

Heather coaching Dayna transcript

Coach : 00:02 Okay. I'm back.

Client: 00:04 Okay.

Coach : 00:07 So what's been happening since last session that you'd like to share?

Client: 00:14 Uhm so lots of changes. Uhm. My manager is changing her position, so she's, her last day is actually Friday. So I have that going on. And. So I've been, I'm sort of in my changing uhm job. And the person I've had supporting me is uhm not going to be here, so that's interesting.

Coach : 00:45 Mm-hmm. [laugh] Sounds like it.

Client: 00:49 Yeah. Now I am trying to do my best to find my way in my job, and determining while she's still here, how I'm going to be supported. Because one of the things in this role is that, because it's over so many modules, uhm is that each product has its own representative. But there's no overarching representative. So what I've been doing in the last couple weeks is reaching out saying, "We need an overall arching like product manager per platform." Um and try to get, I'm trying to make traction and movement. Because right now there isn't anything. I also reach out to RVP, because we need someone. Because I don't have someone as a go to.

Client: 01:53 And my manager has really been the one that's been supporting me. And then if I don't have that, who will I have as a strong supporter? So that's one of the things. Uhm. She actually has someone, it's another uhm manager, that has been an advocate for me on another project, that she said you know that I could reach out to. So which is good. So I'm trying to build a new support system.

Client: 02:24 Uhm, but that's one of the main things that we've been talking about is my work life balance and balancing this job. So I'm trying to break the pattern, which is what was in that email, of what I've been doing, and trying to make a lot of changes. And, so I don't go back into that old cycle. So how can I start fresh, and make it so I can fix issues that

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I have noticed in the past that I have fallen into, and then catch them before they're happening.

- Coach : 03:09 Hmm. Well that sounds like a pretty important topic for today. Is that what you'd like to focus on?
- Client: 03:16 Yes.
- Coach : 03:18 Okay. So you mentioned starting fresh, breaking the patterns. What has evolved for you in that regard since we last talked?
- Client: 03:33 So uhm. Whenever, I noticed that. So one of the main things that happened is that I was falling back into those old cycles. And that was one of the main things that I wanted to stop. So one of the last things that we were talking about was how easily it has been for me to fall back that way. So uhm, what I said I would do is that I would make more time for my family, which I've been doing. It has hindered some of my activities. But uhm, I had to start somewhere, right?
- Coach : 04:13 Yes.
- Client: 04:16 So that's what I've done. So I've put down the work as much as I can, and started breaking the cycle as much as I can. So that was the first thing I did. I've been noticing like I'm working too long, and then stopping it. So I've been making myself more aware. That's what I've been doing.
- Coach : 04:43 Great. So do you uhm, what does that look like or feel like? Like what are you noticing when you're able to break the pattern?
- Client: 04:57 So the first thing I feel is, it's hard. Because it is a pattern. So I feel like the pull of, "I can't." It's hard for me to do it. Then when I'm doing it I feel good. [laugh] Of course it makes more work for me. But in the long run I feel better that I did it.
- Coach : 05:25 Mhm. Got it. So how do you know at the end of a given day that you've achieved the new pattern?
- Client: 05:33 What did you say?

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- Coach : 05:35 How do you know at the end of a given day that you've achieved the new pattern you're longing for?
- Client: 05:45 I don't know that I've broken the pattern yet. I do know that I'm making an effort to stop it, and that I am focusing. Like right now I'm focusing more on my family. And I've also, well I do know that I'm breaking the pattern of working longer hours. Because I've stopped it. So that pattern I am stopping. So I'm not working as long. Uhm, so I have set a time, I'm not working that long. I've actually been saying, "I'm not doing it." Like, I've stopped it. So that I have stopped.
- Client: 06:26 Uhm. And there will be times when I will be working over, uhm but I'll be making up for it. Like I've set a certain amount of time that I'll work in a day. So that's helping. And then the other part of it is with my kids. Then I'll say, "We're going to spend so much family time together." And I know it sounds really rigid, but I'm trying not, I'm trying to say, "Okay. We're going to do this or we're going to do that." Then I'll just say, "Okay, guys. We're going to leave and we're going to go out and we're going to do something." Then they're like, "What? We're going to do that?" So.
- Coach : 07:06 Wow.
- Client: 07:07 Yeah. That's what I've been doing.
- Coach : 07:11 So it does sound like you're creating a new awareness and pattern for yourself, and taking action with that.
- Client: 07:19 Yes. I signed the kids up for swimming, and every Friday we've been going to swimming. Like I just stopped working. I haven't been putting in my time on time. I've been getting nasty emails, and I just said, "I don't care. I'm not doing it".
- Coach : 07:38 Hmmm. That's something new, Dayna.
- Client: 07:40 Yeah. And I have a commitment to take them to class. Like so I just said, "I'm doing that."

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Coach : 07:49 Wow. So what do you know about yourself now that you didn't a month ago?

Client: 08:00 I, so. What we've always been talking about, my family's my priority and I just said, "They are my priority, and I'm making them my priority. So that's it." And I'm spending the time with them.

Coach : 08:15 Wow, that's -

Client: 08:16 I have to show them, right?

Coach : 08:20 Yes. Well, it sounds like you're truly honoring your family and that seems to be one of those non-negotiables that is really helping to drive change. Is that true?

Client: 08:37 Yes.

Coach : 08:39 Yes. Great. So given all that we've talked about so far, what's important for you now to have clarity about by the end of our time together?

Client: 08:53 Ah. I think the other thing is uhm. So in this role, so I think one of the things I, you know I'm a perfectionist. I want to be better at. I want to uhm. I don't know how to say it. I want to really be better at making sure I can organize. Like get everything I need to get done. And, because I try to put everything in its box. Make sure I get everything the way it should be done. But then also making time for like the next step. Like because I have so much I have to do to get organized. There's so much I want to do. I can see the next thing. I know this needs to get done. I have so much I want to do.

Client: 10:00 But I think sometimes I get stuck in the details, and I don't want that. Like I don't want to get stuck in the details. There's so much I see that needs to happen. How do I get there? Like I know I can get there, and I document it all, and I make decision trees. And I can get there. I think the hindrance is, I don't have like, I don't know how. I don't know who to reach out to. Like I don't have that support. I don't have the power in the position that I'm in. How do I get there? [Hmm] You know what I mean?

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Coach : 10:40 Yeah. So what do you hope you have by the end of this session that you don't have now?

Client: 11:01 Uhm [laugh]. Maybe it's just clarity, on. I think I have all of the tools. Like I have the brain power. I have the decision making ability. I think it's because I have so much on my plate. I'm trying to get things off. And I'm trying to. Maybe that's what it is.

Coach : 11:34 And what is that?

Client: 11:34 Like at work, you know what I mean? At work I have so much on my plate. Like we're trying to get there. Everybody's trying to get it off my plate. Maybe it's just like the delegation, and I need to reach out more. But everybody here has so much on their plate, so I don't know how to do it.

Coach : 11:58 Hmm. So where would clarity help you most in this?

Client: 12:11 I think if I knew, so like for instance. I was, I had a meeting today with upper management. And I said, "If there was an overall product manager for platforms, and that we had a committee for all of the heads of product management and we could all meet," which I plan on proposing. Uhm, because this would meet with another uhm. You know it aligns with this other product manager. Uhm. It's on his goal. This actually aligns with the goal that he has.

Client: 12:51 So we, if I can align with him, even though I'm just me, and this is my plan. If I can align with him and he puts it as a part of a goal he has to achieve for the year on his performance review, then we could do that and we could create this committee. And then they're like, "Oh, Dayna, then you can create all of the agendas for it." I'm like, "I could do that, sure." But you know, I'm just me, you know what I mean? I mean, not that I'm just me. But this is something we should do as a company, you know? Why aren't we doing this as a company, that's my question. We should have a product advisory board, not just for the customers to talk about their issues, but internally. That seems kind of crazy that we don't. We have it for every other product, every other module. Why don't we have it

for all of the modules to meet with the platform teams?
That seems like a gap.

Coach : 13:55 So as you were talking about that, I really felt your energy and your passion. Like you got pretty animated there uhm. So what's important to you about creating this product advisory board?

Client: 14:13 So uh, I am talking to them about that, and our VP. That's why I got this role. I mean, that's why they created it for me. Because I have brought this to their attention for months, and I just haven't had the time. I mean, I just got this role in August. So, but I haven't had time to dedicate to it, because I've had so many other things going on.

Client: 14:35 The reason why I'm so, I feel like really what happens is, when all of the other features and the releases come out, all of the other teams implement this on their own. That's why you see some of the features go out. And they make sense for each of the modules. But any of the downstream impact may not make sense for some of the other modules. But platform encompasses everything. Like role based permission impacts every single module. So like if a customer has a user ID conversion or an instance refresh or things like that, that needs to take you know. And keep in mind every module, because it impacts everything. So we should be meeting with all of the other module heads, the product managers from each of the modules, to talk about these things. You know.

Client: 15:32 And we never had somebody like me in place. There hasn't been one. And there are product managers for each of these modules and each of the platform pieces. But there's no overall arching person responsible, for all of them. There's individuals, but they don't all meet and talk to each other, so. Like they have the platform IRR, like the One Voice calls, where they talk about, "Here's what's happening in platform." They do talk about that during its release. But they don't get together and talk about, "Here's what we're going to implement, and here's how it impacts the different parts of the platform," with each other. They just talk about their individual pieces.

Coach : 16:21 Yeah.

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- Client: 16:22 So for me as a customer, as a former customer, that doesn't make sense to me. And that also doesn't make sense to me as a consultant you know implementing the product. [Yeah] So that's how I look at things. I don't look at things as an engineer who's creating the product, looking at one piece of the product, or a certain module of the product. And that's how they look at it. And that's how it was described to me. I said, "Well that doesn't make sense to me as how I'm talking to you." [Mhm] So, and that's how they look at it. [Yeah] But I say, "No, sorry. I don't agree."
- Coach : 17:11 So that sounds, I mean so many things going on it sounds like in your head about where you are right now uhm, and you have, it sounds like you're thinking of this work life balance. You're thinking of the possibilities for the future. Uhm, you're thinking about the support and transition. And I still want to kind of take you back to clarity. So what would be in service to you? Like what's most meaningful for you to focus on now? Uhm, so it's really in hope of getting an outcome for you by the end of our time?
- Client: 17:53 Well I think I feel really good about the work life balance. I mean it's going to be a struggle for a while, getting the work balance out. But I think I have a better handle on it than I did when we first started talking.
- Coach : 18:07 Great.
- Client: 18:08 So, I think my family feels better about it, and I feel better about it and I will be working on that. Uhm. My manager leaving is, was a glitch [laugh] for me. Uhm, but I've been through that so many times. So I mean, from FedEx it was like the revolving door uhm. And you know then since I've been here it's been sort of the same thing. I mean I've had I think four managers, or three managers since I've been here too. So, I mean, it's not unexpected, but it's a change, and I'm used to change. So you know, we'll see who I get. If it's a terrible manager, then we might have another discussion. [laugh]
- Coach : 18:58 [laugh] I hear that.

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Client: 19:02 Yeah. Uhm, I think in that aspect I'll be fine uhm. The, I think the. What I need to do is probably just. I have so many things I want to do, and that's the problem. I think that's the biggest problem. There's so much to do, and there's so many things I want to do, I don't know where to start. [Mhm] That's the problem.

Coach : 19:38 Okay.

Client: 19:39 I see so many things that need to be done, that I'd like to do.

Coach : 19:47 So by the end of this session, would it be helpful if you had clarity around where to start?

Client: 19:55 Yes. I know, you keep asking me the same question. I don't know.

Coach : 20:02 That's okay. It's being with, "I don't know." That's part of the fun. So at the end, if I we uhm, if I were to ask you where you're starting, and you able to identify a few things, would that be success for you?

Client: 20:21 Yes.

Coach : 20:22 Okay. And what makes this a high priority? What's so important to you about having that starting place?

Client: 20:35 [sigh] If I have a starting place, it will tell me at the end [laugh] that I do have clarity. That I have a strategy. And I also have been able to say no.

Coach : 20:51 Okay. Great.

Client: 20:57 Which I've been doing more.

Coach : 21:00 Excellent. So what else do you think, if anything, needs to be addressed in order for this to be successful for you? Or for us to gain that starting place?

Client: 21:15 Uhm. Well I need to meet with, there's multiple teams here. So, I need to sit down, write up uhm, there's different things I need to do. And that's get some of the work off of my plate this week, and then just sit down and

document some of these things. And once I do that, I can pass some of this off. So that's sort of getting some of this off of me. And then some of the work will go uh to the next step. It will come back to me, but it will go to the next step. Which is, will be helpful.

Coach : 22:01 Okay.

Client: 22:02 So basically what happens is, a lot of people don't know how to do this, and I do. So we need to get more people with a knowledge transfer. And that's what I'm trying to do. So there's a whole team that they just created now in Pittsburgh that I'm going to be training. [Mhm] So, which will be great, so they can do it.

Coach : 22:28 Yeah.

Client: 22:29 So, but I need to create job aids and the intake system. Like right now there's not an intake system for this, so I have to figure that out and get it approved by the different you know groups, of how this all gets uhm. Like a system to intake it. The people arguing about that. So I'm like, I'm doing all of this research and documentation ahead of time. But I have multiple different like data migration and user ID conversion and instance refreshes. Then people are arguing about the intake process. So it's multiple things.

Coach : 23:17 So how does all of that connect to the outcome of starting place?

Client: 23:26 So the starting place would be, is there, is there a way. So the ultimate starting place would be to create a jam page, have a way for people to have transparency of, "How do you engage with us to start that process, and have your project implemented." And then work through it. Then are there standard projects that go to this other team that's in Pittsburgh? Or are there more complex projects that come over to professional services? [Mhm] And then all three of those data migrations, user ID conversion, and then instance refresh, would no longer for the most part come to professional services, which is my group, uhm, would most of them go over to that Pittsburgh group.

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Client: 24:33 But it depends on the type of project. Like if it's a standard one, which then I would first create a checklist, or uhm something for the customer to fill out. And that would determine what type of project it is, a standard or complex. So somebody has to review them.

[crosstalk]

Coach : 24:59 Yeah. So it sounds like, you talked about this ultimate, this jam page. I'm just going to run this by you. That sounded very much a starting place for your customers. But what's a starting place for you, Dayna, to move forward and gain clarity and say no and know that you have a strategy? Are they connected or not?

Client: 25:23 So the first thing that I have to do is, I think I need to make a decision tree. [laugh]

Coach : 25:31 Okay.

Client: 25:31 To document all of this. Because there's different intake processes. The no part is, I have other work that's being asked of me. Uhm, so I've been saying no to that other work. And then there's other issues there. So that's the hard part. That's where the no comes in, that initial stuff. Uhm, then the strategy is how to get that work done. Or do I not do that work to get that done, and just continue with those projects for now, until I have time to get all of that documented and get those people to approve what needs to be approved until I can get that stuff completed. Because it's a lot.

Coach : 26:26 Mm-hmm

Client: 26:29 And that's not the only part of this project you know that I have to do. Because there's multiple things within each of those projects, so.

Coach : 26:40 So it sounds like there's a Dayna to-be list, and a Dayna to-do list.

Client: 26:49 Yeah. [laugh]

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- Coach : 26:54 [laugh]. So tell me more about who you need to be as a starting point?
- Client: 26:59 I think I need to be. I think I need to put on like. What I've been trying to do is put on two hats. So I'm the consultant on one hat, working like through my day. And I've been trying to manage my calendar with my customers like throughout the day. And then the other hat is my PEP hat, like working through that. And then I have another hat where I'm trying to be sort of, it's not really a PM, but it's like a. Some sort of a, like a higher level hat, thinking strategy, for long term. "How can we get this to work? Like minimal effort. Get this done. Work with all of these leaders, and think higher level. Like how can we get this to work for platform, all of these modules?" That's higher than what a PEP I would think would think about. Because I'm working with VPs and across SAP. And what would they think? I don't know, because I'm not in those meetings. But I'm trying to talk with them about this and strategize.
- Coach : 28:33 Yeah.
- Client: 28:35 So that's sort of what I'm trying to do. But I don't have time right now to do all those things.
- Coach : 28:44 So you're wearing a lot of hats. Which hat are you most passionate about wearing?
- Client: 28:59 Uhm [laugh]. Well, I am not sure. I like all of the hats. [laugh] [Coach: hmmm]. I don't have time really for the consultant hat as much. If I'm really concerned about the platform stuff, I don't have time to do the consultant role as good as I want to. But that's what I'm doing, because I still have customer jobs, so I have to do it. That's the issue, is that I'm still doing those jobs. And my PEPs role is, I'm needed for those jobs. But this role, because we don't have a product lead needs me over there. But I don't have enough knowledge to do everything, and I don't have enough power to do everything that that other role needs me to do at this time.
- Client: 30:07 So it's like I'm trying to cross a line that I can't cross. But I'm trying to reach, I'm trying to do the things that I want to do, but I can't reach it.

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Coach : 30:25 Hmm. Well imagine yourself on that line. If you were there, which of these hats now becomes most important?

Client: 30:35 Probably the product. Because that would influence everyone.

Coach : 30:40 Okay. And then what about the other hat?

Client: 30:47 Well I'd have to give it up.

Coach : 30:49 Mm-hmm, yeah. So how is this conversation helping you to gain insights, or learning about that starting place?

Client: 31:05 Well I mean, I eventually see myself going over to product if there was an opening. I've been thinking about it. And I've also been like weaning away from those customers that I was staying for. [Coach: Hmm. Yeah] So. Yeah. And I've been telling them no, [laugh] a lot.

Coach : 31:36 Okay.

Client: 31:38 Yeah.

Coach : 31:41 So where are you now? We're kind of getting close to uhm nearing the end, and I really want to understand what you're learning about yourself, or what you are gaining clarity about?

Client: 31:57 So even though I really care about my customers like one on one, it doesn't mean that I can't move on to a different role. [Coach: Hmm hmm]. And that you know, there is room to grow and do other things, and I'm not afraid to do that. [Coach: Hmm]. So, if that did come up and they were looking for someone in platforms, uhm, I would go there.

Coach : 32:38 Yeah. And you talked about decision tree, and too much on your plate. So where are you now in terms of prioritizing?

Client: 32:58 Uhm, that's what I've. They've been asking me, "Can you take this on?" or, "Can you take that on?" I've been saying no. I've been saying no a lot. Like before, I would volunteer more. Uhm, that's what, I've been working with my

manager about not taking on things. Uhm, so I haven't taken on, I haven't taken on really hardly any new work for months, uhm because I knew that this role was coming. Uhm, but the problem is, those last customers have been crazy, like they need change orders, and they should have closed out but they haven't. Uhm and that's why I'm still, I still have these customers with this role. Uhm.

Client: 33:49 It's not that they're crazy, it's just that the job hasn't, it's the job has had many issues. The customer isn't. It's the actual project has been issue uhm after issue for these particular jobs. So uhm. I've had to either manage, like the one job, uhm, it was a standalone LMS job. And they had issues with the single sign on for LMS. LMS has its own single sign on, and then I integrated them with BIZ X and LMS. And then there were issues with that. It had nothing to do with that, so I had to call other consultants in. But I ended up project managing that project, and it's been sort of crazy. So they were supposed to go into production last week and they couldn't. So uhm, I still have them.

Client: 34:54 It has nothing to do with, the implementation went wrong, or anything like that. It's just uhm other issues that have come up uhm because of things that were done during their implementation, uhm that they need to like re-update their connector and uhm things like that. Uhm, just things that happen. So, uhm. Just weird quirky things.

Coach : 35:26 Yeah, I understand.

Client: 35:28 Yeah. But it's still delaying like my work from this job.

Coach : 35:37 Hmmm. Yeah, it's taking a toll.

Client: 35:40 Yeah.

Coach : 35:42 So how much closer are you to being able to articulate the one, two, or three actions that you want to take as your starting point?

Client: 35:53 Well that's uhm, the other part of this is, because I'm one of the only ones who really know like these issues for this specific thing, and like these conversations, and the data migration. This isn't the only thing I'm working on. Like I'm

working on role based permissions and mobile and those things. Uhm. That. To document all this and get the right people in the room, and trying to gather the people, and like figuring out who the right people are. And not knowing who they are. It's going to take me more time to do all that, uhm to figure it out and get all of that.

Client: 36:46 So I think that what I'm going to have to do is just do it within the next couple of weeks, instead of it being. Or just work through like, because we have like 20 user ID conversions a month. That's a lot. So, and if I'm one of the main people that's doing it, I'm only one person. So assigning that to me specifically and having me scope it and then working on it, and working with operations to get it done, that takes time away from me being able to document or do any of that additional work. So I either have to just say, "I'm setting aside time right now. I'm just going to do it and work through it, and then build the jam page and all of that," and just say it's happening, and then get it all approved by all of those people while I'm working through it. Or just say, "I have to wait until a couple of these go through."

Client: 37:45 So I need to just decide I'm doing it. You know what I mean?

Coach : 37:50 Yeah. And so what's holding you back from deciding?

Client: 37:55 Well first I have to gather all the data and talk with the different groups. So that's what I've been doing, is gathering all of that upfront and figuring out who everyone is. Because the worst thing that we do here is just say, "Here's a process. Send it out to everyone," and then just say, "You're getting onboard." And I didn't want to do that. [Coach: Hmmm. Yeah].

Client: 38:24 That's what I've been doing for the past two weeks, is just meeting with the different people and gathering the information. And then next week was when I was going to document everything and get it out there.

Coach : 38:41 Yeah.

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- Client: 38:42 So it's not a delay. It's just, I just want to make sure I reached out to as many people as I could that I knew were involved. And we changed people so much here. No everyone, but people have changed uhm roles lately, so.
- Coach : 39:05 Yeah. Well I really hear there's a tension, it seems like uhm. You know, you talked about starting line and knowing what to do next. I really hear you speaking to the actions you need to take next. Yet there's this underpinning of how long that thing will take, and your ability to do it. And so I'm wondering if it is not about the what you need to do next, but coming to terms with how to go about, and, "Can I get it done to my standards?" And I just want to bounce that off of you and see what's true for you?
- Client: 39:48 Well it could be that. [Coach: Hmmm]. It could be that. I think it's, well I do like to bounce things off of people. The other thing is that things here change. And I don't want to put something out there that is going to change because I didn't know who to talk to. That's the only other thing that's my concern.
- Coach : 40:10 Hmmm Hmm. Okay.
- Client: 40:22 And the other main concern is, I don't know everyone. And is there somebody working on something in engineering that I don't know, and because I didn't know them, is this the ultimate. Or, operations, not engineering. But operations that there's something that I didn't catch. Now I have been working on these for years, so I should know everyone. But you know, just in case. And that's why I wanted to meet with all these people. Uhm, just to make sure we do have transparency.
- Client: 41:02 But you know I'm pretty diligent. Uhm. But just in case, I mean the people here, they all travel. They talk to everyone. And that's not an excuse, it's just, things here change. So it's just, I mean we do have this where it goes out to everyone and we all talk about it. So that's why I wanted to make sure it was, I made it aware. But I'm new in this role, so uhm I didn't want to be like, the first initiative" It goes out and then they're like, "No. That's not what we are agreeing to."

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Coach : 41:48 All right. We're about to the end, so I'm just wondering if you could recap, you know what did you want from this coaching session, and what did you actually get?

Client: 42:02 So what we were talking about was the patterns. So I've been working to break those patterns. And I feel good about that. And the other thing is that with the clarity, I'm going to be working on that. So I think my main concern is, I need to write down everything that I want to work towards before the end of the time that we meet. And then sort of strategize, "What is the priority?" And once I do that I'll have more clarity for myself, and then have a strategy to work what I want to work towards first. And then say, "Okay. What is the priority? Working through getting these customers off my plate? Or working through getting these initiatives for the platform group?" And then if there are discrepancies, how can I work towards it? Because that'll help me.

Coach : 43:25 Yeah.

Client: 43:26 Because I don't have to do it all myself.

Coach : 43:29 That's a brilliant observation, Dayna. So what will increase your chance of success uhm on what you just spoke about?

Client: 43:46 So reaching. So what my plan is, to reach out and uhm talk with these other groups that I've been uhm talking with. And you know what are my options? First of all, I don't know what all of my options are. Uhm, and what other projects are going on. Like the one I was talking about with that group. Can we get that group together because until I know, I won't know, you know, who can help. If we can get other teams together, and if there are more people that can work on it other than me.

Coach : 44:27 Mm-hmm. Okay. So it sounds like that relationship, leaning on, you relater their talents, and building those connections really will help give you the information so you can proceed with that prioritization process you spoke of. Is that true?

Client: 44:45 Yeah.

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Coach : 44:47 Great. Is there any sort of accountability or support that you need at this point?

Client: 44:56 I don't think so. Uhm. I mean, I will be accountable to myself. And I'm also accountable to, we have a PEP team. So I'm accountable to them for these things getting done. So yeah, I'm accountable for that.

Coach : 45:21 Okay, excellent. And just for you personally, what did you learn about you through this conversation?

Client: 45:31 I take a lot on.

Coach : 45:32 Mm-hmm. And how is that serving you?

Client: 45:37 It's not. I have a lot of ideas. I just, I think I, yeah. I want to get them done. I just. I have been talking about them to upper management. But then nothing comes back. Like nobody says anything, so then I'm like, "Okay. So there's nothing here. Does that mean I have to do it?" Because nobody. I mean my manager's leaving, so she's not going to be able to do anything about it. Then she said, "Why don't you try this person?" Then that person says, "I don't know, because you don't have anybody." I'm like, "Okay."

Client: 46:19 Then I try another person, and they said, "Well why don't you talk to this person?" Then they don't say anything. Then who else is going to get it going but me?

Coach : 46:38 Hmm. So it's noticing that sense of ownership you have, and your commitment to change.

Client: 46:45 Right.

Coach : 46:46 Yeah. Okay.

Client: 46:51 It just boggles my mind. I even went to our VP, and he was just like, "Yeah. We don't have that," but didn't do anything about it. And I thought, "Well that just boggles my mind." But I will get back on him too. [laugh]

Coach : 47:09 [laugh] I hear that.

Client: 47:11 Yeah.

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Coach : 47:11 So is there anything else you want to say before we end the session?

Client: 47:16 No.

Coach : 47:17 Okay. So I think we're scheduled for next week.

Client: 47:21 Yeah.

Coach : 47:25 Great. So I'm looking forward to uhm hearing how things unfold, if that's important. And I uhm, I know you will do exactly what you said, because you are accountable, and you're so creative and have such amazing ideas. So ideate away, friend.

Client: 47:44 All right. Well thank-you.

Coach : 47:46 All right. Take care.

Client: 47:47 You too. Talk to you later.

Coach : 47:49 Bye.

Client: 47:49 Bye.