

Evelyn coaching Eunis transcript

Coach: 00:01 Hello, Eunis, good to see you today. How are you?

Client: 00:06 Oh, hello. Yeah, I'm doing well. I'm doing well. It's been a very nice summer so far. Lovely weather. And now when vacation period has started here, it's quite calm in the office. Yeah, I am one of the few around. So it's no, it's very nice, actually.

Coach: 00:26 Great. So you have some calm time at work.

Client: 00:32 Yeah, finally, the this, this spring and this summer has been very busy, we have had a large reorg and I have been recruiting for my new group, and doing the expectation management for for our portfolio, and transitioning from my old role into my new role. And so I'm quite happy that they get some slower pace, and maybe get some time off to do some reflection, reflection on work and, and work life balance and so on. Yeah.

Coach: 01:10 That's nice. So first, I want to thank you for allowing me to record our session today, for ICF credential purposes.

Client: 01:20 Sure, I'm just, I'm happy to help, yeah.

Coach: 01:23 Thank you, you mentioned that you have been doing reflections about work and life during this calm period. What's most on your mind today for us to work with?

Client: 01:39 Uh, we are, we are switching from the, switching office setup from virtual to hybrid, which means that we will do two three days at home and two three days a week at work. And one issue that I have seen is that when my staff, they are product, product managers, they are burning for their stuff, and they are working a lot. So therefore, I see that most of my staff, all of them, actually, they work too many hours when we do working from home. Myself, I'm one of them for sure. And I feel I have trouble pacing myself. It's just work, work work all the time. There's no, this is not sustainable over time to do this. I'm 53. I don't want to do that either. I feel I'm achieving things at work. But I also feel that this is not a good situation going forward. So So I think the problem is, since COVID, we have been we have started to work from home. It worked brilliantly for us for Erikson. We've been really good. But that's been since March 2020. And we do our virtual meetings and then people just book more and more and more meetings because things that we could have sorted in individual meetings, just in the corridor. Everything takes longer time. So we need to have organised meetings there's no one doing meetings just ad hoc, there. So the thing is, and we are, we are dispersed over many time zones and it feels like this the awareness of work versus private time and time [poof sound] that just disappeared with COVID So I feel, I feel I have to find a better and proper balance. When I get tired, I am no longer productive, yeah.

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Coach: 04:15 Balance, what does balance look like to you?

Client: 04:20

What does balance look like to me? I don't have any problem working 9 hours 10 hours per day. But I think what I feel now is getting a bit older and so on. I feel I need breaks. I need to take a proper lunch and then to maybe take a walk 20 minutes just round the block. Yeah. And I really can feel the difference between the days I have done this. I have taken a proper lunch. I have taken a walk. Maybe I go up 10 minutes after meeting and do something else at home. Just change my mind shift my mind a bit there. Yep, I can feel the difference there between those days and the days I don't do that so I think it's just I intellectually know that I'm more efficient when I take lunch and take breaks and that will be I will be less tired and so I will have more energy and then yet I don't. That's so stupid. So I need, I want to get less tired. I want to be less tired after work so that I can end the days with having a nice quality time with with my wife, yes. Playing games and swimming, working out and whatever. yes. So for me so for me basically what it means is that we work we work for sure. But I do take break and lunch and I do rest a bit, and then so I'm not so tired. That's what I mean. Yeah.

Coach: 06:18 I hear your frustrations, want a balance where you take lunches, take breaks and have quality time with your wife. [um] And virtual work started as you mentioned back in March 2020, what makes this topic of significance for you now?

Client: 06:43 Why is this important now? It's been it's been important up and down during this period. And but now I'm moving into a new position and I've been offered a product management head of product management position. And this is new to me, I have always been in R&D. And then of course one wants to produce well from start I need to be top shape to take on this role. I need to be my best so I want to do that. This spring, I was very tired. And also I ended up with diagnosed high blood pressure and I think partially from genes and genetics and stuff but also partly for for pressure at work. So there are many things that yeah, there are several things that make this important for me right now. Yeah. So and, the thing is, I can also feel where we're doing big reorganization in the in our business area and then yes, now vacations are here and pressures going down. But it's like feels like the calm before the storm. Yeah. So after the summer I can for sure feel that pressure will just hit us like that. So if we're working two to three days per week from home, I need to be much more structured in how I spend those days. And not not with how I do my work it's about taking breaks actually so that I keep high productivity all the time. Yeah. So So I think it's it's a good time actually to reflect on this now when we are in this calm period now or I am in this calm period.

Coach: 09:01 Sorry to learn about high blood pressure. Um, when storms come now, like the way you said it, what will prevent you from taking breaks or lunches?

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Client: 09:16 I don't think there's anything actually preventing it. It's myself. It's the, my expectation on myself. It is in my own brain. I just tried to squeeze in as much as possible everyday. There are so many things happening all the time that people want to pick my brain. They want to bounce ideas with me, discuss things and they need help to do things. And I feel that as a manager, I should be there, shouldn't let them down and say no, yeah. It's so much now that we were actually down, before summer, we were down to 30 minutes meetings so that we can squeeze in squeezing more topics per day. But the thing is, that's it, we were like 15, 10, 15 meetings with different topics per day. And that's not healthy and the context switching is terrible. And no one can have that as a sustainable way of working Yeah.

Coach: 10:19 I can hear your desire that you want to work with it. What would you like to walk away with from our session today?

Client: 10:35 Hum, yeah, I, I want to feel confident about that I can really work with with taking breaks and, and just solve this situation where yes, work, work, work and don't relax. I want to have a balanced situation. As I said before here to work and balance life. That's what I would like to do.

Coach: 11:06 Okay, so you want to feel more confident. And where about are you now with regards to your confidence?

Client: 11:13 [laughters] Yeah. Maybe half way? Yeah.

Coach: 11:20 Okay, so what's in the half way that you already have?

Client: 11:27 I think just talking about this is good, because that, that kind of gives me awareness of the situation. And you have to spell it out for yourself. Yeah.

Coach: 11:41 And where would you like to be at the end of our session?

Client: 11:49 I need to feel definitely feel more confident about addressing the situation, I will be feeling more confident that I'm ready for this storm approaching. Yeah.

Coach: 12:03 Okay, so more confidence and what would be a good measurement of our success for our session?

Client: 12:13 Um, having been a program manager for decades, yeah, before moving into my new role there. So therefore, of course, I love actions. I would like to have some S.M.A.R.T. actions about how to

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handle this situation. How to resolve the situation. Yeah. And I would be very happy and definitely more confident. If I have maybe three, four, S.M.A.R.T. actions that we can work with, yeah.

Coach: 12:46 Three, four S.M.A.R.T. Actions and what make actions S.M.A.R.T.?

Client: 12:52 Ah, okay, sorry, smart here, I don't mean intelligent. I meant like change management. Specific, Measurable, Actionable, Realistic and Timed targets that you can follow up on. That's all.

Coach: 13:10 Aha, so that's, that's truly smart. So I hear you're saying, you want to work on the balance of working life, and have three to four S.M.A.R.T. actions to feel more confident to work with long hour no break, no lunch situation for our session today?

Client: 13:34 Yep, yep. That's a good summary. Yeah. That's what I want to achieve.

Coach: 13:39 Okay, great. And what do you bring with you today to ensure that you will achieve that?

Client: 13:46 What I bring? Okay, I think I bring a strong desire to improve. I'm highly motivated to change and of course, then I have a coach. Yeah.

Coach: 14:05 [Laughters] Okay. So, what do you think we need to address first to achieve that then?

Client: 14:16 Hum, yeah, what I will start with first, that will be myself. I know, the things I know what I should do. Yeah, and I also I have the toolbox I have the mechanisms to handle this it just that I just get into the flow and I don't execute on it. [sigh]... yes, yeah.

Coach: 14:38 Hum, that's a big [sigh]. So what is it?

Client: 14:42 Oh, no, sorry. That's more frustrated and disappointed about myself. Yeah. And especially when I started talking about this, I feel stupid. Yeah. Feel like like I start the day, like I jump on to a treadmill, then I just run, run, run, run, run, run. And then this treadmill and just continue running on it over and over and over and over, then there's no end to it. And then no breaks or anything, oops, nine hours just passed, yeah, and then I'm really tired.

Coach: 15:17 So you jump on the treadmill in the morning. How does exactly the treadmill run during the day?

Client: 15:28 Yeah, my days are always fully booked. It's so packed that my colleagues they comment on it. You're always blue in the calendar. Yeah. So yeah. What happens is, I get up in the morning, I

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have a breakfast, actually I take a proper breakfast and so on. Yeah. Read my paper. And then I go onto the treadmill. And then I'm there. The treadmill is just, it continues to go and go and go, and one meeting after another. And there are no breaks, no lunches, no lunch breaks. I eat during meetings even. So I can squeeze in something over lunch, or someone else squeezes in something over lunch because everyone else is fully booked. Yeah, and we just continue like this into the evening. Yeah. And then it stops when I'm too tired to work or my my wife goes down to check on me and say that, should you stop working now? Yeah. So then I go off the treadmill and that I'm tired. So I know that this is not efficient. It's just not good. It's not good for my health. But I just keep doing it. That's that's very, very annoying. Yeah, and what I'm talking about during the area, I can visualise myself on this treadmill. Yeah. But I don't understand why I do that. That really frustrates me.

Coach: 17:15 I hear your frustration about the situation. And I also have some thoughts to share with you to see if that lands with you. If it does, great. If not, let me know then we move on. Would that be okay?

Client: 17:28 Oh, sure, definitely.

Coach: 17:30 Well, I hear you're talking just now, it seemed to, seemed to be multiple Eunises.

Client: 17:44 ... multiple Eunises, hum,... yeah, maybe. yeah. I feel from that perspective. Yeah. There's this one who's running continuously on the treadmill? Yeah, for sure. Hard working no breaks, achieving things at work. Yeah, and try to achieve more and more and more and to fulfil everyone's expectations and so on. Then then the one who actually was the reflecting one now, who analyses the situation and breaks down the problem and do see the values of having breaks and lunches actually understand about the situation and actually understands that prioritising the health situation will increase productivity.

Coach: 18:35 So there are two Eunises. One is the hard working and the other one is the clever reflective. Who am I speaking to now?

Client: 18:46 Now you are speaking to the program manager Eunis, who wants to solve this problem, yeah.

Coach: 18:50 Okay. You sat straighter while you were speaking about the Eunis who wants to solve the situation. What's happening there?

Client: 19:03 Um, while I was talking about this, and I see both of these Eunises so to say, so I'm fairly confident I will be able to sort it now. I can and the thing is, both of these perspectives of Eunis these

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Eunises, they make sense. They're both good points of views. Yeah. So I think we have to, both of them have good intentions and good insights or values and so on. So, yeah.

Coach: 19:39 You said, good intentions, good insights. And how so? The Eunis who wants to get this situation solved.

Client: 19:51 Yeah, this hard working Eunis that's, that's the one who is appreciated at work. Yes. And he he delivers some. So and the smart Eunis, that's the one I need to listen to, to, I can have a good life and a good work life balance. And I want to I want to work or not work. Sorry, I want to spend more time with my hobbies as well. Both cooking and photography. Yeah. So that's important for me to free up time. And of course, spending time with my wife as well. So they both have different views here. And I need to combine that. The hard working and supportive Eunis here, he obviously sees taking breaks as potential problems, because that would slow down progress that I have. I can solve more by pressing in more in my calendar, yeah. And then solve things faster by not pushing it another day. And so so the break here is an opportunity to support people and work with people so that we get more things done. Where the the clever reflectiveness Eunis that the second one that we observe here, sees the value of being efficient over time as well. Yeah. And that efficiency and productivity and so on. It's, it's actually an effect of the of the work life balance that you actually do take breaks and so on. So, yeah, I think I think clever Eunis needs to tell the hard working Eunis that hard working Eunis has not seen the whole picture. Because if you, if I don't reduce my work pressure, I will continue to have problems with a high blood pressure, like being tired and so on. So if I get a better life, I have more time I get more energy. And then I wake up, happy to go to work and then I will produce more. That's that's sustainable efficiency. Yes.

Coach: 22:27 Now hearing all these, what's coming to your mind? The Eunis who wants to get this resolved?

Client: 22:39 Um, both sides are valid, of course, yeah, as I said before, should and wants to work hard. I like my job. And I like to see the effects and the impact that I make. Yeah. And so I want to achieve something at work, and fulfil expectations. So that feels good, of course. But I also know that I should work in a clever way so that I can prioritise life and health because that actually will over time, make me better. So I will only work better and fulfil expectations when I do take breaks and lunches over time again, then yeah, I need to feel well. So basically, basically like this, working long hours without breaks. That is, that's a simple way out of the workload situation. It's not strategic. It's not clever. Yeah.

Coach: 23:42 Simple way out. What makes it simple?

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Client: 23:49 Um, I mean, it is it's a convenient way of doing it. You don't need to think, you just slot things in, right, and you work. You don't need to resolve any underlying problems in why there's so much in my calendar. You just have to respond to what's coming in and, and act on that. And when I think about it, it is, it seems to be convenient, even lazy. When I talk to talk about it. I will never do that. This way. We're having like a work issue. Yeah, that's when I would be breaking down and analysing everything and now here I just work harder shovel harder. That's I think it's a lazy way out. Yes.

Coach: 24:44 That's the simple, convenient, lazy way out. And what are some other ways out then?

Client: 24:55 Yeah, of course, there's this the simplest way out. Stop responding, that of course not that you can't do that, if you want to have a career and if you want to be a manager, of course that's not viable and must support my employees and meet the expectations of the people around me. So the only way that could be a way forward is to take this this smart way of solving it. Yeah. To look into underlying problems here, to analyse what patterns drives me and to see what's the best for my group to, for me to work with my group. Maybe grow my people by delegating. Working with strategically make sure everyone understands strategic direction. And then Coach: Coach: them so to say, not like you, but like a team coach. yeah.

Coach: 25:55 How do you feel about this smarter way out you just mentioned?

Client: 26:04 Yeah, the smarter way out, that's that's obviously the only good solution. I think that's the best way moving forward. So but the thing is, same time, it requires me to spend some time analysing and find better ways of approaching the situations Yeah. And what that will, that will actually have a much more positive impact on me. And my work. Of course, in the long run is my health situation. Yeah.

Coach: 26:40 Hum, so, so what make it positive?

Client: 26:47 What makes it positive to, I think that taking the time to find actions, that that will reduce the level of stress. I think that's the positive thing. And among that is, of course, like building my delegating more and improving my employees. Yeah. That's something that will have a positive impact on me. And also for my employees as well.

Coach: 27:16 So I just want to do a quick check in, at beginning of our session, your desired outcome for today is to feel more confident to have three to four S.M.A.R.T. actions to work with the long hours, no break, no lunch situation. How do you feel with regard to our progress?

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Client: 27:44 Well, I think we're doing well, very well. I think just having this conversation helps me to see my situation better, actually clearer. I didn't spend time on breaking this problem breaking up this problem. So I had a big puzzle earlier about this and myself, and why why I know everything I need to do but still I just continuously roll on on the treadmill. Yes. So now I see the reasoning clearer right now. And I like the fact to come up to this, that reactive thinking that it was a reactive thinking short, short sighted, simpler solution that that has helped. I also start to feel the importance here of and value of taking time to reflect actually, of course, I understood that before Yeah, but but maybe some once in a while you need to be reminded this conversation helped me actually quite a bit. So we're doing well, thank you.

Coach: 29:03 That's good to know. And what else would you like to explore to best serve you during the rest of our session?

Client: 29:15 Um. I would like to explore some some S.M.A.R.T. actions that I can take. [laughters] I like actions.

Coach: 29:22 [laughters] Sure indeed, the S.M.A.R.T. actions. So where would be a good place to dive in to explore to find some S.M.A.R.T. actions?

Client: 29:33 [laughters] Um, maybe dive into the treadmill of upgrade the treadmill and have an automatic programme every 15 minutes after running there will be a 10 minutes break and then absolute pause for lunch 60 minutes every day. Yes. And then the treadmill will be powered off entirely at six o'clock every single day. And during the last 10 minutes, I will, hum, I will upgrade the treadmill so I have a 10 minutes cooling down time to allow Eunis to reflect on his day, something like that. Yeah.

Coach: 30:19 That sounds, sounds cool. And what would the clever reflective Eunis say, about this treadmill upgrade?

Client: 30:33 Oh, he will for sure like. It is a good decision and that's what helped a lot with efficiency and productivity. And then of course, like health and everything so adding time for reflection, analyse the situation and that's of course what I should do and that will bring results as well. And, yeah, will help me to fulfil expectations as well, uh. That is the right away.

Coach: 31:05 What would the hard working supportive Eunis, what do you think he will say?

Client: 31:11 Yeah, okay, as long as this upgrade doesn't disturb production. That's the normal thing our customer says to us. Yes. So of course need to continue to fulfil the expectations on me. And I need

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to do well in my time in my new role. So, if I can do that and I will, that Eunis, will be fine with the upgrade I think yes. And all Eunises will be happy for if we are not exhausted at the end of the day.

Coach: 31:46 [Laughters] Ok, there seems to be some alignment about this upgrade decision.

Client: 31:50 Yep! Yes, there is. So when the upgrade happens, I will be more productive and I will be able to rest so everyone has. It's a win win situation for all the Eunises. [Laughters] Yup.

Coach: 32:04 Okay, so, when this upgrade happens, how do things look like for you then?

Client: 32:14 Um, so, you mean by when when this has happened? [ah] The future, future good. I would be relaxed much more relaxed than what I am today and I will continue to be productive on the same level as I am today. But with the with the effects though that I am not tired in the evenings as much I can spend time with my wife and work in the garden socialise with people and so on. Yes.

Coach: 32:46 And how would you feel when that happens?

Client: 32:56 Hum, yeah, hum, I will of course feel good and I said I will feel relaxed I presume is a positive feeling, sense of achievement and being energised. Yeah, so happier as I go to I get to spend more time doing what I love to do outside work working with hobbies and my wife for instance so yeah.

Coach: 33:22 So while you were talking about things after the upgrade, what was coming up for you?

Client: 33:31 Ah, it becomes clearer and clearer I think. Yeah. As the clever and hardworking Eunis, I I should proceed with a treadmill upgrade. Yeah, I will do an I.S.S.U. on me. No, no, I will do an I.S.B.U. on myself.

Coach: 33:52 Okay, so you will do is-sue, iss, what was that?

Client: 33:58 Yeah, that's, sorry. That's ISSU, I.S.S.U. that's In Service Software Upgrade. That's how you do upgrade of software systems in the cloud native contexts. Sorry for that. Yes. And I was just thinking I was my brain wandered off a bit, sorry for that. So I just played with words there. So instead of doing an in service software upgrade, maybe I can do an I.S.B.U., ISBU, in service behaviour upgrade. Yes. That can contain new features. That could be what we said before here, Like instead of one hour meetings, 50 minutes meetings. And I think one thing that we've discussed before that actually is in my mind is then, both this blocking time for lunch and so that I really need to do, I should I should block that out of office, yeah. And then what really stuck with me was this. Maybe I should I should have a

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reflection time at the end of the day, every day. And think to yourself, how did I do this day? Now? How did that take breaks and so on.

Coach: 35:17 Okay, so I.S.B.U. In Service Behaviour Upgrade, that's so creative! And what else about I.S.B.U. needs to be considered?

Client: 35:30 No, I don't think it is something else that is needed to make this upgrade successfully. Other than I must make sure that there's no roll back to the old version, software version or behaviour version, I need to have the self discipline to to make sure that really there is no rollback, there's no rolling back to that behaviour.

Coach: 35:55 So you talk about rollback a couple of times just now and what is it, rollback?

Client: 36:06 The importance for that is to make the upgrade sustainable. Yeah, that the there's no, uh. I need to have the self discipline to to make sure that i i actually continue in the in the new pattern here and do the new things to I want to do, so don't fall back to the simple solution of just working working working working Yeah. So I have to I have to break the current pattern that I need to make sure I work with having the self discipline to continue with the actions that we just have started to define actually and it will take a couple of months to do that. And then I think the first couple of months that would be very important for me in my new position so now is the time I should actually implement this as well. Yeah. I need to the only the first obvious thing is to reflect so to reserve time to reflect every day on how how I'm doing, and that's what will help me to know that and help me to have the self self discipline to to continue. yeah. I think so.

Coach: 37:34 Um, what are some insights you gained about yourself during our session today?

Client: 37:44 Yeah, the thing is I have I have always known that long term efficiencies since it comes with taking breaks and lunches and so on. Another insight instead, yeah, when when the workload gets higher, I used to react with no breaks and open for more time to fulfil expectations instead. Yeah. And that was very reactive, the simple way out as I said. It helped in a moment. But but as I said, it's an easy way out. But that that way of behaving it does take a toll on my efficiency and productivity on my my health health and social life. Yeah. So I have to make the efforts that I really have the insight of I have to make the effort to have a smart way out. And that will help me in the long run. Yeah. I need maybe I need to focus more on this on my self discipline and staying disciplined. Okay, so I can see a balance of work life ahead of me here. So, I'm happy with what we have discussed so far.

Coach: 39:16 I really want to recognise your desire and your openness and insightfulness into the topics! Great work! And with this great insight, what will be the most meaningful next steps for you?

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Client: 39:31 I will I will take action immediately actually I will work when I go back now to work I will start this upgrade immediately and I will add a reflection time slot in my calendar I will add lunch in my calendar block of time as out of office. And I will also put in an additional item to my next unit meeting in the agenda there, to have a discussion with my groups, my group there and the staff so that we do make sure that everyone agrees on that we don't book meetings over lunch and I think that's the easiest thing to do. Yes. And but I think I should care about them as well and their well being yeah another thing that we have discussed before but we're not acted on release is the fact that we can we can book 50 minute meetings you can actually set that in in Outlook so that's something I will do that we are automatically booked only 50 minutes.

Coach: 40:46 So you just came up with four actions for yourself and what else is needed to make the upgrade successful and sustainable?

Client: 40:58 I think the actions are listed here that they will help me succeed in my upgrade. I think with a reflection time slot that will help, I hope, to make a sustainable Yes. So I can I can set up all of these these tools as reminders with which reinforce my discipline, yes.

Coach: 41:27 And what sources of support can be helpful?

Client: 41:36 Um, maybe I can ask my wife to to to come down and check on me I can share my actions with her yeah, that I can can ask her to come and look look to me once in a while. Yes, she used to be a project manager as well. So she will make sure I would be held accountable. Yeah. I think she will, she will be happy to do that as well. Because she also complained a bit about my heavy work, yeah.

Coach: 42:08 Okay, so you have your your wife that could be a source of support for you. And what might your wife fulfil when you upgrade is successful and also sustainable?

Client: 42:22 I think she will be very happy that we can have more activities together in the garden. She likes long walks, but I'm often tired. So I think I will have a happier wife if I work less and I will be more energised. And if she is happier, then, of course I will be happier. Yeah.

Coach: 42:48 Okay, [laughters] so a happier couple. Your energy level is very different compared with the time when we got started. What have you noticed?

Client: 43:01 I think I have more energy. Yeah. The thing is, I feel this conversation I have I'm confident that I can attack I can attack the situation I can solve the problem. And the four actions that we came

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up with now I think the I'm fairly confident actually that I can get them working and have them done and stick, yeah. So I think I will soon be a happier and more energised Eunis, and all of the Eunises probably will be more energised, yeah. I can still be the Eunis on the treadmill, running, running, running running. Yeah, but with the upgraded version. Yep!

Coach: 43:50 Wow, that's a lot to celebrate. And then how would you like to celebrate your progress today?

Client: 44:01 Um, how would I celebrate? yes, yes, I have a couple of hours more to finish before the end of the day. And then I will take time off actually to do what we what I came up with here. I took notes while talking and also. And then I can celebrate her having a little whisky at the end of the day. I know it's Tuesday, but still, I can allow myself a little whisky.

Coach: 44:31 Wow. Anything you would like to say to finish our session so that you can start your celebration?

Client: 44:40 [laughters] No, no, it's just you, you are in between my whisky now. So no, I have no more.

Coach: 44:46 [laughters] Okay, excellent. Thank you so much today, Eunis, for the great session. Thank you.

Client: 44:53 Okay, thank you. I'll see you next time. Yeah.

Coach: 44:55 Thank you. Goodbye.

Coach: 44:57 Bye bye.