

Transcription details:

Input sound file: Jonathan coaching Susan

Transcription results:

Coach 00:00 Thanks for again being willing to let me record these.

Client 00:07 Sure. Yeah.

Coach 00:09 As I think we discussed last time, the purpose of the recording isn't to have anything to do with you. It's to see how well I'm coaching. So--

Client 00:15 Yeah, okay [chuckles].

Coach 00:17 So the pressure is on me.

Client 00:18 Yeah [chuckles].

Coach 00:21 But I know last time we met was before you took the contract position at Continuum. We had talked perhaps about using a session today for interviewing purposes, but it's really up to you, what you would like to accomplish today. So did you give that any thought?

Client 00:42 Yeah. It's funny because now I am in a different place. I really hadn't accept that to talk about-- I don't know. So there's lots of things that are going on. One is that there's that looming thing that they're going to be hiring the senior VP of HR.

Coach 01:11 For India?

Client 01:12 Well, it'll be global. So it'll be the senior VP. Of course, with that comes the same scenario I was in before, which is I could be ultimately being judged by someone that didn't pick me.

Coach 01:37 So you could end up being perceived as kind of a legacy that someone inherits--

Client 01:43 Yeah and certainly-- and I'm a contractor and so easily dispensable, and if I were them, at this point, I probably would let me go sooner than later, because I'm really starting to build relationships in terms of really getting in there. I just came back from the Cranberry office in Pennsylvania, and I think people are getting very connected to me. I'm that type of [?], I just dive right in, and that's why three weeks feels like I've been here three months.

Coach 02:26 So if you had to summarize that issue that you're describing now, how would we describe it?

Client 02:35 I guess probably to be open minded, relative to it, and not take the past and think that-- but then there's a whole piece of it, of do I even bother to go back [?], and do I kind of cut my ties, and just go look for something else, and go someplace where I'm wanted right off the bat? Let's put it that way.

Coach 03:12 What I'm hearing is that one issue is how you can be open-minded in your role as a contractor here.

Client 03:21 Mm-hmm.

- Coach 03:23 Do you view that as being related to the second issue that you described, about whether you even want to continue? Or is that a different issue?
- Client 03:32 What do you mean? Say that again.
- Coach 03:33 What I heard you describe as a - just a moment ago - is that maybe a second issue is that it raises the question for you of even whether you want to continue in the role of a contractor. Did I hear that right?
- Client 03:48 Yeah. I mean yes, yeah.
- Coach 03:51 Do you view that as being related to the first point about how to be open-minded about it? Or is that different?
- Client 03:57 That's different, yeah. I think it's different. You know, I think I came from a position before where I was reporting directly to the CEO. In this scenario, I'm not reporting to the CEO now. I'm reporting to the CFO because HR had always reported in to the CFO here. Now the CEO is changing that dynamics, and making HR a separate department. I would be one step removed from the CEO.
- Coach 04:34 What's important to you about whether you report to the CEO or CFO?
- Client 04:41 I think HR should always report directly to the CEO. I guess the fact would be I'd be that one level removed from direct contact to the CEO.
- Coach 04:53 And how does that make you feel if you're one step removed?
- Client 04:59 If I go back to where I was before, you lose that connection. The visibility into the executive team and that type of thing. That's the role that I played before, so this would be a little bit of a different role.
- Coach 05:19 So that's a different kind of role.
- Client 05:22 Yeah. It could be.
- Coach 05:23 So we've talked about so far about two different potential issues for us to focus on. One being if you stay in this contract position, how to be open-minded about it, and secondly do you even want to be in this kind of a role for now.
- Client 05:41 Yeah, and I think that today, in particular, it's kind of fresh off the press for me because I know that they have someone in play that they're extremely interested in. So that's new information. I had inklings of it all along, and I certainly have advised the CEO that he needs to make that decision quickly, needs to get someone in here to set that strategy quickly, and so it's things that he and I have talked about. But now I'm hearing - not that he's listened to me - but he certainly has put that action into play, so I think there's something looming here that somebody could be coming in within the next month and a half or so.
- Coach 06:30 What does that mean to you then?
- Client 06:32 Uncertainty. Probably even more uncertainty than it was being a contractor. That's okay [chuckles].
- Coach 06:43 Sounds like a lot more uncertainty than you've had to face in a while.
- Client 06:48 Yeah, probably. And it's probably one of the reasons why I didn't want to take this role. This time around I want to go someplace where I'm wanted. I was wanted before when I started SmartBear, but then halfway through we had the change in CEO, and then it took that lift. I was hired as a consultant, because I was wanted by the executive team, the people that I know on the executive team, and the CFO I'm

reporting to. But all those dynamics will change once that person comes on board.

- Coach 07:35 Yeah, I'm hearing that's important to you.
- Client 07:37 Yeah, it is. Yeah, I think lesson learned, you know, from the last time.
- Coach 07:44 And does not mean you're not feeling wanted right now here?
- Client 07:48 That's a good question. Am I feeling wanted? I don't know. I don't know. I guess, you know, the type of person that I am, there's a piece of me that thinks I could have done that job, but then there's another side of me that says, I really wouldn't want that job. You know, the job, the Global Senior VP.
- Coach 08:26 So I'm hearing you talk more about what you want. Although a moment ago you were talking about feeling wanted by others.
- Client 08:32 So I guess there's mixed emotions [laughter].
- Coach 08:40 Quite understandably. Well, so which of these two issues that we've talked about, do you event want to be in a contract position here and secondly, if you do, how to be open minded about it. What would make sense for us to accomplish today?
- Client 08:57 Yeah, I think how to be open minded is about it. How to digest it and turn it into a win for myself. And it may not mean-- I have to feel good about it, and I think I've just come to that conclusion, that I have to feel good about the next thing that I choose on a permanent basis. And I think I probably would have to get over the hurdle that if, say this person that's coming in asks me to come on board, I would want to be very, very careful around the reasons for it, and ensure that that person truly would want me on their staff as opposed to me being here.
- Coach 10:01 So it was interesting. When you said that you wanted to feel good about it, for some reason I felt a little weight there, and I maybe wonder if there's maybe something that you're carrying that you need to feel good about.
- Client 10:16 Yeah. Well, I think, again, I'm an achiever, and I would have liked to have been positioned enough to be considered for that role, and I know I'm not. Do you know what I'm saying? So I think that's what's bothering me a little bit. Yeah. It's like I wish I could have been an NBA basketball player, but I realize [laughter]--
- Coach 10:55 If you're not an NBA basketball player, what are you?
- Client 10:59 Yeah.
- Coach 11:03 So what I'm hearing is, the issue for us to look at is how to be more open-minded about where you are right now.
- Client 11:10 Yeah.
- Coach 11:12 How to digest it and make it a win for yourself, which I think is a great question to ask.
- Client 11:15 Yeah.
- Coach 11:16 What a great challenge for yourself.
- Client 11:18 Yeah.
- Coach 11:24 So what would you like to walk away with then, on this?
- Client 11:29 Today?
- Coach 11:30 Yeah.

- Client 11:40 I don't know. It's a hard question for today. Because, like I said, all this information is just fresh off the press, so I'm trying to digest it, and realize that they've probably come to a point where they're interested in a candidate, and they're moving forward with it, so I need to kind of just digest that.
- Coach 12:08 So just making sense of what's going on?
- Client 12:10 Yeah.
- Coach 12:11 Getting some clarity for you.
- Client 12:13 Yeah.
- Coach 12:13 Okay. What do you think we are going to have to talk about that might get in the way here?
- Client 12:20 What do you mean?
- Coach 12:22 Sometimes there are things that can inhibit us from seeing some clarity, from feeling ready to see it. I'm just wondering if there's anything we'll need to address that could be getting in the way of this clarity.
- Client 12:40 I think I have to, and it's going to take a minute just to come to terms and at peace with the fact that [chuckles] I'm not the right candidate for that position. I think that that's probably, you know how you conjure things up in your head? And so I think it's just walking away and saying that that's okay. I think that that would be-- and it may take me a minute to walk through that. It's kind of like seeing that pair of shoes for \$500 that you think you absolutely have to have. And you're coming up with a million ways as to why, and a million ways as to how you can afford it, and then you kind of put all the things in play. And then all of a sudden, you just realize, "You know what? This really isn't the best decision," and you walk away from the shoes. And it means that you probably still would like the shoes, but you made the best decision not to get them. That's about [chuckles]--
- Coach 14:03 So you see the shoes-- I love your story - you see the shoes, you're kind of attracted and you want them, and then something happens, and you're able to leave the store.
- Client 14:12 I see that. I see that job, and I say, "Oh, I could do India and all of that stuff. I could do it," but then I realize that it's probably not the best decision for me. And yet, I guess I don't like the fact that even if I was to remain with this company, that I wouldn't have had that position. That's me. That's me [chuckles].
- Coach 14:46 So it sounds like you want to get to the place where you can walk away from the shoes and be like, "That wouldn't be a good buy for you."
- Client 14:53 Yeah, and be happier with another shoe [chuckles].
- Coach 14:58 Yeah. It'd be a little like Cinderella, the shoe fits [chuckles].
- Client 15:03 Another shoe [laughter].
- Coach 15:06 Nice. Yeah. So you mentioned earlier that it was hard for you to feel like you're not the person for this global position.
- Client 15:24 Yeah, because, you know, I always feel like I can do it. I can get in there and I can do it. But I really do think that this is just kind of a bowl of trouble. I really don't have any desire to get wrapped up in that. I really, truly, don't. And yet, the challenge is there. I put that challenge in front of me. Because I'm not the type of person to say, "You know what, I can't do that," you know, I always try and do.

Coach 16:05 Yeah, you mentioned you're an achiever, so I imagine you're--

Client 16:08 Even if I'm afraid of something. In fact, I'll tackle the things that I'm afraid of first to get over that.

Coach 16:19 So what's different about this? Or, what's different about the situation?

Client 16:28 I don't know. I just think, I think I realize that it's probably in my best interest not to even consider that role, not that I would be considered, but me, personally. And again, being happy, if it's something else.

Coach 16:54 So I'm getting the sense--

Client 16:55 I set myself up for my own disappointments [laughter].

Coach 17:00 Like so many high achievers [laughter].

Client 17:02 Yes [laughter].

Coach 17:05 So tell me if I'm hearing this right. I'm getting the sense that you're aware that you have a habit of going after challenges, because you get a certain energy from it.

Client 17:14 Yeah, I do, yeah.

Coach 17:15 But you're also coming to see this a bit differently.

Client 17:19 Yep, yep.

Coach 17:21 So is this about habits?

Client 17:23 Maybe, yeah, maybe. Yep, maybe.

Coach 17:27 What else could it be about?

 [silence]

Client 17:41 I don't know. It could be a little bit about control, it could be a little bit about feeling that I'm here, as opposed to here, you know? Yeah.

Coach 18:03 So it could be a lot of different things?

Client 18:04 Yeah, I like being here as opposed to here, and it doesn't mean like I act like I'm here but I like that feeling. I like this feeling.

Coach 18:19 I'm just kind of curious if the conversation we're having is helpful in terms of, if it feels like we're on the path to some kind of clarity.

Client 18:29 Yeah I think so. I think for me it's just digesting, you know, things.

Coach 18:40 We talked about a number of different things. So far in the past you've looked at challenges and wanted to go after them, but yet you see some things about this role that give you pause. Where should we go from here?

Client 19:06 I think, you know, next steps and playing out options and worst case-- what could be the worst thing that could happen. And I think that, what could be the worst thing that could happen?

Coach 19:29 You started out suggesting we talk about how to make this a win.

 Which is kind of a different question than how not to lose [laughter]. I love the positivity [laughter].

Client 19:42 Yeah. I mean I think it already is a win for me, and I want to keep it that way. So

whether I stay here or I leave - I'm over that [place?] because I just remembered the CEO is over here - whether I stay or I go, I've got to come to a sense of peace either way. I think it has to do too with taking that chance. So I took a risk and if it doesn't play itself out than so what? What could be the worse thing that could happen?

- Coach 20:27 So if I hear you right you want to feel a little bit of detachment from the outcome?
- Client 20:33 Yeah.
- Coach 20:34 You don't want to feel like you have to know where this is going to go?
- Client 20:37 Right. Yeah. Yeah. Yeah.
- Coach 20:40 What would give you that sense of peace enough to let go?
- Client 20:47 And that I don't know. That I don't know. No.
- Coach 20:53 What would you need to feel?
- Client 20:56 Like this was a good move. That I had made a good move regardless of what the outcome is.
- Coach 21:06 Well, this makes me wonder if-- you tell me if it would be helpful for us to look at what you're getting out of this? Because you say it's a win already.
- Client 21:17 Yeah, I think the feeling and the sense of accomplishment I've gotten over the last three weeks. Certainly the relationships that I've had with the CFO and even the CEO. He's been very accommodating, very engaging. And I think the other piece of it is, even though every company has their flaws - and certainly as I talk to employees here, I hear the flaws - but this is a pleasant place to work, and you forget that when you're in a really bad situation. You forget that there are companies out there that are not like what I came from. And the [?] world tends to be a little more grueling and people take chances. I mean there's horror stories all over the places, CEOs just acting and behaving any way they feel like it, because they can.
- Coach 22:37 Like he who shall not be named.
- Client 22:39 Yeah, yeah, exactly. Yeah. But this certainly is a company where the senior-level staff and the CEO chose to do it differently, so there are companies out there. And it's funny as I look for other opportunities people will tell me, "Oh, you don't want to come here. This, this, and this is going on." So there's a million SmartBears out there. A million.
- Coach 23:13 So I've heard a lot about continuum. You talk about the sense of accomplishment you feel here. You've talked to me about the relationships, and about the fact that it's a pleasant place. I haven't heard so much about what would make this a win for you.
- Client 23:29 Yeah. What would make it a win if there was a position for me, say as the VP of US, and possibly as they open up other locations, [?].
- Coach 23:54 So that sounds like a position that--
- Client 23:57 That I did before. Yeah, that I did before. Probably the same amount of people, that type of thing. And I think also to have a momentum from the CFO team to have resources in order to be successful. Which is before in the other role limited resources. So you're doing everything yourself. So lifting up adding that detail of that.
- Coach 24:32 What do you need here?
- Client 24:37 I think probably a role where I can take all my knowledge and my career utility. And I'll

be able to create something and improve a plan what's already in place, and the autonomy to be able to do that. And what I think that-- one of my colleagues said, "You don't like to be micro-managed, and you like to be told what to do." And I don't.

- Coach 25:10 So you need that at a time?
- Client 25:11 Yeah. I do. Now, of course, I understand you report to someone, and no matter what level that person is and that person has requests some wants, and I certainly get that from the CFO here. And I'm fine with that. But there's a different level of being told what to do, being micro-managed, you know, all the way.
- Coach 25:35 So you mention that you want to feel like you can apply your knowledge, your creativity, have some autonomy, have some kind of impact?
- Client 25:43 Yes. Most definitely. Yeah, and I'm going to be really picky about that as well, and I've told them that, that I'll be very picky about my next role, but it's a two-way street [laughter]. I'm not necessarily in the driver's seat, but yet I am. You know?
- Coach 26:20 So you talked a little bit about what you're looking for in a role, but I don't have a sense so much of what lights you up, what kind of experience gets you really excited?
- Client 26:37 Yeah. I think that, if I can use this as an example, it's taking things and making them better. So there's HR things going on all over the place, and people spinning their wheels, and things are, in paper fashion, when things could be automated and simpler. The culture, and the user experience, the employee experience could be improved significantly. It's a great company but I think from how we position ourselves from an on-boarding and an employee experience, could be a lot user-friendly. And there's just things that we could be doing to make life simpler for so many people, including people doing their day-to-day jobs too, so being a part of that.
- Coach 27:37 So taking things, making them better, having an impact?
- Client 27:40 And branding and marketing the company so that it's wildly successful and on the map.
- Coach 27:49 But we started out talking about that you wanted to be more open-minded. What are you challenging yourself to be open-minded about?
- Coach 28:01 Whoever comes in, it's the Senior VP [chuckles], and it wasn't me. And I don't want to make it a big thing because it's really a little thing, but it's a knot that I have to get through mentally, that's all. And once I get through it, I'm done.
- Coach 28:24 Sounds like you're saying the thing you want to be open-minded about is the fact that you're not being chosen for this position.
- Client 28:31 Yeah, sure.
- Coach 28:39 So what do you have to let go of?
- Client 28:42 The fact that I wasn't chosen [chuckles]. It's as simple as that.
- Coach 28:50 I would encourage us to take a look at what's underneath that, because there's something there. If you were picked, what would that mean?
- [silence]
- Client 29:18 That I was chosen as the leader.
- Coach 29:26 That you'd be chosen as the leader--
- Client 29:29 Of the HR department for the company.

- Coach 29:32 I'm getting the sense that there's some validation that comes with that.
- Client 29:35 Yeah. Yeah, absolutely.
- Coach 29:37 And how would that feel, to be chosen as the leader?
- Client 29:40 Great. Wonderful. I'm the type of a person that, if I go into something I want to be the best that I could possibly be at it, and so I struggle with people-- I don't struggle with people, that's really strong, I'm always inquisitive about somebody that's just okay being whatever. And so I have friends that have stayed at the same company, they started out when I first started my career, and they are still there. They've never aspired to be a director, or a vice president, or anything like that. They've still been successful in their own right, but they are very comfortable. And I'm always inquisitive about that. And I've grown to appreciate that because probably they've been happier than I've been in always constantly trying to be better, so to speak. And it's not that they're not better or great people, because they are. But that's a weird scenario for me, that would never happen for me.
- Coach 31:25 What would happen?
- Client 31:26 I could never be that person. I could never be to just get into something and then just be comfortable with it. You know, and just get my raises and go along, and that just could never be me.
- Coach 31:45 What would that mean if you were that kind of person?
- Client 31:48 That I'm stagnant, that would just drive me nuts that I'm not moving. That I'm not moving, yeah.
- Coach 31:58 Where are you trying to move to [chuckles]?
- Client 32:01 Just constantly moving, being better. Being better. And they are better. You know, I think everybody has their own parameters and structure around what's better and what isn't better. Yeah.
- Coach 32:18 So let me see if I've got where we are so far. So you've said that for you, it's important that you would have been chosen as the leader - global HR leader - because it would have given you the sense of moving forward.
- Client 32:33 Me moving. Moving forward, yeah. Yep. And yet, say they had already picked the senior VP, and then I saw the position open up for VP of HR. Say I wasn't here in the US side, and I applied for it, it would be a different scenario to me. I would be choosing that, you know? To go and apply for that job, but I'm kind of in it right now so--
- Coach 33:05 So can I share what I'm hearing so far?
- Client 33:08 Yeah.
- Coach 33:09 It sounds like you're saying that being chosen as that leader is important for you to feel like you're moving forward. And you say for you moving forward means feeling like you're getting better. And so thinking that through, what I hear in that is if you're not chosen as the leader, you're going to feel like you're not moving forward, meaning you're going to feel like you're not getting better.
- Client 33:32 Yeah, probably.
- Coach 33:34 That's an assumption.

- Client 33:34 Yeah, probably, yes.
- Coach 33:37 So let's carry that through.
- Client 33:38 And I didn't go for the best.
- Coach 33:39 If you stay here in your current role, say however long that is, is it necessarily going to follow that you feel you couldn't get better at anything or move forward in any way?
- Client 33:51 Yeah, probably. Even though it's only been three weeks.
- Coach 34:00 So I would challenge you on that. That sounds like a really, really big assumption. That there's no way you can get better, there's no way you can move forward in this role. What do you think?
- Client 34:19 Like I said, it's a knot that I would have to get through. And the flip side of this is that that's not even in the cards yet. That hasn't even been offered. That's something for that senior VP of HR to figure out whether she even needs that role. And certainly if it wasn't that role, I wouldn't be interested at all, and I'm very clear on that. Very clear.
- Coach 34:47 What's it going to take to work this knot a little bit [laughter]?
- Client 34:53 I don't know. It's just me, it's just me getting through it. That's all. You know, it's me just working it out.
- Coach 35:05 What do you think you need to work out then?
- Client 35:13 I'm going to say this, getting over myself. Yeah, getting over myself [laughter].
- Coach 35:24 You sound pretty directive. Like it sounds really like you're telling yourself what to do.
- Client 35:29 Oh, absolutely. I have these conversations with myself all the time. Yeah, absolutely. Yep. Yep. Yep.
- Coach 36:02 If I were talking to myself that way I would feel pretty angry at myself [laughter].
- Client 36:18 I don't know. I know myself really well. You know, so that's hard. Because you know exactly what it is that you're doing and it's kind of like, really [laughter]? But I can't help my mind [laughter]. Maybe I'm two people. I can't help my mind. It goes that way, you know? My mind is always going [laughter]. Always, always, always going. So my mind's going this way, and then there's another thing that's going kind of parallel that's going [laughter]-- Is it going to be a good day for your or a bad day? Where's your head going now [laughter]?
- Coach 37:00 I'm hearing that this is a challenge. The challenge being how to feel like you're getting better and moving forward in this roll with all this uncertainty. And yet one thing you said early is you don't back down from a challenge.
- Client 37:15 Yeah, I don't [laughter]. I don't.
- Coach 37:21 What would it take for you to really go after this challenge?
- Client 37:32 [laughter] I don't know. I guess I have to see kind of where the cards are. And how the cards all lay themselves out. You know, and what's ahead and whether it's worth it to me at this point. You know, I think I've come that far along that I'm kind of now going, "Well, wait a minute."

Coach 37:55 So it sounds like you're saying that there have to be less uncertainty.

Client 38:00 Yeah, yeah definitely.

Coach 38:03 But that's where you are. There's uncertainty today.

Client 38:04 Yeah, I'm right in it. I'm right in it. And, you know, taking this job I had to weigh out. Because I was in this situation of uncertainty so I had to weigh out, do I want to deal with the uncertainty of not having a job and looking for something, or do I want to deal with taking this consultant role, and it perhaps not working out, and I'm still looking for another job. And then in talking to some of my friends and colleagues they said, "Well, really what's the difference? You have the uncertainty of looking for another job but at least during that journey you have this, and it's keeping you in the game and you're in a good environment. You certainly know a lot of the senior leaders on the team and it's good. It's good." And so I said, "You know, you're right."

Coach 39:04 But it sounds like you don't quite believe them.

Client 39:08 [laughter] I don't know. I'm getting there. I'm getting there.

Coach 39:21 I'm hearing that you feel like there's a part of you that really embraces challenge, and goes after it, and is a real go-getter and achiever. But as we talk about this knot, I'm not hearing that come out here. That wants to resolve all the uncertainty at the moment it exists.

Client 39:42 Yeah. Either that or retreat.

Coach 39:43 Retreat?

Client 39:44 Yeah.

Coach 39:45 What would it take to bring the achiever into this?

Client 39:47 I don't know. I have to think about that.

Coach 40:04 Can I share my perspective with you?

Client 40:06 Sure, absolutely.

Coach 40:09 It sounds like boiling down the challenge than not, it really is, how can you learn to get better at achieving your own personal objectives for improvement without resolving all this ambiguity. You say you want to get better, what's one thing you could get better at just through this short-term engagement that would be meaningful?

Client 40:42 Oh, my confidence. Absolutely my confidence without a doubt. And I don't want to lose that, and I don't want to put myself into a position where I'm going to lose that.

Coach 41:06 So when you said that, I just want to reflect how much energy came out, [chuckles] you were like--

Client 41:12 Yeah, I don't want to lose that.

Coach 41:13 You don't want to lose that, that's really important to you?

Client 41:15 Yeah. Yeah. Because in many ways right now I'm kind of on a little bit of a high if you will that I haven't had in two years.

Coach 41:31 That sounds significant?

Client 41:33 Yeah. Yeah. Absolutely. Yeah. Without a doubt. Now I certainly projected as though I was during those two years, those painful two years. But that took a lot of energy. A

lot of energy.

- Coach 41:53 That sounded draining.
- Client 41:54 Yeah. Very. Yeah. Yeah.
- Coach 41:57 So you're getting confidence out of this which is really important to you.
- Client 42:01 Yeah.
- Coach 42:04 What can I help you keep your attention focused on that?
- Client 42:11 You know what, I think I've already started because I'm really trying very hard to keep negative energy away from me. I feel strong responsibility to things, and I'm trying to lighten that a little bit too.
- Coach 42:37 So try to moderate your sense of responsibility?
- Client 42:40 Yeah.
- Coach 42:42 Responsibility for what?
- Client 42:43 People. That need to be that person for everybody. So I think I've already started this thing. I need to stay in this theme and not veer off.
- Coach 43:11 So in our conversation, one thing that really strikes me is that, as you talk about confidence and what it does for you and how important it is, that's a huge source of energy. Every time we talk about the uncertainty of where this goes, that's been a big drain of energy.
- Client 43:35 Yes, but there's nothing I can do about that. Again, it's taking that and turning it into a win, and then not putting so much focus and attention on it, and then have that attitude that whatever happens, happens.
- Coach 43:56 Consider putting your attention here. When you did just now, I got the sense that you had a lot of energy, a lot of positivity, and that's one thing that's within your control.
- Client 44:07 Yeah, definitely.
- Coach 44:10 What would be a simple way just to keep your attention here when you need it?
- Client 44:16 Well, I'm going to stay focused on the positive and not-- even this scenario that's going on, I'm going to try very hard to not let that meddle into this and what I have gotten for myself.
- Coach 44:35 Is there something that reminds you here of your confidence that you feel particularly proud of, accomplished?
- Client 44:49 I think in the short period of time that I've been here, how much positive feedback I've been getting from people.
- Coach 44:56 So what can you do with that positive feedback?
- Client 44:59 To be honest with you, it's pretty amazing to me that I've been able to achieve that. Because in December I was just a shell, and then I was able to flip that switch. Because to be honest with you, when I was presented with this position, I didn't know if I was ready. I just didn't know if I had taken enough time to just kind of chill, you know.
- Coach 45:34 And look how far you've come in that time.
- Client 45:07 Yeah, yeah, yeah.

Coach 45:40 Is there one piece of feedback that really stands out, something you're proud of?

Client 45:52 I get such great feedback from the CFO who I just value his opinion tremendously. He just keeps saying to me, "I can't believe that you're here, and the things that you've done, and what you've accomplished." And then the people that are reporting to me just keep saying, "My God, I can learn so much from you." And that type of thing. So that's really very-- to come from that, now, to what I had before, where everything I did was just not it, or it just was never the right thing.

Coach 46:49 Yeah. I get the sense that that really has a lot of meaning to you when you hear the CFO say that, and you hear reports.

Client 46:55 Oh yeah, absolutely. That would not have been the case four years ago, but having the two years of that program stinks. What are you doing over here, what are you doing over there, type thing. And just kind of boiling it down to this very transactional type of a job is not me. Somebody else it would be fine for - not me whatsoever, you know? This is kind of like, that's what I've been reduced to, you know? And it's not in terms of a person, it's just in terms of capability, you know?

Coach 47:44 I hear a lot of confidence now in what you're saying [chuckles]. A very strong-willed voice now.

Client 47:51 So you know, again, you know, it's-- three weeks is a good experience, so--

Coach 48:00 So how well have we done in terms of encouraging you, giving you some ways of being open-minded about this--

Client 48:05 Yeah, I mean I think you've given me things to think about, and you've given me things to help get through that knot, let's put it that way.

Coach 48:14 What have you learned about yourself in this conversation?

Client 48:23 I think that it just kind of supports my notion to stay in that positive theme, you know, and not allow the negativity to set in.

Coach 48:44 And one of the things that I've learned is that for you, there's all kinds of reminders of things that give you confidence. And that that's a big source of positivity for you.

Client 48:55 Yeah. Yeah, absolutely. Yep. Yeah.

Coach 49:00 And the other thing, I guess, I learned is that the ambiguity is going to be a major drain.

Client 49:08 Yeah. Yeah. Yeah. Yeah, so I think that the sooner I can get out of that, you know? Although, if this person said, "Can you stay on-board for another three months and just help me get through the transition, and then we can figure it out?" I also have to think about, "Okay, if that scenario happened, what would be a win-win for me to do that? What would make me feel comfortable about doing something like that?" You know?

Coach 49:41 Yeah. To use some of your earlier language, how would you continue to get better?

Client 49:44 Yeah, absolutely.

Coach And grow moving forward. Yeah.

Client Yeah.

Coach Good [chuckles]. We're coming up on the end of our time. How are you feeling about where we've ended up?

Client Yeah, great. Yeah. It was timely, yeah [chuckles].

Coach Good.

Client It was timely.

Coach Is there anything you want to say to close this out?

Client No, thank you [chuckles].

Coach I'm glad that we had the chance to meet today, in person too.

Client Yeah, sure. Yeah. So would you like to set up another time or?

Coach Yeah.

Client I didn't bring my phone, silly me.