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COACH 00:00 Okay, those two beeps mean that we are recording so let's begin. First of all, it's wonderful to have you on the call. I know we talked about this before we started the recording, but I just also want to affirm that just being able to coach you again it really is fun for me and it's an honor, and I hope that it will be something that's beneficial for you too.

CLIENT 00:22 Thank you so much.

COACH 00:25 And as you know, this is a call that I'm recording for the purpose of potentially submitting it for the MCC certification application. So just to know that even though ultimately it may be used for that purpose, it will only be used for that purpose. I won't retain the recording at all, so we can just focus on each other and on the topic of our coaching.

CLIENT 00:47 Excellent.

COACH 00:48 That sound good?

CLIENT 00:49 Sounds great.

COACH 00:50 All right. I was just looking at a few things I wanted to remember to tell you and in case I-- [Nicholas didn't?] say it, we will certainly keep this call confidential among the two of us and the assessors.

CLIENT 01:05 Right.

COACH 01:07 So what would you like to focus on in this session?

CLIENT 01:10 Actually, the reason why I was a few minutes late has given me a new concern or an issue that I really feel like would be helpful for me to be able to talk through with someone, and think about what might be the best way to respond to this situation. What I'd love to do is to just talk a little bit about what I might can do and how I might handle this particular scenario. I'm working with a senior team that I've been working with for some time, and my objective is to really help them to come together as a team, and to be more effective as a team and as well as to prepare kind of a developmental type of thing where we're really working to try to get these folks to step up to the plate, increase skill level, increase communication, blah, blah, blah.

CLIENT 02:22 So [at any rate?], I've been working really closely with the CEO because he has plans to retire, and as part of his board's directive, he needs to get this whole team ready for the transition. We have one team member who slipped in an outlier. The team has made tremendous progress, things were going very well. We've got this one person - he is a CFO - and part of it is all the soft stuff. Why bother? He's just really more of a hard-knows-results type of guy, and this person is supposed to be participating in an assessment. Long story short- I don't know if the details are relevant - I determined today that he had lied yesterday to the CEO and myself.

COACH 03:33 He lied to you?

CLIENT 03:34 Lied to us. So I had to go in and talk to the CEO about something else totally unrelated, had a conversation and he brought up the conversation we had yesterday and I said, "Well, I need to be really honest with you. I tried to get in and talk to Bob - that's the individual's name - directly and he wasn't available. But one of the things that he said, I don't think is true." So the CEO then immediately wanted to confront the issue - brought the person in, confronted the issue. Well, quite frankly, he lied again. I now have evidence that he lied again because he lied to cover himself.

CLIENT 04:22 But I am in a very, very difficult situation now because I really didn't go in there to "tattle" on the man. I went in there for another issue, conversation came up. I do feel like it's my responsibility to be forthcoming and to share if there's information that I have that we've got a senior person who is not being honest. But by the same token, I'm going to need to continue to work with this man, and I imagine he is absolutely furious that he's been caught. And so instead of accepting any responsibility for that, I fully anticipate - and it would be consistent with past behavior - for that to really be translated to me. It's fresh and I'm trying to think through, "How do I need to respond to this?"

COACH 05:36 You said this has put you in a very difficult position, what's difficult?

CLIENT 05:45 It has put me in a difficult position because I feel torn between what I feel like is my responsibility to inform the CEO because of how substantial this is, and secondly it puts me in a difficult situation because I know that there's a high probability that this is going to make it even more difficult for me to work with this gentleman.

COACH 06:26 You have to work with both of them.

CLIENT 06:29 I have to work with both of them.

COACH 06:31 Right. What do you think would be the best possible outcome once you determine how you can handle it?

CLIENT 06:46 The best possible outcome would be for this guy to be willing to come clean, because if he was willing to admit that, it would be so much bigger and so much more than just this isolated-- it could be, I should say, it could be so much bigger and so much more than this isolated situation. You know just sort of a willingness to say, "I got to step back." [?] to recognize that he's the outlier, because the best possible outcome would be to get him to not be an outlier anymore [laughter].

COACH 07:26 And that's an interesting twist. So the first response you had was something that is really dependent upon him. The best outcome would be if he came clean.

CLIENT 07:38 Right.

COACH 07:39 The second one you said to get him not to be an outlier, is that also dependent upon him?

CLIENT 07:52 Yeah, it really is.

COACH 08:00 What's your role related to his decisions?

CLIENT 08:08 I think my role is probably to just try to create the environment that will allow him to be more forthcoming, to be honest, and - this is a really good question - and somehow or another, I guess my role is going to be how am I going to get him to trust me? That's it.

COACH 08:58 That's big.

CLIENT 09:00 Mm-hmm, mm-hmm, it is.

COACH 09:00 How did that work for you when you just said that, "How do I get him to trust me?"

CLIENT 09:07 You know what? It landed [slap?] for me, only because it feels like that's going to be a really big hurdle.

COACH 09:28 What are you feeling right now?

CLIENT 09:36 I am feeling a couple of things. Again, good place to go for me that's helpful because I'm really bad thinking about what I'm feeling. If I'm real, real transparent and honest with myself, I think I'm feeling a little bit of fear. Fear that,

"Oh my gosh, maybe I shouldn't have said anything and maybe I've made a mistake in

even saying anything." And then fear about what's going to be the impact to the relationship with this one person and then how that might impact the bigger relationships. Then, there's sort of the logical side of me that goes to frustration. It's sort of like, "Oh okay, so he lies and gets caught and I'm the one who's got [?]." [laughter] So there's some self stuff. I'm feeling some things that are wrapped up in me, probably, with this as well. I'm real honest with myself. There's no question.

COACH 11:01 And I really appreciate that about you - your ability to be really honest about how you're feeling and what you're thinking. We've talked about fear and frustration, is there anything else you're feeling that we're missing? Anything else I need to know?

CLIENT 11:21 I'm swirling a little bit, probably, only because it's fresh and I truly want to do what's the right thing. I don't want to get in my own way, if that makes any sense.

COACH 11:45 That's a great confirmation for you, "I truly want to do the right thing." and you will, you will do the right thing. Let's refocus for a moment on what we want the outcome of this call to be, and we can come back and explore any of these areas. But you had initially said you wanted to look for the best way to respond or handle this scenario. Is that really the outcome that we're searching for today? Or now that we've explored this a little bit, is there anything further that you'd like to say about that?

CLIENT 12:20 I may or may not get the complete solution with this, but if I can just speak through and walk away with "Okay, here's sort of the path I need to go down. What are the things that I can control?" That would be very, very helpful.

COACH 12:47 Okay, so think it through, find the path, and determine what you can control.

CLIENT 12:54 Right.

COACH 12:55 How do you want to start exploring this?

CLIENT 13:04 Well, let me think about what's going to be the best way to go about this.
[silence]

CLIENT 13:28 I really liked your question about what is my role. And I think from there that maybe the best way is for me to think about what are both the tactical for the logistical steps that I need to take as well as not just what do I need to do but how do I need to do it. So it would be helpful for me to kind of sort out. I think I'm going to need to do this, this and this. So for example, I know that one thing I need to do is I need to address it with him. I don't need to let it be an elephant in the room.

COACH 14:16 So in the "What do I need to do?" column, you feel you need to address the situation with Bob.

CLIENT 14:26 I think so. I might talk through this and find that I don't but I think I do.

COACH 14:33 Yeah, you don't sound 100% sure about that.

CLIENT 14:38 Well, again, I don't want to jump to conclusions too quickly, I guess. My knee-jerk reaction is always if there's any conflict, if there's a concern, it needs to be addressed, don't let it sit and stew. But I just need to make sure that in this situation, is that really the right thing to do that will lead to the best possible outcome?

COACH 15:10 Shall we explore that for a minute? Would it be helpful to look at that?

CLIENT 15:16 Yeah. That would be very helpful I think.

COACH 15:20 What do you think? Is it the right thing to do to address this with Bob?

CLIENT 15:30 You know my gut says yes, because if I don't I'm afraid that it's going to be hard you might get back to say, "What I want to try to do is build trust with him." And if I don't then it's not going to build trust.

COACH 15:51 It's interesting what you just did there. You took a step back from the "What do I need to do?" into "Why do I need to do it?"

CLIENT 16:01 Mm hmm, yeah.

COACH 16:04 And the "Why" for Bob for you right now is to build trust here.

CLIENT 16:08 Right, and you know what? Part of the reason why the bigger picture of "Why" is one of the things that I perceive causes him to be an outlier is that he doesn't trust others and other of his team members. And so, I think, if I can help him create some level of trust, then maybe that will help him to not be such an outlier.

COACH 16:47 How can you help him?

CLIENT 16:50 Even as I said that, that's exactly where I'm going. I can't. Maybe I can do some things to help facilitate that, but I can't make this guy trust. This is a capacity to trust issue.

COACH 17:04 That's interesting. What did you just get right there?

CLIENT 17:14 It was a bit of an aha around, "Okay, you're trying to take one situation and encourage somebody, or trying to make somebody do something that they've not done naturally as part of a team for three years."

COACH 17:44 How does it feel to say that and recognize that?

CLIENT 17:51 It's a little discouraging but by the same token it's like, "Okay, if I can't do that - and let's be real, I'm not superwoman - then it kind of takes me back full circle to, 'What's the right thing to do?' "

COACH 18:15 Okay, that was really interesting. I noticed your voice changed. All of a sudden you had a different persona and you said, "Okay, if that's not possible, let's be realistic." [laughter]

CLIENT 18:24 [I can let go of it?]. I had to mourn it for a moment [laughter]. To be honest with you, I needed to mourn it for a moment. "God damn it, I can't fix it. Okay, I can't fix it. Let's move on." [laughter] Let's move on.

COACH 18:33 And you said, "Let go." Is there something you just let go of?

CLIENT 18:39 Yeah. Feeling responsible, I guess, for shifting his beliefs, feelings or this ability or inability to trust. I mean I can't admit, that's his [dime?].

COACH 18:58 So let's dwell there for just a minute, if that's all right. You let go of feeling responsible for his ability to trust. Is there anything else that you've let go?

CLIENT 19:23 I think that my logical side says I need to let go of some of this fear, feeling like, "Okay, if he gets out on his high horse - if you will - about something I've said or done, I need to let go of the fear of the impact that that might have on my relationship with others. I need to, first of all, trust those relationships a little bit more. And again, I'm not responsible for how others feel." So I need to let go of the fear and I can do that, that one's a little slower for me though because the impact is so great.

COACH 20:19 The impact of-- ?

CLIENT 20:21 If I were to lose their trust.

COACH 20:26 There's a lot of fear and frustration here. What will it take for you to let go of the fear?

[silence]

- CLIENT 20:44 I think it goes back to just make sure that I am honestly doing the right thing. And then, as long as I can feel comfortable, what I've done is truly the right thing, the best possible thing not for me but for the total organization, then whatever happens, happens. That's what I got to do, make sure that I'm doing what's right.
- COACH 21:17 I have to tell you when you said that, it really sounded authentic. Something in your voice sounded very stable, sound, securing that. Is that how you felt?
- CLIENT 21:36 Yeah, it is. I cannot even put words to how much I just want to do what's going to be in the best interest of the broader entity, and I don't want to let myself get in the way or one individual-- my fear of frustration, I certainly don't want that to get in the way, and also I don't want one person to get in the way.
- COACH 22:00 Great. I've taken some notes of what you just said, would you like me to read those back to you?
- CLIENT 22:07 I'd love for you to.
- COACH 22:09 The first thing you said was, "I need to make sure I'm doing the right thing. If I know I've done the right thing - the best possible thing for the organization-- "Okay, my notes aren't very good. Let me try that again [chuckles]. The sentence you said was, "I want to make sure I'm doing the right thing, the right possible thing for the organization - the larger entity. I'm not going to let my fear and frustration get in the way. I'm not going to let one person get in the way." Let me check in with you. Originally, we said your goal for our session was to think through this situation and find a path, specifically looking at what I can control. Are we on track to that?
- CLIENT 23:04 Yeah, I think we are on track. Again, I don't know that we'll get the complete resolution. But it's very, very helpful to think about this way, because I'm moving from a more reactive way of handling it to really creating the best response. So it is helpful for me.
- COACH 23:30 What will help you move closer to creating that best response now?
- CLIENT 23:35 I think, I have to go back to the original statement of if and how to address what just happened with him.
- [silence]
- CLIENT 24:05 So I think I just have to come to a-- and here's what I'm thinking that the best option is that I do need to just talk to him about in a very calm and non-threatening, non-confrontational manner. And one of the challenges is he's very difficult to get in touch with, but I need to not let that be a barrier, because I think that it's going to be important to this individual. One of the key things that I talked to him about is he just doesn't seem to recognize how sometimes what he does and says come to cross, and

this is a perfect example. And it feels like to not do that becomes more about me and my fear than to do it, which is the right thing to do. It's kind of a crucial conversation thing [laughter].

COACH 25:37

Right, a crucial conversation. And not let one person get in the way.

CLIENT 25:47

Yeah, that's exactly right.

COACH 25:52

Let's recap. What are the insights you've gained in the course of this conversation that would help you with this as you move forward?

CLIENT 26:01

Well, a huge insight for me is just being aware of what I'm feeling, slow and down enough to think about, "Okay, think about what you're feeling and how those feelings might be impacting what you're thinking, and how you might react." And so, it is a big insight for me to be able to step back and say, "Okay. I need to really be cognizant of that." and that will impact just my whole demeanor. If I can truly let go of any fear and frustration, I will show up very differently.

COACH 26:50

Mm hmm. You'll show up very differently and we saw that on this call.

CLIENT 26:54

Mm hmm, absolutely.

COACH 26:55

You showed up yourself so differently when you talked about the fear and frustration, than you did when you'd spoke from the heart about "Make sure I'm doing the right thing for the greater entity of this organization." We didn't dive into those feelings of fear and frustration very deeply. And what I really want to acknowledge your ability to connect with them and notice their impact on you. You have a very strong self-awareness about how you're feeling, and when you connect with those feelings it has a lot of meaning for you.

CLIENT 27:32

Thank you. It's very helpful to have somebody help you make those connections. My biggest flaw is that I'm such a logical analytical decision-maker, that I often times don't slow down enough to even recognize the feelings. So it was really helpful to stop and process that. This has been great.

COACH 27:56

Good. Is there anything else you want to say about insights that you have gained that will help you move forward?

CLIENT 28:07

I think, again, the most important thing is an insight goes back to slow down and dig through before you react. I am quite the one to check it off the list, try to get it done and to move forward, and this is just one of those situations where the outcome is going to be a lot better when you slow down and think through it. I would love to say that's a brand new insight, unfortunately, it's just one I forget about every day and need reminding of [laughter].

COACH 28:57 Well congratulations on reconnecting with that today then.

CLIENT 29:01 Thank you.

COACH 29:02 That's lessons we learn and relearn.

CLIENT 29:03 That's right, that is right. Oh that's very helpful, thank you. This has truly, truly helped me to-- I mean, this is something I was kind of my stomach was in a knot about as we first started talking, and I feel so much more at peace right now.

COACH 29:24 Great. Before we go, now when you're in this place of peace, what are your next steps?

CLIENT 29:32 I think what I'm going to do is I'll have to make an appointment, because he's very difficult person to get hold of - everybody has to make an appointment to go into his office. So I will follow up with a call and I'm just going to sit down and say, "I just want to talk about what happened and how you feel about it." And again, like I said, I think the most important thing for me before I go in there is to make absolutely certain that I go in there without my stuff in the way. I thought do a little cleansing before I go [chuckles]. That's my plan, I think that will get me where I need to go.

COACH 30:20 What I know about you is you are an amazing coach as well as consultant and all the other roles that you play. And when you put yourself in the position of being clear, centered and focused on doing the right thing, and being aware of how you're feeling, you're going to resolve this in the best possible way. And so, I have faith on you in that and I wish you well with it.

CLIENT 30:46 Thank you. I appreciate that. This has been great.

COACH 30:50 All right. Thank you for your time today and good luck. I look forward to the next time we talk.

CLIENT 30:58 That sounds wonderful.

COACH 31:00 Thank you. Take care. Bye Bye.

CLIENT 31:04 Bye.