

## Carly coaching Matt 5 transcript

- Carly: [00:02](#) Thanks Matt for allowing me to record these calls.
- Matt: [00:05](#) Of course.
- Carly: [00:08](#) What uhm. Where would you like to start today?
- Matt: [00:11](#) Well maybe just a couple of updates since we last talked. Uhm. So I have put into practice a couple of the ah actions that we had spoken about at the end of our last call. Most specifically um sort of putting some limits on my cell phone usage during personal time and having some boundaries, setting some boundaries for myself and that's obviously been nice. And nothing catastrophic has blown up and life has moved on and you know right. And so I found that to be you know only with a week of data but I found that to be successful so far.
- Matt: [01:07](#) And then I did also engage my wife in just helping to be a check and balance on you know, hey, stop thinking about work, put down the phone you know, let's have some fun. As predicted, she embraced that. That was right within her wheelhouse of something that. And you know gives her a little bit of a something that she can do on her end when she sees me with some of these anxiety issues. It's not like she can. In the past she felt like, 'Ah geez, I can't do anything to help you.' But this gives her a role in that process, which I think is comforting to her as well uhm which is good. That wasn't something that I had explicitly thought of coming into it, but it's something I've noticed uhm for the last week, that she's taken this sort of role or assignment or task or whatever and has definitely embraced it. So uhm that was sort of just an interesting outcome I wasn't anticipating that's been beneficial.
- Carly: [02:24](#) Hmm. Great. So she's taken it very seriously to help you have fun?
- Matt: [02:29](#) Yeah. Exactly. Exactly.
- Carly: [02:32](#) Oh that's great.
- Matt: [02:34](#) Yeah, you know we joke about it. So it's good. It's good in that standpoint because it brings some humor and laughter and that's always I think a healing thing. Uhm and then just at work, just professionally uhm, over the last week or so, you know I've really been stepping into a couple of different mindsets.
- Matt: [03:04](#) One is really trying to embrace this big picture thinking and giving myself a license to provoke serious change. So for

example, we had our annual talent review last week of all the director team here in our corporate headquarters. And one of the process elements to that talent review is we have what we call a stay interview with each one of these directors just to say, 'Hey, what's keeping you here?' And we've also got some questions around what's keeping you up at night and you know, what can the company do to change to improve your experience. That kind of thing.

Matt: [03:56](#) And one of the very consistent themes we heard was bureaucracy and slowness to change and some worry about the external business environment and competitors and new competitors and disruption and things like that. Uhm. So I'm kind of making it my personal mission to figure out ways to combat that. And so I kind of uhm paired up with one of my peers whose a VP over strategic planning. And we're putting together a cultural change program geared around speed to market and pushing decision rights down in the organization, focusing on some of our critical game changing initiatives and funneling resources to those things uhm which might be controversial because we might field resources from other functions to do that.

Matt: [05:02](#) So uhm I don't know, I great a lot of energy from that track of work even though it's not necessarily right in the wheel house of my job description. I mean loosely it is because my title's HR Strategy, but I really get energized around that kind of work and I'm giving myself the permission to engage in that kind of work.

Matt: [05:34](#) So that's been uhm very positive. And then the other sort of mental kind of, I don't know, mindset shift that I've been practicing is. And this is going to sound callous. I don't mean it to sound callous, but honestly with my boss and with others, my peers, you know, there are certain things that I'm just letting go of. I mean, you know, conflict type situations where previously I might internalize it and self-criticize and say, 'Oh my God, how could I have avoided this. I'm really just saying, 'You know what. I've got bigger fish to fry. Somebody's upset, or some little thing that's important to somebody doesn't get done, but it's not important in the grand scheme of things.'

Matt: [06:33](#) I'm just not going to lose sleep over it. Uhm. And that's been liberating. Uhm. I think it takes practice to change some of those mental habit because occasionally I have this reflex of going in and stewing over and feeling the anxiety bubble up because I'm stewing. But more and more I'm practicing pulling myself out of that and saying, 'You know what, you know, screw it right. This isn't that big of a deal.'

## Carly coaching Matt 5 transcript

- Carly: [07:05](#) Well the first thing I can think of is, that must. Well how does it affect your anxiety level?
- Matt: [07:13](#) Yeah. I think it's a good counter measure, right to that anxiety level. Anytime I can pull myself out of that stewing, self-criticizing mental state and kind of. Our conversation, going back to that emotional intelligence questionnaire around the healthy really stuck with me. You know the sense of the healthy bi-product or the healthy frame of anger, that anger emotion is boundary setting.
- Matt: [07:49](#) And that's a theme that's stuck with me. Is this ah boundary setting. And uhm you know, I think it's really healthy because I just had not set those boundaries for myself previously and the impact of that is, just emotional overload. And so I'm trying more and more, I'm practicing more and more. It's not like a light switch. You have to. I think you have to learn these behaviors and you have to get inculturated over time. And you have to form new mental reflexes or new mental muscle memories so instead of having to say consciously, 'I have to interrupt this self-criticism spin cycle and replace it with one where I have boundaries.' You know it will be nice one day to just go to that state instinctively, rather than having to think about it and pull myself out of it right.
- Matt: [08:57](#) So I think I'll get there eventually, but I think it's going to be a process. Uhm, but it's nice to know that those tools are available to me. You know it's comforting to know that I can go to that space and it's okay. And it's not like I'm letting anybody down. It's healthy. It's appropriate. It's, I have to prioritize. I have to set boundaries or else I'm not going to be any good to anybody.
- Carly: [09:28](#) Yeah. That's just wonderful, Matt. What a huge, ah. I just feel relief for you in terms of [client interrupted].
- Matt: [09:37](#) Yeah. I think I'm in a much better state mentally than I was when we talked last week. Uhm you know. A, because I'm starting to make some of these realizations, both from the coaching and the therapy. And B you know, in sharing some of this information with my therapist and. Because he was fascinated over the whole EQ chart and that was a neat conversation I had with him. But you know, and being honest about some of my symptoms and how this work stress and this self-criticism cycle really feeds this anxiety and being honest about the severity of some of my symptoms. Uhm, he's changed up some of my meds and so that's been. You know the combination of, 'Okay, I'm finding some medication that works

for me and sort of I'm figuring out some of the root causes that drive some of these feelings in the first place.'

Matt: [10:43](#) I think attacking it from both ends, you know it's just great. Because number one, it enables me to feel better physically and mentally, right. But the other thing that my doctor told me, which stuck with me, is I've been carrying around all this like emotional baggage per se and for so many years, and it's heavy. It weighs you down. And if I'm able to discard that emotional baggage and that anxiety and that sense of perfectionism and all this other stuff, well, that opens me up to pursue a lot more in life. And give back to others and pursue big life goals.

Matt: [11:31](#) So it's not just about fixing the tactical day to day, what's my emotional state tomorrow or today and how much anxiety am I feeling this evening? Yes, it is that. But it's more than that in the sense that if I can put some of this stuff away, or at least reduce it significantly, it just opens me up to pursue those things that give me energy, like disruption and like picture strategy and you know game changing kinds of things. And that's what I want to be my legacy. So it's all sort of connected in that sense.

Carly: [12:11](#) Yeah. Well that's some great thinking and uh you've laid everything out here. I'm just wondering, where do you want to dive deeper into for our session today here, from here on?

Matt: [12:23](#) Well, I don't know. I think there a lot of potential spots we could talk a little bit more about. There's two, I guess there's two things that come to mind immediately that I still feel like are maybe loose ends.

Matt: [12:50](#) Uhm, the first loose end is like, as you say, logically I can lay all this out. I see how it all ticks and ties. I can draw a flowchart on you know and produce it for you, but the remaining challenge for me and why I call it a loose end, is because I think it will be work in progress, is just allowing myself the space to connect to my feelings and emotion, right.

Matt: [13:22](#) Uhm. So logically I get it, I get all this stuff. I get how it connects, I see how the dominoes can fall if I figure this stuff out. But I do think one of the hidden, or not hidden, but one of the uhm first dominoes that need to trip in order to set off that sequence of positive events, is I've got to continue to connect emotionally and allow myself the space to connect emotionally. And even do that, and I think most importantly doing that in the work setting.

## Carly coaching Matt 5 transcript

- Matt: [13:53](#) And so you know, I think I need to find ways that I can productively display emotion and connect with emotion in a professional business setting, because right now I feel like I have to put up this very solid, non-transparent exterior of leadership or whatever you want to call it. And that's exhausting. I just don't want to do it anymore. It doesn't get me anything. I just want to be more of a human [coach laughter] right.
- Matt: [14:42](#) So I think that's one of my big next steps or takeaways of figuring out maybe some opportunities in the right settings to overtly sort of demonstrate that I'm connecting on a human, emotional, interpersonal level on some things that previously I might have completely avoided or shied away from because it would have been uncomfortable for me to engage in that emotional side in a business setting.
- Carly: [15:25](#) Hmm hmm. Okay. So we can work with that. Uhm, but what's the second one you said. Loose end?
- Matt: [15:31](#) Well, the other one is maybe more of an aspiration or a positive goal setting I suppose I guess as I would frame it as. I have recognized that, uhm. I guess, how should I say this,. I've recognized that I have a lot to contribute or a lot of things I want to get done in the bigger picture. And we laid out several sessions ago, uhm. Let me just look back to it. We laid out this life purpose and these bold pursuits or positive disruptions. I think a lot of these things are longer term, but I'm sort of hungry to take some steps in that direction while I'm working on myself, yes, and working on my emotions and being in touch with my emotions, I think that's one path that I need to continue to go down.
- Matt: [16:46](#) But in parallel, I think there's a parallel path, which is while I'm working on myself and my internal emotional connection and emotional state, I also want to step myself in this direction of achieving some of these big pursuits, positive disruptions and like taking some tangible, concrete steps towards some of those pursuits.
- Carly: [17:12](#) Okay. Uhm. So interesting enough the image that came to mind when you shared ah, the first one and the second one to me, was your vision of you as a leader. I'm wondering if there is a thread through there or whether you know there is a thread between these two, or is it? [client interrupted].
- Matt: [17:35](#) I think so. I think what I'm finding and like I said, I've only been in this job now for what, a couple of months really. Three months. But I think what I'm realizing is that now that I'm at this

officer executive level, I think my leadership is less and less about project management and holding people accountable and hitting milestones. That is stuff that came very naturally to me in lower levels. Uhm you know. I've always been an effective executor and part of my brand has always been, 'You know, hey, he gets things done.'

Matt: [18:24](#) But I think what I'm finding more and more is that at this level, my leadership style is much more aspirational. It's uhm giving people space to think, to innovate, encouraging an environment in which. Challenging status quo and challenging ideas is acceptable and encouraged. I think it's setting an example of the fact that, not only is it okay to be a human at work, but humans are naturally creative and that's how we're going to solve the problems of the future, so it's okay to be a human. And it's okay to think big.

Matt: [19:20](#) And you know, I think this promotion of thinking big, is something that I want to instill in everybody that's around me. Because I can't do it by myself, but if I can encourage a culture, in which other people exceed with maybe what they even believed are their own capabilities or own limits because they're in an environment that encourages creativity, and that encourages big thinking. Maybe even sometimes at the expense of some things won't get done tactically. And that's okay.

Matt: [20:05](#) Like that's the leadership style that I want to take forward.

Matt: [20:20](#) Carly, did I lose you?

Carly: [20:22](#) No sorry, I had my phone on mute. You wouldn't hear me cough there. [laugh]

Matt: [20:27](#) Oh okay.

Carly: [20:30](#) So I'm wondering you've done a lot of good thinking again about this. What do you envision would be a good outcome that you would like us to work with for the rest of this session?

Matt: [20:44](#) Well, it may be good to stay on that topic of leadership style. And it sounds like maybe we've got these dual tracks that are somewhat complimentary. It might be useful for me because I'm always craving action items for better or worse. That's my strength and weakness all tied into one. Uhm, is, what are some tangible things that I can go do uhm, in service of that vision of my leadership brand.

## Carly coaching Matt 5 transcript

- Carly: [21:26](#) Okay.
- Matt: [21:29](#) I think that would be useful.
- Carly: [21:32](#) Okay, so you've got these dual tracks. Uhm. Yeah I mean, how like. How would you start exploring these dual tracks?
- Matt: [21:49](#) Forgive me, I'm just taking a few notes.
- Carly: [21:51](#) Sure.
- Matt: [21:51](#) So there's this human, emotional track. And then there's this, what did we call it, sort of aspirational, uhm motivational track. So on this ah human, raw, sort of emotional track. And certainly I could share some more of myself and my personal life with more people around me.
- Matt: [22:51](#) I mean the simplest thing I can do there is just. As opposed to engaging when I see people in the hall, you know as opposed to engaging in, 'Hey, what's new, what are you working on? How can I help?' Which is my common thing that I do. It may be as simple as saying, 'Hey, here's what I did this weekend, what are you up to?' Uhm, because I'm not sure people really. I mean there's some, there's a lot of people that know me personally in my circle of friends and colleagues, but this is a huge organization. And I interact with a lot of people and there's probably a few amount of people, particularly in my peers, which are not in my age group that don't really maybe have as much information about me personally and what I do outside of work and what motivates me and what I'm interested in. And that kind of thing.
- Matt: [23:51](#) So if I was going to pick maybe a segment of the organization to really develop this, uhm I think it would be with my peers. My officer peers that just are not in my social circles because our age groups are so different.
- Carly: [24:11](#) Yeah. Well I think that's great. It brings me a question around, how, how much do you know about the human element of the people that you most work with?
- Matt: [24:28](#) It varies. I'm fortunate enough to have as part of my professional network, a lot of people that I interact with on a personal basis as well. So with, with you know the people that are in my personal circle, my social circle, I'm pretty well connected in terms of the human level. But you know obviously I have a lot of folks that I work with on a more peripheral level

## Carly coaching Matt 5 transcript

that quite frankly, I don't know a whole lot of personal things about. Uhm. You know, I mean you pick up some things here and there but it hasn't been as much of a priority for me to ask those kinds of questions, for better or worse.

- Carly: [25:20](#) Yeah, no I understand. So if you were to engage these two tracks, the human emotional and these aspirational motivational to ah bring those two together somehow, what do you envision happening?
- Matt: [25:37](#) If I was going to combine them you mean?
- Carly: [25:40](#) Yeah, I'm just wondering uhm. I'm just wondering whether there's a combination or whether they are in fact two completely different tracks?
- Matt: [25:51](#) Another good question. Well clearly they're not totally separate because the aspect of being aspirational and thinking big, is a technique and how leaders you know, the really impactful leaders do that, is they appeal to some innate sense or emotion, some very strong emotion in people, right.
- Matt: [26:26](#) So on a negative side you know there's leaders, I'm sure that we could name, some of which have been on the TV recently that appeal to fear uhm as an emotion to motivate, to inspire people. And then there are leaders that appeal to sort of a sense of wonder or love or uhm justice uhm, as a way to mobilize.
- Matt: [27:03](#) And so in that sense, connecting with people really you know, fundamental emotions, and actually reflecting their emotions, you know some the best politician will channel people's emotions and sort of mirror them back almost in a speech or whatever. And those are the people that connect the most I think. And are most aspirational, right.
- Carly: [27:37](#) Mm-hmm. So it leads me
- Matt: [27:40](#) So-
- Carly: [27:40](#) I'm sorry.
- Matt: [27:40](#) Go ahead. No go ahead.
- Carly: [27:42](#) I'm wondering who you admire as a leader? Really admire. [crosstalk 00:27:47]



## Carly coaching Matt 5 transcript

- Matt: [27:47](#) Yeah. Yeah. Well the folks that I really admire. Uhm I'll name two, two different names for different reasons. One is uhm Elon Musk. I mean here's a guy that just, when you think about 'think big,' I mean look at what this guy does. He's sending rockets into space and landing them down, you know and landing them successfully back down on. Like that's insane, right. He's got a car company that has completely open sourced his designs. This is revolutionary stuff. I mean uhm. That's to me, when I think, thinking big, thinking aspirational, changing the world, like that to me is amazing.
- Matt: [28:50](#) Uhm. And the other name that that that, you know I think the guy takes a beating from a lot of different corners, but I think Obama's style really appeals to me in the sense that I mean you look back at what he's accomplished. I mean he's done a lot in his presidency. Uhm, and you know people knocked him a prophesial, and he doesn't really show a whole lot of emotions so maybe he's a bad example it's that sense, but when he was campaigning, he certainly brought the visionary, brought the aspiration, brought the emotional. I mean he hasn't done it as much as President because I think he understands how sober his job is and how serious it is. But uhm when he's in campaign mode, his emotions are, he wears them on his sleeve right.
- Matt: [29:53](#) So I mean those are some examples of models that I have responded to.
- Carly: [30:03](#) Yeah. It's interesting. Did you see uhm the Jerry Seinfeld, Obama thing, the drive thing?
- Matt: [30:13](#) Yeah. Where they got coffee and cars and they yeah. Yeah.
- Carly: [30:17](#) I mean to me, things like that brought out more of the really human element and Michelle Obama is one of the most real people I've-
- Matt: [30:25](#) Ah, she's great.
- Carly: [30:27](#) Unbelievably real, authentic people that I've witnessed.
- Matt: [30:31](#) Well that's Hilary's problem. She can't connect emotionally, right. I mean she's such a policy wonk. And she's so smart, and knows so much about so many things and is clearly eminently qualified in so many ways. But she doesn't seem human to people. You know. And I think that's why, whether you call them dual tracks or complimentary tracks, like I think yes, you have to be aspirational, but you also have to connect on a

## Carly coaching Matt 5 transcript

human level because people don't respond to people they don't trust or don't know.

Carly: [31:13](#) Mm-hmm

Matt: [31:15](#) Even if they've got a great vision.

Carly: [31:17](#) Yeah. So interesting uhm. You mentioned that you want to be a person that doesn't have to, I don't know your exact word, but you don't want to put on this, this façade. You want to be this real human being and you want to be this aspirational leader. So what, what would you need to shift in your mindset for that to occur?

Matt: [31:43](#) Mm-hmm. Yeah, that's a good question. Well, the thing that comes to mind is, throughout my entire career, and talking about this façade or whatever, I can't remember the exact word I used but. You know it was one of the need to wear a cloak of just completely unquestioned excellence. Like success in all aspects. The go-to guy, the stand out. The one that gets called in to solve the hard problems.

Matt: [32:23](#) And that's worked obviously for me, professionally, uhm in climbing the ladder. But it also it doesn't feel authentic it's the sense that, uhm. I think it felt authentic then because it was a means of self-validation. But now that I've achieved a significant success in my career, it's like, okay, I don't need this continuous self-validation anymore. I mean it served me well for the time that it did. But it's almost like, okay I have the luxury of not needing constant self-validation anymore.

Matt: [33:06](#) Uhm, and so dropping that need to be successful, quote unquote, successful in all things, all the time, and to not, frankly not be as tied in to all the daily issues that people come to me with that really are just below the radar, below the line. In my old method of thinking, all of those long list of items would be put in a queue and I have to check them all off before I could sleep at night. Not literally, but figuratively.

Matt: [33:53](#) Uhm. I think part of what I have to let go, be able to do is just ignore some things. I mean literally, just ignore some things that just aren't important. And maybe even being willing to tell people, 'Hey, this is not ...' I mean tactfully obviously, but tell people, 'This isn't something that I can engage in. Just saying no. This isn't something we're going to do.' Because we're focused on the big things, right.

## Carly coaching Matt 5 transcript

- Carly: [34:29](#) Mm-hmm. Good. And it brings me to ask you, how would you redefine 'excellence' then as Matt, this new Matt?
- Matt: [34:37](#) Yeah. I think it's a couple things. One it's less about me. And it's more about the collective wake of people and promotions and success and achievement that I leave behind me right. So it's about the people in the organization and around me that I can leverage them collectively to achieve big things right. So it's less about my success than it is about what I can achieve through collective groups of people.
- Matt: [35:43](#) Uhm. And I think it's about, as opposed to, just being successful on a day to day basis with whatever task gets thrown at me. Which almost defining success is like, okay, covering the entire chess board, right. Like I have the entire chess board covered. It's, instead of that, it's picking the strategic pieces on the chess board that are going to win the game in three moves. [coach laugh] And putting nearly all my efforts there right. Uhm. Because, it represents something new and innovative and something that people haven't thought of before right.
- Matt: [36:42](#) Uhm. That's what I want. Like achieving the stuff that's on my plate or on just in general on your plate, that's like, okay, here are the five or 10 things you've got. Like, that was good enough for me previously. It's not good enough anymore. It's not, not good enough is the wrong phrase. But it's always going to be fulfilling for me. What going to be fulfilling for me is instead of solving 10 medium size problems a quarter, it's going to be, 'What's the one or two or three big things in the next year or two that I can champion through this organization harnessing collective resources to move the dial?'
- Carly: [37:30](#) Mm-hmm. Mm-hmm. And how would you get self-validation from here on as well?
- Matt: [37:43](#) Well, I think it might be through seeing those around me building their own capabilities and achieving things. You know so some of the leaders that I'm grooming and developing, like seeing them come into their own. And seeing them get success, I think is validating for me. So it's not going to be about as much about me, necessarily. It's going to be about them and what they're achieving. And unlocking their sort of potential. I think that's one way I can get self-validation on a more frequent basis.
- Matt: [38:24](#) And I think just being. I almost want to say self-validation shouldn't. I'm not even sure if it's a reasonable or a laudable thing to try to replace it. It maybe better to just live. To just

## Carly coaching Matt 5 transcript

enjoy the conversations like, 'Okay, I'm at a point in my career right now where I'm getting more freedom to engage in the things that really motivate me the most.' Great. Just enjoy it. Right. I mean, enjoy that, enjoy the fun the time I have outside of work you know. Just enjoy it. I mean I almost wonder if just drop the whole need for self-validation and maybe you know easier said than done. Uhm, that's what pops into my mind initially.

Carly: [39:31](#) Hmm. Hmm. So let me check, how is this helping you to tie up the loose ends around these two tracks?

Matt: [39:36](#) Yeah. Well, I guess to your point, it's probably not two tracks. It's probably complimentary, a complimentary leadership framework. And I think I'm on the direction. I'm headed down this path. It's not like I need to pull a U-turn, right. I'm headed down this track. So in some sense it's just. It's validating to just have this more formalized framework to think about the track that I'm headed down.

Matt: [40:20](#) Uhm. And I think it may just simply mean doing more of it right. So allowing myself and being attentional about it in other words right. So I've maybe peripherally felt that these are the things that I want to pursue and there's almost like a sense of, 'Oh geez, I'm kind of getting away with it. I'm getting away with being able to engage on these higher level things in my job.' Uhm, you know. But I think it's reframing that and saying, 'No, that, that's my job.' I'm not getting away with doing something extra or on the side. This is why I'm here.

Matt: [41:04](#) Uhm. And maybe being a little bit more open with people about how I see myself and how I see my role, uhm, and, and being more transparent about that. And just saying, 'Yes, this is how I see my role, this is how I see myself, and. Sort of opening up on two fronts. Opening up on, 'Yes, this is my role, and this is what I'm tasking myself with. And people that will come work with me, and this is what we're going to do. And opening myself up on the front of just being more willing to connect and take some time to connect on a more human level, pretty much in all aspects of my life.

Matt: [41:48](#) I think that goes beyond just the professional realm. I mean, yes it's in the professional realm, but it's also maybe being a little bit more. Taking some more time and putting a little bit more priority on some of my friendships and things that like outside of work. Uhm. I think that would serve me well in lots of different capacities.

## Carly coaching Matt 5 transcript

- Matt: [42:12](#) So this theme, I think that ties these two things together is openness and transparency.
- Carly: [42:22](#) Hmm. Nice.
- Matt: [42:25](#) Which, conflicts or you know is in opposition to the sense of needing to be guarded. Which is where the root of all my anxiety is right. Is I have to be guarded, I have to be perfect, I have to protect myself. I always have to be Johnny on the spot. If there's any issues that pop up, I can't fail, nothing can slip. Uhm you know, I need to cover all my bases. That's that whole guarded, defensive mentality is, what, is where my anxiety springs from. And so the opposite of that is, I am who I am. Openness, transparency. Here's what I'm good at. Here's what I might not have time to engage on. Here where I might not be able to help people. But you know this is where I see myself and I'm focused here, and if you like it, great, come on board. If you don't like it, too bad. Sorry.
- Carly: [43:29](#) That's great. When did you get this distinction, openness and transparency versus guarded?
- Matt: [43:35](#) Just now.
- Carly: [43:37](#) Really?
- Matt: [43:37](#) Yeah.
- Carly: [43:38](#) Cool. Well done.
- Matt: [43:40](#) Yeah. Just now. Uhm. But it makes sense. I mean it ties together a lot of the themes that we've discussed. Uhm. And I think it's probably going to be the topic for my therapy appointment this afternoon, as I'm thinking through it.
- Carly: [44:02](#) Great. So let me check because we're almost at our time, would it be useful to. Do you want a checklist of some things to do or do you feel like you just want to leave it with this question of. Or this realization of where your leadership and you as a human being is?
- Matt: [44:22](#) Yeah. I don't necessarily. Let me reverse my opinion from previously. I don't know that I necessarily need a checklist walking out of this discussion. I think it's enough to be able to connect with these themes and sort of realize that these are worthwhile pursuits and worthwhile themes and that I do have the permission to engage in these things. Uhm. And I want to

## Carly coaching Matt 5 transcript

explore this a little bit further with my therapist as well because I think it's touching on some things that may help me explore some of those anxiety issues.

Matt: [44:59](#) So I think that's going to be my. I think if I had to say what my next steps out of this would be, it's A. I'm going to kind of pursue this in the therapy realm. And B. In the professional setting I'm just going to continue to look for opportunities to embrace these leadership traits uhm as they come up and to not think of it as an indulgence or something that I'm getting away with. But to truly embrace it and say, 'This is who I am.' And I think giving myself the permission to do that, I think will yield some fruits. Probably more so than just having a couple of checklist items.

Carly: [45:38](#) Yeah. Well, the other thing that uhm struck me is something you said really early in this call around laughter is a healing thing. Uhm. Yeah I don't know, is there anything specifically that resonates with you around that statement to continue to work with, or not?

Matt: [46:04](#) Yeah. I mean, well it goes back to this whole sense of being guarded. If you're guarded and you're constantly on defense uhm because of perfectionism, I mean, there's no room for laughter in that space. But in an open, transparent state of mind in which you are who you are, you're an imperfect human, you're okay with it. You're going to do the best you can in the areas that you think are important and you're going to fail in some other things, like there's almost the sense of sort of irony in that. And sort of, you know, it's a lot more carefree of an attitude, right. And so there's a lot more opportunity for laughter. Laughter at oneself, laughter at your failures. Laughter even in success and enjoyment with other people. I mean so, I don't know. In some sense sort of through realizing ones own limitations and imperfections, it's almost liberating in the sense that you know laughter and humor and just sort of the absurdity of our human condition, is ah freeing in some sense.

Carly: [47:25](#) Yeah.

Matt: [47:25](#) I don't mean to get all philosophical on you.

Carly: [47:28](#) Yeah. No I like it. So uhm, are you ready for us to start finishing up here or anything else you want to say?

Matt: [47:37](#) Yeah I think so. I think this was as great, as usual, it's a great conversation.

## Carly coaching Matt 5 transcript

- Carly: [47:41](#) Well this is our last one. Uhm. So is there anything you want to say about where you started five sessions ago and plus our EQ profile debrief and where you are now?
- Matt: [47:51](#) Yeah. Well I think when I first started, I didn't know where this was going to go. You know I'd sort of had some thoughts about, 'Oh geez, I'm in the middle of this job transition, you know I've got these anxiety issues' that I hadn't really explored much at that point. And so looking back at that, I had only very faint glimpses of maybe what these conversations would achieve and where they would go.
- Matt: [48:28](#) Uhm. I'm really happy that we didn't drill down into the specifics of my job transition itself. We talked more about big picture, who do I want to be and who do I want to show up as, as a person, as a leader. Uhm, you know, I took away a lot more self-insight as to, who do I want to be and what do I want to achieve. And how that ties in to some of the deeper anxiety issues that I have.
- Matt: [49:02](#) And so I guess what I took away from this is twofold. One is I got a lot better insight into myself and some of maybe internal conflict that has manifested in the last couple of years in terms of my anxiety and has given me a lot of fodder to talk about with my therapist. So it's been complimentary in that sense.
- Matt: [49:25](#) The second thing is, like I said, this aspirational piece. You know I have a much better vision of what I want to achieve and accomplish over the medium and long term. And who I want to show up as. Which you know is a gift. That's not something that I had had the luxury of or the time or the space or the intention of thinking about up to this point in my career.
- Matt: [49:52](#) And I think it's just a really opportune time to have this self-realization and build out this picture of my self-aspirations. It's just a great time in my career since I'm at this inflexion point as a new executive. And for me to have that vision, as a new executive and know where I want to go and know who I want to be, I think is going to give me a leg up on a lot of people that maybe would be just transitioning into an executive role and just sort of finding their way through it, uhm like navigating through a dark hallway without a flashlight. Like I feel like I have a, you know, the lights are on and I know where I want to go.
- Carly: [50:33](#) Yeah. That's great. Your visuals are always excellent.
- Matt: [50:35](#) Yes.

## Carly coaching Matt 5 transcript

Carly: [50:37](#) Well, it's been absolutely a pleasure to coach you these sessions and to get to know you a little and uhm. I've just seen the progression around, especially around the, uhm some of the emotional stuff. And how you've really embraced some shifts there and ah yeah, I think the company is very happy. No the company's very lucky to have you. So yeah.

Matt: [51:08](#) Well thanks for saying so Carly. I appreciate that. And I appreciate all your insights. It's truly been valuable for me. This was a great experience.

Carly: [51:20](#) Thanks Matt. Well, good luck. Go out there and conquer.

Matt: [51:28](#) All right.

Carly: [51:28](#) In an aspirational, emotional connected way.

Matt: [51:30](#) Thanks Carly. Well hopefully our paths will cross again.

Carly: [51:35](#) That would. I would love that.

Matt: [51:36](#) Okay.

Carly: [51:37](#) All right. Take care.

Matt: [51:39](#) Okay. Bye bye then.

Carly: [51:40](#) Bye.