

## Audio file transcript

### Brigitte coaching Dominique – May 2024

**00:00:03 Coach:** Good morning, Dominique.

**00:00:05 Coachee:** Hey, Bridget, how are you?

**00:00:07 Coach:** I'm very well, thank you. How are you?

**00:00:09 Coachee:** Good, not bad. Thank you.

**00:00:11 Coach:** Good. Good to see you.

**00:00:12 Coachee:** Thank you. Same.

**00:00:14 Coach:** So thank you for joining me today. I'm looking forward to our conversation together with around 30 minutes today and I'm wondering what you'd like to talk about in this?

**00:00:27 Coachee:** Hmm. So I think something that's come up for me probably recently but has come up before it is my thoughts around moving into different roles and moving into more senior roles. So recently something came up where the person that I work with was seeking my interest in stepping into a different role and that's come up before. And you know, a couple of years ago and it's come up again and my knee jerk reaction is always no, that's ridiculous. I don't think so. And it, you know, when it came up in the last week, I was curious as to my default responses in that space and what's really coming up for me.

**00:01:24 Coach:** OK, So what is most challenging for you around that?

**00:01:34 Coachee:** I think for me the real challenge is I'm creating a whole heap of reasons as to no, and to the negative aspect of the thought to move into a more senior role. And I'll come up with a really long list of why to verify the no and you know, they're all real things in my mind and just recently I thought, but what if? What if you know it wasn't that. And then I still come back to the same long list. So I think the real challenge for me is how I feel about it, because if I'm being asked or being, you know, considered or someone's having a conversation with me about something, there must be something in there for them to get curious with me about it, but I can't see that umm. Hmm.

**00:02:36 Coach:** So it sounds like there are people around you that have confidence in you to step up and at the same time you're default reaction is to negate that. And so I'm curious to know what sorts of uncomfortable feelings or thoughts come up for you when you think about going for that role?

**00:03:11 Coachee:** There's always a fear of failure. That is one of them. But I think what's coming up and it may still be the fear of failure, it's it'll be working. You know this position will be working in a large team of peers and some of my thoughts is Oh my goodness, they'll just be thinking, what on earth is she doing here? How did she get this gig? We've been in the industry for X amount of years, you know, so I spent a lot of time thinking about that. Thinking, will I be accepted? Will I be judged? So that is a real thing for me. And spending a bit of time worrying about what everyone else is thinking about the validity of me being in that position. And yeah, so I'd say that's and a little bit for me is, is the energy and the commitment to do it. So I've seen I work with these people and I've seen how they all do it differently and some are it's all in 24 hours a day, you know. And others can do it, sort of that nine to five approach. And that worries me a little bit is what am I going to be going for by stepping into this? If I was to and if I, you know, no assumption to be even, be successful, but they're all the things that are going through my mind. How would I be accepted and could I commit to what it's going to be in terms of the work the hours? The travel? Hmm.

**00:04:59 Coach:** So it sounds like your internal dialogue is getting in the way. And on top of that, there potentially could be a values misalignment too with work hours and what have you. How does that sit with you?

**00:05:22 Coachee:** It sits very well and I'm it's reminding me of when I was in a different industry, a different role altogether. And I was speaking to my boss at the time and she was having a conversation with me saying what's the future look like for you? What are the next steps? And I remember then saying I had a very young family then saying, Oh no. I'm good where I am because I can't commit to the hours and the travel. And she said to me, but your situation is not going to be the same in 10 years time. And I feel like I'm still stuck in that mindset a little bit of I don't know if I can commit. Just I see some people. It's all consuming and that's not what I want. You know, I don't want this all consuming, but then again as I talk about it, there's nothing to stop me doing it my way. And yeah.

**00:06:24 Coach:** Hmm. So. What's most important about this issue for you to raise this today, what's really important about this issue?

**00:06:40 Coachee:** I think it might be. It might be the acceptance and lack of judgment amongst a group of people I might be moving into. Sort of looking how they might see me as the best person for the job and how I'll navigate that you know if there are I think there's 8. There's eight others. How I navigate that if I'm not accepted into that that group because I know them all quite well and the work that they've done to get there. So that is probably something that's getting in my way the most is I'd rather not even step my toe into it and do that somewhere else where nobody knows me.

**00:07:30 Coach:** Sure. OK. So then what's the hardest thing about stepping into that and experiencing that if that's what you think is going to happen? What's the hardest thing about that?

**00:07:44 Coachee:** I think a lack of community or a lack of a team. That feeling of not being supported and being with like-minded people who are all in it together to support each other, to be the best that they can be. So that's a team that I work in and around at the moment so uh, yeah, it's probably not being very open to work with some of those people who I know I have extremely different values to me and how they treat people. So yeah, that that would bother me, that would be difficult for me to work with.

**00:08:32 Coach:** So at the start of this conversation, you tapped out there, potentially being a role that that other people as to that you would be good for and internal dialogue was perhaps telling you something else. And some of that you've also highlighted some of the people in the environment that may have you feel not confident in that particular, so thinking about this conversation today, what would you like to get out of this conversation?

**00:09:14 Coachee:** I think for me it's more putting to rest the inner dialogue and the constant battle of what if? What could maybe you know around being accepted and getting some sort of getting myself to a position where I accept the unknown. And back myself with a little bit more confidence around or, you know assurance that I can bring very different things that maybe others can't? So I think it's just getting that chatter out and working with what I actually know, what I can control.

**00:10:06 Coach:** Yes, yeah. And what will be different for you then, Dominique? If you are able to get rid of that internal dialogue, that internal chatter and all that confidence that you're wanting to experience?

**00:10:27 Coachee:** I think just a sense of peace almost. I kind of know my position. I know it's a yes or a no. I'm not constantly tied up in knots, as should, I would, I could I shall I do it? You know, it's just it's easier for me to do the yes or the no. For these reasons, rather than the back and forth, which I think I've been doing for years because I haven't spent enough time in that space to really think about it, it's just always been no for 25 different reasons. OK, yeah.

**00:11:01 Coach:** Alright then. So I think so you're clear around the challenge itself and and what supports that challenge in terms of an internal dialogue? What would it look like for you if you were to create a picture around being who you wanted to be? What would that look like?

**00:11:23 Coachee:** In a future state, role wise?

**00:11:38 Coach:** Or I'm thinking about some of the words that you've used that that internal chatter and the things that you're telling yourself, that prevents you from perhaps taking on these roles? What would be different if you did have the confidence and the dialogue was gone? So what are you wanting to get rid of?

**00:12:00 Coachee:** OK, I think a sense of calm and confidence around the places that I want to work in or where and also knowing the impact and the value that I do have and what I can bring. As opposed to, I wonder if I could, so that and what would that look like? And maybe I can't. So I think it's a sense of being sure around the value that I can bring so that I'm making a really informed, easy decision for myself. Around what that looks like for me in the future and probably picking the places that I want to go as well. I'm putting myself forward for those positions as opposed to keeping my head low.

**00:13:11 Coach:** I'm wondering, I'm curious around calm and confidence. The impact you have aligned to, you know, working in alignment with your what you value and being sure about yourself around your value, I'm wondering how have you experienced that in the past?

**00:13:34 Coachee:** It's been really interesting because in the past I've worked in different environments and I've often found it's the people rather than what the nature of the business is that I'm aligned to so often. The nature of the business is secondary or to the work that I've done and it's really the teams that I've worked in that have been really important to me I'm currently in an industry that I'm very aligned to and the people as well. So what we do and also the people, so this is probably the first time in a really long time outside of the beginning of my career. Where both have aligned beautifully for me because I have a skill where I could probably slot into any industry really. So where it's worked really well for me is probably the situation I'm in, but it's very insular and the more the different role opened it wide open to lots of other parts of the organization or other states as well. So it goes from a local to a national and that's the bit it becomes a little bit tenuous for me because it's wide open. So what works well for me now is know the team. I know the values that we work by. I'm instrumental in creating a lot of that because of the role that I hold and I guide a lot of that work as well and it works very well. This this other position is stepping away from that. In a way, yeah.

**00:15:44 Coach:** So if you could measure currently how you're feeling around experiencing calm and confidence and having an impact and experiencing being aligned to your values, being sure at the moment. On a scale from 1:00 to 10:00 how are you currently experiencing all of that?

**00:16:08 Coachee:** I would say the 8-9 or ten, depending on the day currently I preempting and creating a story so it's not real, but I would see that dropping quite significantly to a, you know, a four or a three or a four because I wouldn't know how to do that as well as I do it here so that that might be the thing and there's nothing to say I can't build up right to that back again. But that's where I'm a little bit nervous. Yeah.

**00:16:50 Coach:** So that fear of the unknown.

**00:16:54 Coachee:** Yeah, and sometimes for me it it's what I do know cause unfortunately I do know the team or fortunately and this is where I sometimes think I'll probably be better off just doing it in a different organization where better the devil. No, that doesn't work better. You, you know, don't know. And ignorance is bliss. Right? So there's some people that I know are on a particular journey. And that's for them to go through. But they will, they'll unlikely to be changing who they are and it's working side by side with some of these colleagues. So it's sort of all not sure, not sure how I feel about that.

**00:17:37 Coach:** It sounds like that it's not just the fear of the unknown in terms of yourself, but what you do know about the environment in that particular.

**00:17:46 Coachee:** Yes, yes.

**00:17:48 Coach:** Then curious, given that you're currently experiencing an 8-9 or 10 and yet, this particular role has been thrown your way for, you know, consideration and yet you do have some insight around some important factors so I'm wondering what rules have you set for yourself that allow this to be a challenge at all?

**00:18:22 Coachee:** That's a good question. I think. Gosh, this goes to the heart of it for me, I think. That I've got to where I've got to by working with good people and not always, but certainly recently and at the start. And then the middle, you know, just some weird experiences, but nothing too traumatic. But I think the rule that I have is that's not for me. Those positions are not for me. I need to stay relatively, I don't know if low's the word, but almost not invisible, but just to stay below the radar. It's not something I'm very comfortable to do to sit in a different position where there's a lot of focus. So I think the rule is stay slightly below the radar, do really good work, but don't kind of stick your head up and move into more senior or more visible roles, because then you know when you fall over it, you fall from a height. So I think that's probably one rule that I'm living by that, I'm not aware that I'm living by. So much.

**00:20:01 Coach:** And how do you feel about that rule now that you've expressed it?

**00:20:08 Coachee:** It's been quite limiting. And I've always looked at my careers slow and steady. And I think it's been slow and steady because I've always been quite trepidatious around my progress, you know, being quite cautious, low risk adverse. Stepping into roles that I know that I can do really well which is kind of staying slightly below the radar. But then growing really well in the positions because I, you know, have that mindset of just whatever it is, just work really hard. So this one that's come back a few times, it's almost like a ridiculous conversation to me. I'm just like, well, that's ridiculous. Why would you speak to me about that? Because it's taking me out of that comfort zone, I think where I feel quite safe.

**00:21:12 Coach:** Yeah.

**00:21:13 Coachee:** Yeah.

**00:21:14 Coach:** Safety and comfort.

**00:21:15 Coachee:** Yeah, yeah, safety is hugely, hugely important for me. And I've never been one to play the political game either. I just shy away from that and I have no time for that. I don't think about how I could make a difference if I'm in a different role to influence that as well to silence kind of those games, if you like, that are played. So I just stay away from it. Yeah.

**00:21:53 Coach:** So I think you know you've expressed I guess what those internal advisors, I guess you know are saying to you internally and I'm wondering if you were to go to someone that you really respected you, who knew you well what advice would they give you?

**00:22:21 Coachee:** They would probably, I'm thinking of the person who's come to me actually who knows me well would probably, you know, have a smile on their face to go, you know, we're having this conversation and you have the capability just to do it. You know it's almost stepping in, making the first step is the hardest thing and they would probably say do it. You've got good people around you, in this space, who are going to support you and help you to be successful. They equally wouldn't push me either so they wouldn't say just, you know. So I think they would definitely just encourage me to just give it a go in an environment that's relatively secure for me whilst I learn. Learn the bits and pieces and then take it from there.

**00:23:26 Coach:** So I'm wondering Dominique, reflecting back on our conversation so far, what are you learning?

**00:23:38 Coachee:** That I get in my way a lot and continue to do so. Yeah. And I think that's why I brought this today, because I know that I'm getting in my way and learned about the rules that I've kind of living by as well, that that rule around safety, keep low, work hard but don't go to. Don't go too far cause the risk is bigger there.

**00:24:14 Coach:** So it does sound like it is an important challenge for you right now and something that you want to focus on. How will you know when you've been able to overcome this internal chatter and this feeling of wanting to stay, play it safe?

**00:24:43 Coachee:** I think for me it's confidently getting curious about the opportunity and spending time or this or other you know, so it could be this for future and getting really curious about how my experience and my values and my characteristics can make a different. So rather than looking at an opportunity to go well, I can't do this and I haven't done that and this seems really overwhelming to me, turning it around into the possibility of how do I make this work? How does this fit in with what I have to offer? How will it meet my needs. So turning it around to completely to how I'm looking at it at the moment. Moving from why me to if it is me, then what? Yeah.

**00:25:53 Coach:** So that ability to be confident and curious and look at the possibility and see how it might work for you? Hmm. Now understanding that idea to move forward, if you were able to do that on a scale from 1 to 10, how comfortable you are with that idea? Where would you be?

**00:26:26 Coachee:** I'd be 7 or 8 I reckon, yeah, because it even saying it feels more powerful, you know. And powerful in the sense of I'm in the driving seat rather than the panic and trying to backpedal as quickly as possible, which is the emotion that I've felt recently was, Oh my goodness, how do I get out of this conversation? To putting myself in a driving seat to go right, this is really interesting, let's have that conversation, yeah.

**00:27:03 Coach:** So it sounds like you're already telling yourself something different.

**00:27:08 Coachee:** Yeah, absolutely, yeah.

**00:27:11 Coach:** And so moving forward then how will you now approach this? This conversation or this opportunity.

**00:27:21 Coachee:** Yeah. Well, I'm thinking as we're talking that I'm going to go back to this person and have a different conversation and it's not about right, I want to be I'm in it. It's more let's have that conversation around what it is about this role that I care about, what can I bring to this role and I think it's just more of a fruitful, explorative, you know, exploration around the ins and outs rather than I can't do this and that's something new to me. So that and I think that's a very different type of conversion. Well, it is completely different to the one I had last week which was just a straight Nope.

**00:28:16 Coach:** Sure, OK. And now that you're challenging the no and recognising that there could be potential opportunity, I'm wondering what do you bring given your experience? What do you bring to a role such as that?

**00:28:37 Coachee:** Yes. For me, it's about knowing people really well and knowing what motivates and engages people and teams, and adding a commercial lens to that. So ultimately there's a business, there's always a business to run underneath that. But without really, really good, well-intentioned humans doing the work, there's no business and a comfort level to have the hard conversation and to ask the awkward questions as well. And whether that's one-on-one or an open forum. So I think and that's over years of, you know, different experience, very focused and driven and organized, and all of those sort of good business acumen, things that sit in the background. But also really good at surrounding myself with people who are very good at what they do to. Combat the things that I'm not good at as well, so working to everyone's strengths. So yeah, I often think in the different roles that I've had is you can teach most people most things, but learning how to work with humans sometimes is the hardest part and sometimes you either have it or you don't know

what makes people tick. And I know what makes people tick. So, for me, I think that's the starting point for most things.

**00:30:23 Coach:** Lovely. It sounds like the obstacle that you raised around yourself getting in your own way essentially, that the resource and the support is you and what you bring to people. At the start of this conversation, you were concerned about potentially the environment or some of the people. It sounds like you do have the skill set and you do have the strength to be able to work in a way that's going to make it a full experience maybe. What do you think?

**00:31:05 Coachee:** It makes me nervous. Yeah. No, it's exciting and nerve wracking because it's that question you asked. What are your values? That was that was quite an imposing question for me. I was just like, oh gosh, this is difficult because most people just know it because you're in the space and they just know what you do. So talking, sort of articulating it is a good thing for me to do and to sit comfortably in that place to go this is what I do bring. You know, through my years of experience and owning it, because that's what I tell other people. I said you just got to own your space. So that was quite a good process for me. Just to answer that question, yeah.

**00:31:53 Coach:** And you mentioned the words excited and nervous and I'm wondering if the nerves were there to support you and to be your friend, what would the nerves be telling you?

**00:32:06 Coachee:** The nerves would be saying this is a good feeling because it's unknown and it's new, so it's a challenge and you're learning new things and it's going to be okay. You know, we just pick up and carry on. Basically, I think that's what would be happening there. Wonderful. Yeah.

**00:32:25 Coach:** What are the next steps for you then, Dominique?

**00:32:29 Coachee:** I'm going to go back and have this conversation with this person and just explore it with them. Quite differently to what I did earlier. And I'm thinking about the week. We've got a meeting on Monday. I'll probably do that on Monday. So, Monday coming.

**00:32:53 Coach:** What other resources or support do you need?

**00:32:58 Coachee:** Um, I think I want to write some thoughts down for myself after the session today and make some notes around the conversation that we've had. And do some reflection and then dive into the conversation. I don't think I need to speak to anyone else at this point.

**00:33:22 Coach:** And thinking about our conversation today, where we started and where we are right now, I'm wondering what stands out for you as being a key learning?

**00:33:39 Coachee:** Some of the questions were really pivotal for me. Around thinking about the role that I'm playing in my own decisions and in my own life versus the stories I'm creating about the unknown and what I think could happen. Again, I always say control the controllable. So how I think and feel about that is in my hands and in my control, but I've been I think comfortably letting that go. Because it's more comfortable. So, I've probably learnt there's a balance for me of feeling comfortable versus the stories I'm creating to keep me away from what you know, whatever might be next. So, whatever that looks like.

**00:34:30 Coach:** Dominique, is there anything else that you'd like to talk about now that's going to make this conversation more complete for you?

**00:34:36 Coachee:** I think I'm done. All good. Yeah. Really good. Thank you.

**00:34:40 Coach:** Thanks, Dominique, and thank you for your vulnerability. Thank you for sharing and thank you for the conversation.

**00:34:48 Coachee:** No, thank you. That was awesome. Thanks so much, Brigitte.