, it's been part of who you are for a long time. And so does that mean that it always will be? I don't know. Maybe it will. Maybe there's a value in it. So I'm wondering uhm. Yeah, if we were to disrupt this pattern using your frame, what would have to happen?
- Matt: [14:50](#) Hmmm. That's a great question. Uhm. It's one that I'll have to think on a little bit, uhm, because when I think about disruption I think about tipping the pattern upside down and shaking it around and coming up with a totally new frame of reference and just trying to apply that to this situation. I mean, the opposite of a tug-of-war, I suppose, where you know I exert this energy towards all of my professional goals, and I pay a price for it. It's sort of a zero-sum framework, right. You sort of burn calories and you know achieve some amount of work for that uhm to use a fitness or a physics metaphor. But uhm, the opposite of a zero sum would be you know, that work and achievement and just day to day. Maybe not achievement, but

Carly coaching Matt 4 transcript

just day-to-day work and professional experience instead of being draining, would be a boost. It would be a value add, an emotional ah source rather than a sink. I mean, that would be the alternative. Uhm. But again

[crosstalk – coach interrupted]

Carly: [16:48](#) Sorry. What's on each end of the tug-of-war, is there something on each end of these ropes? What's there?

Matt: [16:58](#) I think on one end is uh. It's everything I want to achieve. It's the legacy I want to leave. It's the change that I want to see in the company and the world, and it's just sort of all of my intentions made manifest, right? Uhm. And then on the other side is, I guess, probably, I think it's peace, enjoyment like, or leisure, uhm freedom, uhm in a sense, maybe the opposite of structure. It's comfort uhm, right. Just relaxation. Uhm. And you know I desire both. I think the achiever in me and the mental, the logic, the scientist part of me, the professional part of me that strives for that uhm left-hand part of the rope which is the doer, the accomplisher, the, the "Hey, you gotta fulfill a purpose." Right. You only get one life, might as well make the biggest impact you can. But the other part, the sort of human that's flawed, human creature with limits and uhm you know that side of me just wants to sit back and enjoy life a little bit. And so I think that's the struggle.

Carly: [19:47](#) Hmm Hmmm. Yeah, I'm not sensing any lightness even in that description of what you do want right now.

Matt: [19:53](#) No. [laugh] And I mean, it's probably because you've caught me on a day where I do feel pretty drained, right. Which is probably useful, to have a conversation while I'm in this state of mind, uhm because it gives us a window into, we're probably a lot closer to the root of the issue on a day like today. But uhm you're right. There's not a whole lot of lightness there. It feels heavy. It feels like a choice. It feels like it's in either/or, and I have to choose one. Uhm, and by choosing one I sort of sacrifice the other. And either way it feels daunting. If you like move the rope over to the left hand side you say, "Oh my gosh. You have to forgo the peace of mind that comes along with enjoying life." Well, that sounds terrible, right. But then if you, on the flip side, just give up, just let it go, the constant ambition, the striving, it's like, it's just as terrifying for me, because that's how I define my self-worth. Uhm, and I don't want to you know, underperform my own expectations for myself. I mean, I'm my own worst critic in that sense. But uhm, now, I mean, the counter to that is, well, what you're probably can ask me is, "Why does it have to

be a choice? Can't it just be a balance?" I don't want to put words in your mouth, though.

Carly: [21:51](#) [laugh] No, I wasn't gonna ask you that, but I like that. But I have some other things I want to ask you uhm, where you want to go, because that did prompt in me some ideas of like you talk about the drain. Is it about the drain and exploring that, and what could fill that or stop the drainage? Or is it similar to what you just said, but is there a bridge that could disrupt this pattern in a positive way so that it is an and rather than an or? Or is there something else that comes to mind now for how to sort of play with this whole continuum of moving from that heavy burden weight to that more light, playful sensation that is on the other end of that? What's your sense of where to play?

Matt: [22:56](#) Huhh. Yeah, I mean, I think those are both useful metaphors. Either stopping the drain or building a bridge, or maybe it's both. I mean, it might be useful to kind of explore both of those metaphors, right. So, huhh, if I was going to stop the drain, let's take that one first. What might that look like. Uhm. Well, I think, it's going to have to entail limits. Uhm. Limits on what I uhm, how much I exert. Uhm you know, in a sink, there's always sort of the safety release drain that doesn't let the sink overflow. Uhm. There needs to be something like that. I mean, I think it's limiting the hours, limiting the amount of mental energy I devote, uhm setting some boundaries maybe on something as simple as when I have my phone out in front of me. Uhm. I think the most draining part is the constant just concentration. I think smartphones. One of the hypotheses I have is that my generation is going to be this weird middle generation where our entire careers we're going to have to live with the burden of the 24 by seven smartphone, the ever present smartphone. Whereas, the generation behind mine grew up with it. We didn't grow up with it. I didn't have. We didn't have the prolific internet and smartphone even in high school or even in college, right. And it's new. And we had to adapt to it. But we're gonna have to spend our entire careers under the thumb of this ever present reminder that there's things to do, right. [laugh]

Carly: [25:38](#) [laugh] Yeah, we laugh. Yes, I know.

Matt: [25:47](#) Uhm. So, boundaries. I think limits. Uhm. You know I might need to define some limits for myself, which you know my default is always exert the effort extra effort, right. I'm an extremely hard worker. Very diligent. Uhm. Hate to leave things hanging. I'm the opposite of a procrastinator, right. [coach laugh]. Uhm, I just hate for there to be loose threads. Uhm, I convince myself that I've done everything I can do at the

Carly coaching Matt 4 transcript

present moment to tie that thread off as much as possible before I move on to other things, and I think that expectation on myself is probably responsible for a lot of the professional angst and stress that I impose upon myself. So, limits, I think, is how I'd summarize.

- Carly: [26:54](#) Okay, so I'm still not hearing that that feels like a very good idea to you, or is that just my imagination?
- Matt: [27:06](#) [laughter] No, it's not your-
- Carly: [27:06](#) You're giving me the words, but I'm not sure I'm hearing the [laughter]
- Matt: [27:11](#) Yeah. Yeah, I guess, I don't know. I think what you're hearing is just I'm just tired. It's just sort of exhaustion, right. And a certain amount of pessimism. Uhm. In the sense that you know will I actually be able to follow through on this stuff. Uhm. Will I actually be able to set limits for myself. Uhm. That's been a very elusive thing for me for my entire life. And it represents something, a whole different way of showing up and approaching day-to-day life and priorities and things like that. Uhm and so you know, I guess I just have a healthy skepticism for how quickly I'll be able to modify those behaviors.
- Carly: [28:19](#) What if it didn't have to be quick?
- Matt: [28:24](#) Ahh Yeah. Uhm. That sounds easier.
- Carly: [28:30](#) What would you do, then?
- Matt: [28:33](#) Well, I guess I'd start small. Uhm. I probably would start with the phone. Uhm, I'd probably just start with kind of maybe checking it only during work hours, I suppose. Uhm. Because I think that's part of the problem, when you talk about the drain. If I can box it into a certain period of time and compartmentalize, I mean, I think that makes it easier to contain the energy drain. I think where it spills over into the personal life and it's constant. And you don't get a break from it is where you sort of start to break down, right. And so-
- Carly: [29:23](#) Sounds good.
- Matt: [29:24](#) Yeah, I think that's a very tactical kind of easy to police behavior change. It's probably easier said than done.
- Carly: [29:36](#) Why?

Carly coaching Matt 4 transcript

- Matt: [29:40](#) I don't know. I mean, I think there is almost a level of addiction involved to the information flow. Like what's going on. What am I missing right. Is there something that's blown up overnight that I need to pay attention to or get out in front of? There's a certain amount of fear involved of letting go and being caught off guard or being behind or being unaware.
- Carly: [30:18](#) Again, I'm gonna use your words: how can you positively disrupt that so that it serves you as you move baby steps toward some change?
- Matt: [30:31](#) Ahh. Well, again, just embracing this concept of boundaries. I mean, I suppose that if I start to set the expectation that I'm only going to engage during work hours, eventually, the people around me will pick up on that and may start to modify some of their behaviors as well, such that uhm I can sort of reset their expectation that, "Hey, you know look, generally speaking, I'm not gonna be available outside of this window." And so, uhm that might be a productive thing, not only for me, but for the people around me.
- [Carly: crosstalk] Particularly my staff.
- Carly: [31:13](#) Yeah. How could that support them?
- Matt: [31:18](#) Well, I'm sure my behaviors and habits probably rub off, because I'm sure my constantly engaging on things. Uhm. I'm almost setting, not intentional but unintentionally I'm setting the expectation that, well, everybody else has to engage constantly as well. And that's not. I would not wish my behavior on anyone else. [laughter]
- Carly: [31:56](#) So you're modeling behavior that you wouldn't want other people to take notice of.
- Matt: [32:01](#) Ahh probably, yeah.
- Carly: [32:02](#) Is that what you mean?
- Matt: [32:04](#) Yeah, I think so. When you say it that way, it doesn't sound so good. [shared laugh]
- Carly: [32:07](#) [laugh] Oh, dear. Hey let me check, are we on track here, or do we need to shift? Are you getting closer?
- Matt: [32:18](#) Yeah, well, I like that. I think that's a very tactical. Ahh it feels lighter. It feels not so heavy. Like, okay, I can do that, and I see

Carly coaching Matt 4 transcript

some value in it. I wouldn't mind maybe exploring the other metaphor you posed. What was that? The first one you said?

[Carly crosstalk]

Carly: [32:37](#) Let me ask you one question right before you move off of that, if I can.

Matt: [32:40](#) Yeah, by all means.

Carly: [32:43](#) How would you, shifting this to having limits with your cell phone, support you in your personal life?

Matt: [32:51](#) Oh, well, I mean, I think all of us have been in the situation where you're out at dinner, and somebody's checking email as opposed to engaging in the dinner conversation, right. And how that's very annoying to everyone. At least it is to me. So it's like, "Hey, what's your priority here? The phone or your friends or your colleague or your spouse or whomever it is that you're sitting across the table from?" And so you know I think allowing that space uhm to engage with the people that give me energy and give me reassurance and strength and uhm sort of refuel some of the energy that gets depleted, I think uhm being more ah free to dedicate my time and mental energy to those people, I think ah would be mutually beneficial. Beneficial to me in my emotional well-being but also beneficial to them and letting them know that I'm prioritizing them over the day-to-day stuff that can wait until 8 AM the next morning, right.

Carly: [34:25](#) Hmm. Gosh, I sense that could be a powerful shift.

Matt: [34:29](#) Yeah. I think so. Uhm I do. I like this. Uhm, it's very tangible, right. As a next step. Very tangible.

Carly: [34:50](#) Okay, so you've got a next step with that, and I know you wanted to explore the bridge. So would you like to do that? Or continue on with what else you can tangibly do?

Matt: [35:01](#) Well, I just wonder if there's something tangible that'll come out of the bridge metaphor as well.

Carly: [35:05](#) Sure. Hmm. Hmm.

Matt: [35:07](#) I don't have anything in mind, I'm just supposing.

Carly: [35:15](#) Would you like a question, or do you just want to ponder it yourself?

Carly coaching Matt 4 transcript

- Matt: [35:18](#) Yeah, no. A question, I think, might be helpful in getting the wheels turning.
- Carly: [35:23](#) Okay. Ahh. So if on one side you've got burden and weight, and on the other side you've got playful and light. What could possibly be the bridge between the two, the building blocks?
- Matt: [35:40](#) That's a good question. I mean, I guess it would be can I mix?
- Carly: [35:51](#) Sure.
- Matt: [35:51](#) Is there an opportunity to mix? Right. To mix some of the light in with the heavy. Provide doses of light in all the heavy. Uhm. And what might that look like. I mean, it might involve deliberately infusing fun in the most stressful parts of my day. Finding ways to either insert humor or a fun, disruptive activity or uhm even just a change in my routine somehow to sort of ah disrupt all the heavy structure that isn't the same every day. I feel like some of my anxiety just, some of it just comes out of almost like okay, coming into the same building every day, coming to work, and the same routine, and you start to feel the butterflies when you walk in the damn building, because you know what's coming. Uhm. I wonder if there is even just a simple change to my routine that would provide a different mental frame. [Carly: Hmmm. Hmmm. Hmmm. I mean, it might mean something as simple as setting a reminder a couple times a day to just whatever it is that I'm doing just to break away from it, and go engage with some folks, and have a laugh, uhm, or ask them what they're up to. I mean, that might be instructive in the sense that it might show me that there's literally nothing that I can't break away from, which I think would be freeing in a sense.
- Carly: [38:09](#) And how would you do that?
- Matt: [38:15](#) Uhm. I could ask my assistant maybe to just at a couple random points throughout the day to just tap me and say bring her in and say, "This is what I'm trying to accomplish. Can you help me?" It actually might be good to do it randomly as opposed to on a schedule.
- [crosstalk. Both spoke at same time].
- Matt: [38:40](#) Not enlist somebody else to support me. What's that?
- Carly: [38:45](#) Exactly. Same thing. I was just saying, great to engage somebody else to help you.

Carly coaching Matt 4 transcript

Matt: [38:48](#) Yeah, because I feel like I need some help in shouldering some of this, right.

Carly: [38:53](#) Yeah. Who else can help you?

Matt: [38:58](#) My wife can help me too. I mean, she's.

Carly: [39:02](#) You say that very matter-of-factly.

Matt: [39:04](#) Oh, because she's just very. I mean, I share everything with her. I mean, she gets it. She understands what I'm going through and is extremely supportive. Uhm. That's why I'm so matter-of-fact about it. She would help me with anything that I asked her to. You know. But I think I probably don't leverage her enough.

Carly: [39:29](#) How would you wanna leverage her this next few, I don't know, days, weeks?

Matt: [39:34](#) [sigh] Well, I feel like and this is gonna sounds really terrible and sad, but I almost need somebody to hold me accountable for having fun. [laugh]

Carly: [39:56](#) [laugh] Great. That sounds like a bridge, a good bridge, yeah.

Matt: [40:01](#) Yeah. Yeah. I mean, I think she'd be more than happy to do that.

Carly: [40:06](#) Okay.

Matt: [40:12](#) This is good.

Carly: [40:15](#) Okay, good. Excellent.

Matt: [40:17](#) All right, I'm-

Carly: [40:17](#) Anything else?

Matt: [40:18](#) No, let me just really quickly write these down. So the first thing we said was phone limits and personal time. The second thing we said is engage my assistant and randomly almost disrupting my routine intentionally, productively disrupting it. Uhm. And engaging my wife for support, holding me accountable to have fun. To just let it go. Let things go.

Carly: [41:05](#) What a great brief to give her. [laugh]

Matt: [41:08](#) Oh, I know, she's gonna love this. She's can absolutely love this.

Carly coaching Matt 4 transcript

- Carly: [41:15](#) That's good.
- Matt: [41:15](#) So, good. I like this.
- Carly: [41:16](#) Okay, so what did you learn today about yourself or your situation?
- Matt: [41:21](#) Well, you know I think one of the major takeaways is all these things that feel so daunting can be reframed as there's ways to break through the fog, this very daunting, thick fog. There's ways to just with very simple steps that really aren't burdensome at all. I guess my initial, you get sucked into this anxiety and these emotions, and that even the physical sensations that come with anxiety, it just feels like it's never gonna lift. It feels so oppressive, right. And if there are, I guess what I'm learning is there are ways to reframe that and take some very small but meaningful steps that give you a sense of optimism or hope that, okay, that there are things. This isn't something that's just imposed upon me that I have no agency over. Like there are things that are in my control that I can do or that others can help me uhm to break through some of these things. And it might not happen overnight, but I can certainly make steps in that direction.
- Carly: [42:42](#) Yeah. Yeah. And uhm, something that struck me that you said is that in amongst the heaviness can be infused the light, and I. There's something about that really stuck with me with what you said as well.
- Matt: [43:00](#) Yeah. Agreed. I mean, in other words, it might be impossible to remove all the heavy all at once, but to poke a few lights in the midst of the heavy feels a lot less difficult. And it's probably helpful, almost certainly helpful.
- Carly: [43:25](#) I do sense a little bit of lightness in your voice compared to where we started. How would you describe where you started to where you are now?
- Matt: [43:32](#) Yeah, agreed. I feel like things were, I you know. I was in a mental kind of funk before this morning and before this conversation started. I think uhm you know I'm not out of the woods on that yet, but at least I have some sort of rays of light shooting through the, you know or some green shoots growing that gives me a sense of hope right. Around. I think that these are things that I can tangibly do, and that gives me a sense of optimism.

Carly coaching Matt 4 transcript

Carly: [44:10](#) Excellent. Good. Anything else you need before we finish up today?

Matt: [44:15](#) No. I really needed this. Thank you.

Carly: [44:17](#) Good.

Matt: [44:18](#) This was great timing for this conversation.

Carly: [44:21](#) Excellent. Well, let me switch off the recording, because I just want to quickly check on the scheduling of our next call. Is that okay?

Matt: [44:26](#) Okay.

Carly: [44:28](#) Okay, just let me do that.