

Coaching Individuals Within Systems

Helping clients regulate emotions while navigating workplace dynamics

Hi, Ali.

Hello. I cannot hear you. One second. Yes. I I turned nope. I cannot hear you. Oh, I heard something.

Just see me.

Oh, yes. I see you, and I can hear you.

Hello?

I can hear you.

Annie, talk again. It might be you.

It might be No.

Like, I have my speaker to the max, and I can hear some stuff, but it's very, very low.

Yeah. Same here. About It's really, really low.

Kim, can you hear me?

Very, very low.

What about now? Better. Okay. Talk again. Okay. Ali, how are doing? I didn't hear what your answer was.

I'm pretty good. How are you?

Yeah. Yes. Anything you're struggling with?

I have few things, actually. I don't know. One of them is, like, very specifically in your realm.

Good.

And this is was a result of, I don't know, many months ago in VC. Warren said, like, okay. Guys, do do this prospecting. Talk to people.

So I had a friend, digital friend, we never actually met

From distance. She's in Jordan or Lebanon. I think Jordan.

And And how'd you meet her?

Digitally through Okay. Yeah. And then we we were talking, and one thing led to another.

I said, okay. Let's catch up and have a Zoom meeting. I don't know how much context I'm gonna give, but I'm gonna keep it short.

Then she wanted to immigrate to Canada, etcetera, etcetera. And I said, you know, she said something. I said, you know what? Let me try to give you a coaching session for free. And it was about getting basically boiled down to taking responsibility and jumping for the big things. K. Because you wanna do anything for yes.

And I did the the exercise of thing.

Two parts?

Two two parts. And it was I think for her, it was fantastic because she said, oh, this is why I love you. I said, okay. We never met, but sure.

It meant like after one hour and something. It took took me a long because my creative mind, I went all over the place, future, past, left, right. And so I said, okay. I did something that it worked.

And then we kept talking, talking, talking, and since she knows I have some sort of woo woo stuff that I know, recently, we started talking about more on relationship stuff because she's thirty five, and she wants she kinda wants to in my opinion, it's giving away to finding a significant partner.

But she says, like, no, I wanna go with the flow. And I asked her, okay, so how long you've been trying to go with the flow? Four years, this, this, this, this. And at one point, she realized like, oh, this is I feel like this is the trauma that caused from my relationship with my father because my ex was this, this, this.

So she correlated these things. And I said, hey. Would you like me to help you? Because I on my own, I'm dealing with some stuff.

I know a bunch of exercises from Annie. I actually I think one thing that was helpful, I said, like, hey. And I'm being honest. During, I think, graduation point, graduation day for VC, I said, hey.

Because you or Evan suggested, like, give the good advice. I wrote a little marketing piece in WhatsApp, point out to your website. I said, she's a magnificent coaching for heart coaching, etcetera, said, go.

These few days I was saying like, oh, if you feel with trauma, Gabbormati is a guy, Peter Levine is a guy, watch books, workshops, and all of a sudden she said like, hey, by the way, how much do you charge?

I said, one eighty, which was something that I wanted to do with the USD dollars instead of Canadian.

Eighty US is your Yeah.

K.

But then she said, oh, is it Canadian? I said, like, in reality, I kinda want that was my Canadian number, to be perfectly honest. Very good. And I said, like, I I had the intention for USD, but since I know you and Canadian works. I buy you the difference.

And but I want to do What did she say to that?

She said, yes. Let's try one. I think she wants to have a sample, but at the same time, I want to give as much as I can.

So it's actually that one Just hold on.

Let's just pause. So Remember, you gave her a lot. That's why she's interested.

And so I wanna make sure that your self esteem is at the level where you're recognizing that she's already tasted how brilliant you are. That's why she's asking about it.

Maybe she wants to try a coaching session to see what it feels like formally when you're in a professional dynamic, so you do that. And I know you wanna do a good job, and you will.

But I don't want you to be coming from, oh my god. I have to overdeliver. I want you to just create what you think would be what she needs in that hour and not, like, three hours for us because what I just wanna make sure that you're not sprawling into overachiever.

Okay. Gotcha.

Because she'll get used to you know, it's one eighty per session, which is what?

Eight sixty minutes?

I I said, like well, I have sixty minutes, but I knowing myself Yeah.

If we are in a creative exercise on progress Ninety.

Goes a little bit, yeah, towards that.

You say it's sixty to ninety, but I want you to have a an edge for yourself.

It privately you tell her sixty minutes, and you have ninety minutes as your edge.

Because if you don't have any edge, it'll just sprawl into the afternoon, and then she'll get used to three hour sessions, four hour sessions. And then if she wants to tell a friend, oh, I get three hours for one eighty, and it's Canadian, and now you'll be resentful when she recommends and refers someone.

Gotcha.

You have to think beyond just the moment.

If I ever give someone a discount, I will say to them, I'm giving you this price. This is my price for everybody else.

And if you ever refer me, I want you to know this is what it is per hour, per month, whatever. So just so you keep future issues, because then you have to now talk down some new client from their expectations when you talk them up. Right? When someone has a hundred and eighty Canadian and then they talk to you and they find out it's American, they feel feel wah wah wah.

Yeah.

But if they hear two hundred American and then you give them to for a hundred and eighty, they go la la la.

Yeah.

So just be tracking that.

Okay. Cool.

I'm good. So okay.

So she said she's interested. Now what?

Well, now I I so the based on what you said, I said, in my heart, I think with one session, not that much can made in terms of progress.

So I offered, like, hey. Would we have a thirty minute call?

And I find bunch of things. There's a release exercise that I do. I don't know. It's kind of famous. It has a name. I don't know the name, but I do it. Just like you think about the subject, and then you push the attention with the thinking to your kinda root chakra, and then you breathe six counts, holds three, push six counts, hold three.

And this is a I don't know. It has a name. It's a somatic exercise. So I said, okay.

Let's do a thirty minute, and I want to find some, how do you say it, holds that she has, some knots that she has. Yep. And I give a because I'm really good with recording audio. It's like a instead of workbook, I give audio guided audios.

Nice.

So with that theme, I create a guided audio, and she does it for two weeks, and then we have our session.

Great.

So she already is a little bit liberated from her That's great.

That's great experimenting. The only thing to be watching for as you try this again is when you give someone something that relieves the pain.

So, like, if someone has bad shoes and you they have a foot foot hurt and you give them ibuprofen or Tylenol, then they forget about the foot.

So you just you might not have done that, but just be careful because and it's not that I'm trying to get her to give you money and be a client, but ibuprofen does not heal your bad shoe. It's a temporary fix, and people don't know the difference between a Band Aid and ibuprofen and cold medicine and the actual the the symptom is different than the sickness.

And if you treat the symptom, the person never feels the chronic issue.

And so just be careful what you're doing because I wanna get them on the call as soon as possible because I wanna get to the root issue because they've been using symptom cures for their whole time.

Time. Yeah. Yeah.

And so it's fine how you did it. We all experiment. We try different things. Just notice, I'm giving you things to track so that in the future, when you're having many clients, you see what systems work.

So keep it on K.

Your research. Perfect. Love it.

Right.

Is it fun to make the recordings and the I kinda like it.

Good. The problem is I don't do it for myself. These are good excuses. It's like, okay.

I finally get to do the thing that I like. So, okay, my mom does the same thing. Maybe it's a issue that we have and you can point out. Like, my mom loves cooking.

She's a great cook. For herself, she doesn't cook. But she when she has, people over, she puts, an Iranian dishes takes, like, honestly, four to six hours to make.

And she makes these amazing dishes. But for herself, she doesn't do it. Same for me. I love recording specifically music or weird sounds and stuff like that and edit them, but I always do it for others, not for myself, and I don't know why.

That's okay. When your mom cooks for everybody, does she sit and eat with you?

Yes.

Okay. So when you're making these recordings, you make them for all these people, just listen to them once.

Just take the recording you gave her. It can't hurt you.

Yeah. No. I don't.

Take the recording and listen to it with your girlfriend or just just listen one time so that they're not just being made by you, but you're also listening because you get the feedback, and you'll see, oh, that sound next time, I'll use this sound. It's really good. And I'm sure you listen to it before you send it, but not as a customer. You're listening as a creator.

Gotcha.

If you listen to it without, oh, I have to change this, just like, oh, I'm gonna get my own programming. I think you're already programming yourself when you're making it, but when you're active versus passive, your brain is more receptive when you're passive. And so just before bed, anyone that you make that you send out, listen.

You could listen to it as a relaxed participant before you send it in case you see some tweaks or after.

But Okay.

It would be so it would be great for your partner to hear them too.

Okay.

I have to convince her if she will.

To them with you?

I don't know. We'll see.

I mean, if you said I made this for a client, it's to help her feel more confident, more self esteem, more money, whatever, And it's your art piece, and you said it's you know? How long is it? Ten minutes?

Yeah.

Yeah. It's ten minutes.

Will you listen to it with me? We're just gonna lie on the bed holding hands or on the sofa with the headphones. It is intimacy creating. She gets to feel, wow.

He makes things. He's a creator. You get to hear them, and you're both getting programmed by the new beliefs. That's that's good.

Once.

It's worth trying once.

Yeah.

Yeah.

Experiment with it. Yes.

Okay. So great. So you've got this client, and you're working with her. And do you feel any nervousness or worry or anxiety about talking to her in the future?

Not really. I'm I'm good because I've done this. Like, last time, it was absolutely improvised because I was trying to do the coaching every day. And so, like, oh, do this.

So now I have a better understanding, but at the same time, I'm I'm afraid of trying because I did the test. I'm an exploration coach. In the VC, there's a and I'm afraid that I overload people. And because I'm doing a workshop as well soon, not that many signed off because I didn't do that much content and surrounding.

And I have this fear, specifically with her, that I may overload her with the stuff to do.

And I'm trying to see which one carries more weight, but I think those are the ideas that I will come it will come out during the session.

But my mind is always like, oh, get ready. Get prepared. So I'm trying to calm down that calm down that part, which is I don't know if it's good or bad. I always have a fear of being underprepared, and it it's not a fear, but it's just like, oh, being underprepared is not a good thing. Being overprepared, also not a good thing. Yeah. I'm trying to find that sweet spot.

Yes. And over time, you'll find it more easily.

So just allow yourself to have learning curve.

If you're worried about overloading someone, one thing to do is to track their voice tone or if you're on video, their nervous system. When people are overloaded, they start to look confused or dissociate, and they'll go, yeah. Yeah. But they won't be asking questions.

And and then you can check-in. You can go, what number out of ten? Not are you getting this? Are you confused?

What number out of ten load does this feel like right now? And if it's over five, you you cut it down and then ask, what would make it simple?

Would you like me to simplify this? And then you think back of all the things you said, and you pick the most important one.

Because we have, like, five ideas per five minutes, and some people can only process one. I work really fast. I put a lot out, but I can also summarize, and I can also simplify. If someone says, what's the one most important thing to being a great coach?

I've done enough times now. It's I believe in you. Everything else is second to I believe in you. And coaching is more than I believe in you, but if you don't have that, it's not gonna be a great coaching session.

So you always wanna be distilling to, like if I could say in five sentences or one sentence. And so checking in with them and asking how they're like, how is this landing? What's making sense? Get them to repeat it back.

What is confusing? So not is anything confusing. What is confusing?

See, if I say to you, Ali, what is confusing about blah blah parts conflict?

Then you look for where it's confusing, and you don't feel embarrassed. But if I say, Ali, do you get parts conflict? It's hard for you to say, no. I don't really understand this part.

Yes.

Then you have to look silly.

So I'm always trying to tune in to the client not wanting to look stupid, dumb, scared, shy. Like, they they wanna say my life's perfect. There's a part of them that wants to play my life's perfect. Everything's fine.

I'm great. But then there's another part of them that's like, I'm scared. I'm I'm I'm confused, and I need help. And you get these toggles back and forth.

So what I'm trying to do is always make when my couples are fighting, I'm like, I know you think this is a really big fight, and you're really upset about it, and I and I'm gonna work it through with you. I promise. And just so you know, this is, like, seven. This is, like, two out of ten on the kind of fights that I help people with, so we gotcha.

And this is totally normal. When people move, they're always fighting about the carpet and then then and I normalize it. What I'm doing is trying to help them go, you're not alone. You're not crazy.

This is actually garden variety. I got you. I do this every day.

Right? If a doctor says, you have a rash? Oh my god. I've never seen a rash like this.

This is the first time. Doctor's like, oh, this is just, a skin abrasion. I get ten a day. I know exactly how to treat it.

Here's the cream. And then the person goes, yeah.

I won't lie, but I don't often get clients where they have a ten out of ten, and I've never seen it before anyway. So but what I'm trying to invite you to do oh, we have more people listening. Where is everybody? I thought it was just you and me.

We've got Alex.

I was just talking to Ali because no one else was here.

Okay. So, anyways, what I was trying what what I'm always trying to do is write a victory letter for the client's secret desire to be cool, smart, and okay and innocent. I'm and I'm always tracking is anything they're saying or I'm saying could undermine their dignity or their self esteem in their own mind. I never I try never to say anything that would, but if they I can see that they're ashamed to say that they were scared or they're ashamed to say that they were sad. Because some people feel shame about those feelings. Some people are ashamed to say they're angry because they're ashamed of anger.

And I can sniff that out, and then I might say, it's totally they're like, oh, yeah. I was really upset. And I go, yeah. Totally makes sense that you'd be upset. You probably were a little frustrated, confronted, maybe a little angry.

And they're like, oh, I don't know if I was angry. I was frustrated. Then I'm like, okay. They didn't wanna say they're angry.

So I go, it's okay. Frustrated. And if you were angry, it'd be totally normal. I'd be angry in that situation.

So you know? And then I leave it.

I think just like you sorry.

Yeah. Yeah.

Go ahead.

Just like you mentioned few minutes ago, she's on the side that she's she wants to put that front that everything is well because throughout the conversation, oh, this is what I exactly like. And then she send sends me, like, reels of, like, other influencers talking about how amazing it is in mid thirties to be single and dating is like, oh, I'm not craving this. You know? But in reality, I sensed multiple times from indirect ways of Yeah.

Sniffing that this is a big thing. Like, one time I asked in the scale of one to ten, how much how much you're motivated for that significant partnership? She said, oh, twenty. So in reality, there is a big need, but she wants to say, like, oh, no.

Everything is cool.

So that's, I have to find ways to find what is her So the way I'd handle that is I make both equally okay.

K? So I have it, like, not one percent ninety nine, but forty nine fifty one. Like, I totally get. You're fine.

Your life's working. You have a lot of friends. You have things to do, and it would be a little maybe even better if you had a partner to add to this amazing life. So you've got an amazing life and what would make it even better rather than loser life, I need to have a boyfriend in order to be not a loser.

So I'll say that so that they get that we're on the same page, that we're taking something great and just making it a little better.

And I'm always sniffing out what is the state that they're most ashamed of admitting, and how do I sneak okayness to that state so that they pick it up. So eventually after two, three calls, they're like, okay saying they're angry or okay saying they're sad or okay saying, you know, finding a partner is the most important thing in my life because I've given them permission to feel safe around it, and they know that I'm holding their dignity.

Oh, yes. Which way they go.

That makes sense.

Yes. Okay.

Thank you.

Great. Yeah. Hi, Alex. I was just checking in with Ellie and seeing where he was had any stuck points. Checking in with you too if there's anything you wanna talk through. I was today, I was gonna talk about the dignity of feelings and how to conserve it, so it's perfect.

Yeah. So I I I've got a great solution for feelings, and that is not to have any.

How do your family think feel about that?

Yeah. So I did that one of those personal oh, it was the Myers Briggs, I guess. And I ended up with a feeling instead of thinking. Yeah. I think those are the two. So A shift?

No. No. No. So I I I did this. This is for my wife. First started in a corporate job.

She went through this thing. She said, it's amazing. You gotta answer these questions. So we were we spent a weekend together and and I went to this thing and when it came out as I was a feeler.

She was like, oh, no, no, no. You're not supposed to answer the questions the way you want to be. You're supposed to answer them the way you are. You need to be honest.

And you weren't honest or you were?

No. I was totally honest. I'm I'm really good at I mean, was my coping skill for most of my life, suppressing emotions.

And so because of that, I don't express them.

And because of that, my wife is well, at that time, yeah, we weren't married. She's still my girlfriend. But anyway, at that time, she was like, you you know, this is complete *****. You are not a feeler.

There's no emotional anything inside of you. I'm sure of it. And it was just because I'm I've kept it all inside. It's all bottled up inside.

Yeah. So anyway, so yeah, I'm great. I don't need any help at all, Annie.

Well, let's just pause it there because when you I know.

I no. I'm I'm I'm joking because I'm yes. We'll talk about the feeling thing. And I also wanted to talk about the client overwhelm thing that Ali mentioned because that's also something that I've struggled with.

Okay. We'll get into both.

Evan and I on Myers Briggs are the same p instead of j, so we're perceivers. But just when you meet someone who's, like, a thinker or a feeler, say you have two feelers, say she is a feeler and you're a feeler. If you're just a smidgen to the right towards thinking, it polarizes the system. Sure.

And so you become the thinkery person compared to her, and she'll only see the differences even though both of you are on this side of the feeling compared to maybe Eben or some other person.

Like so it's always relative to your partner, and you end up polarizing.

So just know that in terms of so we'll do we'll do overwhelm first, then we'll do feelings, and then I'll time what I was saying today. So did you hear what I said to Ali about overwhelming clients?

A little bit. I'm the and maybe mine is a little bit different.

So let me just Yeah.

Add a little extra context. It's the so I'm very good at helping my clients get to a place a place of peace and calm.

And and that's really important because when they show up and it's just like, ah, total stress, overwhelm, and all of that, we can't really work on anything. So we need to get to that place of relative peace and calm. It doesn't have to be a zero, but anyway, like you say, out of five, below five.

And but then the thing that's that's more challenging for me is the, okay, now let's work the new direction that you need to follow. The the thing that will actually lead to, like you were saying before, instead of just addressing the symptoms here, something that's actually gonna lead to Yeah. You know, to a real solution for you. And and that's the place where it feels for me like it's it's conflict and it's it's going to then sort of not retrigger necessarily, but it's it's gonna reenergize my client in a way that, like, might not be what they wanna feel. So anyway, that's that's the issue.

So reenergize my client in a way. Say, I wanna double click on that.

Like Yeah.

That that they any example you've been made up?

I yeah. So, again, going through a scenario where they were overwhelmed and everything was falling apart and they decided, no. I've gotta do this all myself. I can't trust my team to get this job done. It's too important. And then all of a sudden, now we don't have enough time to get all this stuff done. So now, you know, I'm falling apart, but I'm gonna soldier through and and make this work.

Okay.

So you can get them to calm state wise. Then when we move towards tactical actions, feelings come up that they then don't know how to breathe through. Is that what happens? Or they they get overwhelmed with the tactic?

Yeah. The it it's it's almost like what you were mentioning, like, this I can feel a disconnection.

And, you know, maybe it is a dissociation. Maybe it is something where they're like, oh, no. I you know, that's now we're going back into my overwhelm space. It's Okay.

I'm not listening anymore. You know, even though they can be nodding their heads and saying, oh, yeah. That makes sense. That's actually, that's a really good idea, but I don't feel like it's landing.

Yeah. Okay. So that's why attuning to their nervous system rather than their words is always more important because often people aren't attuned to their own nervous system. So they think they're understanding, but they're not. They don't even know they're dissociating. There's this glazed look in their eyes, and their words are coming into their unconscious, but it's going out, and they can't remember what you said after.

And

And they don't wanna look bad. They don't wanna admit that they just ***** left three minutes in their brain, and they don't even know what you just said because they're embarrassed. It's all those things.

You can point it out and just well, first of all, someone dissociates, you have to slow down.

You have to slow down and U-turn or soften the enterprise of moving wherever you're going.

It's kinda like if you're moving with ten people down a road and then three disappear.

Like, we gotta slow down, and we gotta, like, grab them because we left them. We can't keep going. So bits have been left. You can speak it, like and normalize it like it took you know, I feel like, I'm there's too much stuff coming out. You know, I'm saying speaking too fast or I'm saying too many things, and it's having you understandably kind of glaze over, so we're gonna slow it down.

And you find where did you lose them, you go back. But you have to, like, while you're doing that, normalize and mitigate the fact that they got distracted, and it's totally okay. And sometimes I go on a roll and wasn't tracking you. But, k, let's I'm gonna give you a high level schema for this, and then we'll talk about what it looks like to talk to them.

In any moment and I've been learning this. This is like my cutting edge learning, like, yesterday.

At any moment, I realize there is a choice point where a situation arises. My daughter can't find her running shoes. We're five minutes late for the thing.

And then I notice I can choose chaos literally or a breath and, like, a intentional self attention rather than I can't do it. It's very hard to find that choice point.

You have to slow down and breathe and regulate enough to go, I am running a stress algorithm, and you you can watch it. And it's important for you to try this so that you can teach from your lived experience.

I know how I stress myself. I see the pattern because I've been watching it. It's like, I pick I feel something two things competing for my time and attention. She can't find her shoes, and we have to leave in five minutes.

Oh, yeah. Yeah. Two things at odds. And then I go into the future where we're late or she has a breakdown because she can't find her shoes.

I paranoia about the future that hasn't happened yet. I grab the paranoia, bring it back to this moment, swallow it, and then have the reaction as if that's happening now. That's one of the ways I do it. You might have something similar.

They might have something similar. It usually involves going from the present moment where no one's dying yet and no one's actually having a spaz yet and going into a future to mine or excavate terror or going into the past and going, remember that last time when she couldn't find her shoes and we missed the plane and so I I'm either going to anxiety about the future or a memory from the past of something going wrong.

That's usually what I'm doing. I tend to go into the future. That's just my fetish.

And this is not you're not doing this in the moment. I'm just explaining to you. So I've learned that the only access to power and freedom and possibility is if I can call my consciousness and attention back from whichever way it went into this moment, which is through my body and my breath, and then look at what actually is happening. She just needs to find her shoes. We might be five minutes late for school. No one's actually going to die.

And that's the high level schema. And then you can be like, great, Annie. How the hell do I do that? If you're interested. But I'm trying to show you that there is these are the distinctions you have to make for yourself, and then you can teach them to a client with whatever words work for them or work for you. But does that resonate? Like, this is what we're doing?

Oh, yeah. Sure.

And and And you wanna add to that?

I I've certainly done that in the past. There's no question. And I'm getting better at noticing those choice points that Yeah. Before, I would just I was moving so fast in my own mind that I I never saw that as as another option. It was just like, you know, all hell's breaking loose, and and I know exactly how this is gonna turn out.

And that's what kids do. They don't have a choice. They look around, and then they see, oh, mom took a breath before yelling at me yesterday. Maybe I could take a breath, or dad took a break before he did some crazy upset thing. And they learn from the people around them,

friends and therapists and coaches too, that there are other options than going straight into tantrum algorithms or stonewalling algorithms or whatever they learned as a four year old.

And this is what we're teaching ourselves and our clients is how to grow up, which is basically seeing choice points that previously weren't there and taking them more and more. And every time you myelinate that new choice point of taking a breath instead of yelling, you notice that produces a better result, so it has its own feedback loop.

So only in trying it do you get the feedback.

And it's really important to tell your clients and notice for yourself. I did something different. We still had a fight, but the fight was only five minutes instead of twenty. And I think it's because I took two breaths.

You have to give that feedback so the system upgrades and goes, double click on that again. Double click on that again. Because having that breath or that choice point, the the reason it's so hard is because you are rendering new terrain off the map.

You are literally going off the roads into uncharted hiking territory where there's lions and tigers and no guide. So I get why it's terrifying. But to be a coach and to be a grower and a leader and an evolutionary is to render off the current map as you go in go where no man has gone before, basically, in your life. And so I I just wanna honor that it feels I don't know. Someone took me off a path in a mountain range. I'm be like, wait a minute.

So that's why it takes a lot. And if you take a breath and you're like, you know what?

I know this path. I'm just gonna go try a little bit off this path, and I can come back. And as you go, you'll start to see that that one's easier. It produces better outcomes.

But let me check back in with you now.

So Yeah.

No. That makes a lot of sense, and it's very helpful. The the other piece then is the so I I've helped my client get to a place of peace of calm.

In the moment or across the issue?

Say it again?

In the moment while they're on the call with you or across the issue?

Okay. Yes. It so in the moment. And then the next step is to explore, you know, this issue.

And in that space, you mentioned the dissociation requires some slowing down.

To come back from the dissociation. Yeah.

Exactly. And and that part that part is I don't know. I'll I'll use the word frustrating.

To you?

To me, yes. Because I I know that by slowing down, I'm I'll be able to just my client will be able to stay with me. But it also feels like, oh, yeah. But we've got this Exactly.

We've got this list of things that you wanted to do and and we're not we're not making progress on that list if we're slowing down here all the time.

Because it's you know, if it happens a couple of times, that's fine. It's it's when it's like, oh, I see a pattern now where we start our call, You are overwhelmed, stressed out, of course, because work is crazy. I get it. We get to a place of calm, but we don't seem to really get some new structure in place to support you, between the calls.

Well, it might be that the client is using you to regulate themselves.

Oh, yeah. Clearly. Yes.

Yeah. And that is part of our work. That is part of why they pay us, and we don't wanna wear them onto needing us all the time because then they never have I mean, we're with them an hour a week.

Like, they need to know how to do this without us Right.

For our own sanity because you don't want them calling at three AM either. So when I'm training someone and I'm regulating them, I am trying my best to teach as I go, maybe not the first time. I'm teaching them what I'm doing as I go. I'm narrating. Okay. I'm noticing you're dysregulated with number out of ten.

And then I guide them through it, and then I might, third time in, be like, you know what to do here. What's the next step? And and if they forget, like, I'm training them so as if they had to teach it to somebody because that's actually what I want. I want them to teach it to their kids, their friends, their neighbors, their husband and wife. Anytime I teach something, I'm teaching them in a way that they can teach it.

They don't I don't make it explicit to them, but that's what I'm doing.

And, for because I wanna impact the world. But so you wanna make sure you're consciously teaching them how to do it for themselves, showing them how they felt better.

And at the end, I'll be like, look at you. You did it all by yourself.

I'm slowly taking more and more of I did that off and giving them more and more credit and forcing them to take ownership that they just calmed themselves down. Yes. I gave them some prompts. They did the inside work. So I'm shifting the responsibility onto them.

The homework I might give them is actually reporting on two times that week when they did the thing that we just did.

The progress as a pragmatist, and I think you are a pragmatist, as a pragmatist, you bias, and understandably so, towards the three d, the things that are recorded by a camera measured objectively that got done.

And that's great. You I want you to keep that tracking.

I bias towards the invisible because that's just the terrain I've been mapping. And so I can see that it looks like nothing's happening, but you're actually reprogramming adulthood pathways in their mind that up until now, no one has bothered to help them with. And when you help them learn that, they'll take it into every conversation for the rest of their life with their children, with their partners, with their like, you're creating tectonic changes that have no surface layer display.

So a camera would record zero progress. They just left the call, and their life looks the same until you start looking at if you could if you the camera could record what's going on inside their mind. It's a whole new movie.

And so if you can bring some so progress is along vectors, and our culture and my men bias towards pragmatic, explicit, measurable three d vectors.

If I get my daughter children, come down to dinner. Like, if I you call your kids down to dinner, getting them efficiently to dinner is one vector to measure against. They got down within five minutes. If you have to yell and scream and they feel all discombobulated to get down to dinner, you optimized for the five minutes vector of efficiency, but you did not optimize for the vector of calm nervous system, everyone's relaxed.

That wasn't optimized. So whenever you optimize a one long one vector for efficiency or effectiveness or progress, there's many other vectors that you're not optimizing around that are just as important, but often just not in your domain of tracking.

And so what is the the vector that you're optimizing along, and what are the costs? Just be tracking them. And I'll admit, I bias towards the emotional sophistication, the gymnastic herculean strength that is invisible, that only the mind on the inside, you could see how they're fighting the demons and staying regulated. Like, no one's gonna give them props for that. That's

the kind of stuff that I bias towards. So I get not saying you have to. I'm just telling you why a lot of my tools move in this direction.

But this, as a coach, if you're getting frustrated, what it means in my experience is that I am using my vectors, not their vectors for progress.

So I have to figure out what their vectors are. And if it's physical get **** done, I will do my best to keep packaging and marketing the inner game shifts with and this is how you make ten grand a month, and this is how you get two clients. I have to keep marketing it until we get it there or micromanage the physical actions and then be an ally in their mind while they're going through the emotional upheavals. And so it's just I guess, I the frustration is that you want the client in your map, and what the work we have to do is to get into their map. And I can't always do it. Like, I I can't always do it myself. How's that landing?

Yeah. One quick question. Yeah. Pragmatist versus what was the other term that you used?

Well, I'm a pragmatist, but I'm an emotional pragmatist. I work with emotional systems that are mostly invisible. And so I what might work in this conversation might not work in the long term relationship of this couple. So I'm seeing the system across space and time. So I'm a pragmatist. But if if you ask my husband, he'd be like, you know, I don't like, I I would stack my books in color coordination if I could. He would want it by subject.

Okay? So and I don't. I didn't, but we've had that fight. And I'm delighted by I want to optimize for delight for me and anyone walking through and, you know, looking for the book that I can't find. It's kinda fun for me, but he's just like, I wanna go to business section and and marketing.

So it's just different values.

And I'm what all I'm saying is figure out the client's values because if you get their values, you can tack that on to any other thing you're doing and lead them like a carrot.

Yeah. Okay. And then, so thank you. The the reflection on, what you shared with me just a few minutes ago, is the the vectors.

I'm I'm pretty good at following the vectors of the client. Right. The issue is the vectors of the client's boss or the client's boss's boss. And those are very much three d get **** done.

And how are who are you working for? The boss or the client? Like, who pays and who what's the the politics?

Yeah. Exactly. So the the it's the boss's boss who who hired me. That's where the money came from. And so the client can have a breakthrough, which could be something in terms of, you know, reprogramming, reconditioning, and and all of those amazing things that I know have tremendous value because I saw them for myself.

Even coming from, you know, the engineering, it's all, you know, logic world that I live in. But the but the the vice president is like, yeah, you know, behavior didn't change. Yeah. So we're not we're not impressed.

So so then that's where I oh, I need to bring their vectors into the picture, and that's when the frustration shows up because because you wanna see me seeing as making progress to the person who's paying you.

I well, I I wanna serve both.

Of course.

But Of course. But if I but if I don't make progress yeah.

But if I don't make progress is saying you is appreciating the work.

Right. Right.

Yeah. That is tricky.

There's two things to do there. One is to educate the boss about the layers at which you're working that are more tectonic and that will trickle up.

Like bamboo. The bamboo metaphor is a good one. A bamboo grows underground for three years. So that there's a way to market to the person paying that you are on it, but you have to lay foundations. Like, if I wanna get someone to play Rachmaninoff and they've never played a piano, I have to do the notes.

And after two months, if they're like, I can't hear any Rachmaninoff yet.

So you you need to manage the expectations there, and you you have to market the three d measurable stuff with something that matters to the client.

I don't know if they're on board with the boss's agenda.

It's tricky because they might just be like, I just wanna get my paycheck and, like, not be fired.

The boss wants to move the needle of profit. I'm exaggerating here. But there's Yeah. There has to be some overlap in their Venn diagram of shared mission, values, agenda, and it's kinda like relationship conflict. Like, you have to find that overlap in the Venn.

Where if if they were talking, where would they go, okay. Yeah. I'm on board with that, and the other one's like, I'm on board with that. And I don't know what it is.

You might have to figure it out by talking to them separately, or you could have a talk with both of them. But that managing of the system for what's best for both in service of the third entity. And the third entity is probably not their relationship. It's the business and the job schema working out.

Yeah. Yeah.

It's it's marketing. You have to market to the client.

But I don't know if fear works. I don't know what the situation is, but, like, hey. Your boss needs to see these things move, can motivate them, but can also demotivate them if they are getting fear, but then they don't have any tools to move through it. Then they get more tense.

So you can play with it, but, I mean, you could just be explicit too. Like, listen. Bossman's investing in this so that you can develop and so that more progress can happen in the company. How can we optimize for both? So you're always bringing both so they never feel like, oh, you just work for the boss. You don't care about me. You're always optimizing for both.

The way I do it with couples is I'm optimizing for the health of the relationship, and no one can argue with that. No no husband, no wife is gonna argue with that.

So you have to find something that they both go, yeah. Of course, that's important.

And it could be their relationship. It could be the team's fluidity. It could be profit and progress in terms of effective new behaviors.

And you can also have a meta conversation with the client. Hey. We've had four sessions. I've done a lot of work really helping you, move through these overwhelms, and what have you learned?

And then part of my reason for being hired here is to support you in navigating these interspaces so that your outer behavior shifts. And what do you recommend? Like, you almost force them to start taking it on as a driver. Right now, you're the only one driving it.

Like, if I say to you, Alex, okay. Our our time is about over. We only have ten minutes left in the call of our coaching session. You get to co drive with me.

Like, oh, okay. I know you only have ten minutes. But if I'm the only one managing the time, then I don't have an ally. So you're building allyship with the client around, we need to have three d results so that this can continue.

And then what what ideas do you have that will allow us to take what we're doing in these sessions and implement them in a three d measurable way? Let them come up with it because

then they have to brainstorm. They know what's gonna work and what doesn't, and then they're micromanaging and driving it with you. You could even have the session be like inner game and outer game. We have two chunks, and name it that way so they know that both.

We don't know what's happening on the inner game until we see an outer game. How do I know my daughter's sad until she's crying? I have to see some outer game thing, and we live in a world of consensus reality. And, you you know, you can sell it to them. Does that make sense?

Yeah. It does.

I feel like there's a disconnect between the the VP and the people on the team, which obviously happens a lot in these Are you coaching the VP at all?

No. And there's a huge opportunity there, but the VP is not interested.

But what if you didn't say it as coaching? What if you said, I need your genius?

I need a session with you where I get your genius to support me in helping the team work more fluidly. Like, you you call it whatever you need to get him on the call.

So he he it's all marketing.

So it's not, hey. You need coaching because you got narcissism issues. It's I need your genius because you understand the strategic vision, and I wanna load it up. And I wanna make sure the dynamic between you and your, not henchmen, but, like, your avatars are fluid so that your vision flows easily into the system. And I need to get what's going on for you. I need to get what's going on for them, and I need to create a bridge. I can't do it with a vacuum of your genius.

And then in the conversation, you are going to always package developmental opportunities that you offer for him as ways to execute on his vision. So you never say, and here's your development. It's just in order to make the profit this or in order the team to produce x, y, and z, what I see them benefiting from is you being clear or attuned to their or allowing feedback. Whatever the thing is, self absorbed people, if that's what's going on with him, only do the thing if their incentives are tied piggyback to the thing that helps the other person work with them. It's the only time. If you say they just need it because it makes them feel better or it allow they don't he don't give a ****.

So the only work way to work with these people is to be creative and tie their benefit.

That means you have to be imagining ways to frame it so that they get even if the benefit is you'll be admired, they will look up to you. They'll be inspired by your leadership. These are the words you have to use.

Does it make a sense?

Is that helpful, like, frame? Yep. I'm assuming he's a bit self absorbed, and that's what the problem is.

I yeah.

I I think there's a honestly, I think he's very much like me, and he's he's he's built a very strong protective wall around himself, so that the feelings, don't show up.

So you're a perfect coach for him because when you have the breakthrough, you can help him. We'll go into that now. I know Gloria had something to say. Go, Gloria. I'm not done with you, Alex. Yeah, Gloria.

Oh, okay.

I was gonna just tell Alex maybe you chat GBT some ways to phrase. And the ones that really resonate with you, you'll be, oh, that should work on him because he's like me.

So I don't know if that would work or not, but it was an idea.

Thank you.

Totally use. Yeah. Yeah. Go, Ali.

How about you actually say, hey, mister VP. It seems that you and I, we are very similar in terms of values, but I want to drive them with what Annie said, with your values, how you, like, infuse those in your teammates rather than purely mine. Let me have some genius or some input from you so we are absolutely, like, on the same level. So you create that boundary that, like, hey. You and I, we are very similar.

But I'm It's a little bit dangerous, though, Ali, to say you're similar because VPs, they don't wanna be similar.

They wanna be different and ahead.

And they Oh. The minute the co and I don't know if this is true, Alex. The minute the coach goes to very similar, then the VP has to compete for status.

I gotcha.

And I don't know if that's the case, but we just have to be careful of that. Okay. So, Alex, you will start to notice that you will attract clients, and they will start coming in or at least available to help you in your next developmental level. That's it's a weird woo woo thing that happens.

Coaches, we have a lot of clients just know this. If we're going through a divorce, we're like, oh, I'm getting all these Sorry. I'm divorced. Oh, if I'm it's just wherever you are, you're gonna get clients.

And we can talk about why later, but I could just be seeing this fake pattern, but it doesn't matter. Use it.

Okay. So you who dropped earlier, oh, I have a great answer to feelings. I don't feel them. And I I know you're joking.

And then you said you were a feeler on the Myers Briggs, which means you have a lot of feelings, which means you have this rich emotional experience on the inside.

But Yes.

The tran the the window dressing for the store is not matching what's happening in the store.

Oh, hell yes. Because, when I was young, I, that was when when the windows were clear and people could see in, it was bad news.

So I, yeah, I learned to cover those windows really quickly.

Yeah. And bad news, meaning you got in trouble?

You got No.

More on the I would say, like, in the bullying side of things, like sensitive Alex with his feelings and and wanting to to play nice.

And you the belief was from the social experience. Your parents weren't or maybe your parents were.

I well, I mean, there's a there's an element there with my father. Yes. But but more with, like, you know, on the playground or you know?

Yep.

So my you know, just as a parent myself, my sense is as you were growing up, there were moments where you had feelings come out, and they were okay and welcomed with certain teachers with certain friends and aunts and uncles and parents. And there were times when it was not welcomed Like, when the bullying happened. And what happens in the nervous system, especially the young person, is it anchors all the times where it was really intense emotion, scary, overwhelming, even if it was only five times and there was a hundred of the other ones.

And we just remember, oh, my feelings aren't welcome, or my feelings aren't safe to express. So just I'm, liquefying the past to remind us that the way we grok data and parse it is based on emotional categorization and not frequency of happen happening.

Yeah. Yep.

Yeah. I've had clients tell me, oh, my father was abusive, physically abusive, and then I go, okay. And then we start talking, and it turns out their their father hit them twice in their entire eighteen years. Which I'm not saying is okay, but it's different than an alcoholic father's beating their kids every evening.

And I think it's important to just know all these distinctions.

And so this what I'm trying to soften is the story that became a global universal.

Sometimes there were times where emotionally unsophisticated other people in the playground called kids were not accommodating, receptive, honoring of my feelings, probably because theirs weren't honored at home. That's the only reason I can think of why. And then I made it mean my feelings aren't safe, aren't welcome, get me in trouble, get me in danger.

And that that's it's gone global now. So it's like a low level algorithm running all the time in the background. When I say global, I mean it's running all the time even though it was unique to those circumstances.

Can you think of times in your current life or past life where it counterbalances the story, the edict? My feelings aren't welcome. My feelings aren't safe.

Oh, sure. Yeah.

Yeah. It would be good to hang out there a little bit. Just come just, like, close your eyes or just go there for two minutes and just get a a few little data points so you have a little evidence set.

It could be from your partner right now. It could be from people that you've worked with where they cared. They really cared, and they pulled it out, your friends.

There is a lot of proof and data that your feelings are sacred, honored, welcome, and the world needs and wants to hear it in a world that includes Alex.

Like

You want your feelings to feel safe, don't you?

Yeah.

Are you ready to And and it yeah.

And it's much better now, I would say over the last five years.

There's been a lot of growth in that area.

Yeah. So what has worked in your growth that was moved the needle the most?

Let's just grab it and see how you could offer it to the VP if you ever talked to him.

What would you see as a ladder out of the story? Called my feelings aren't welcome, and they're not safe. Many men have this one.

Yeah. I I think it's so I one of the personality traits that I have is this hyper rationality space, which works great in engineering. We don't allow any emotion in the engineering decisions we make.

You know, we we do all the calculations and that's what makes the bridge stand. So I'm but the the reason that the emotions are so important, especially in the corporate environment, is because ultimately the people doing the work are human and they do have emotions. And whether they're really good at hiding them or being hyper rational the way I was, doesn't change the fact that the emotions are there. And so then the behaviors are really weird, you know, sort of outcomes from the the emotions that aren't being expressed or have even discussed. So for me, it's the with my client one on one, I can connect. We can connect at that emotional level and we can get to that place of safety, which is super powerful.

And and I can do that with other people as well. I don't know that the I I imagine I could do it with the VP. I don't know that the VP would feel that would be then something that he could do with his team. But, anyway, it's it's something that I have a lot of experience with for myself and for working with clients.

Okay.

When you think about coaching the client and the VP and the team indirectly through the client When you think about your client, do you think of the client as the person you're talking to or the company or the team? Like, how do you think about it?

Privately in your own mind.

Yeah. No. When I'm working with the client, my focus is on the client.

Okay. I wanna offer you to play with this. So when I'm working with a client, I see Mary with a mom and a dad and grandparents and a kid or a future kid, and then sideways, her family, her

sister and brothers, and her husband. So I see her as a dot in this whole schema, and it fades out, like, one kid and maybe grandparents, and then it starts to fade. And I kinda get to know a little bit about them enough to to just flush it out. And so when I'm coaching, the think I'm thinking of her as the avatar of a system.

I coach the system.

And I don't do a lot of executive coaching, but I have a friend who did a lot. He actually worked at Zappos. And he would tell me how he's coaching the company and how he's coaching the entity. We'd call it we'd call it the entity.

The entire company of Zappos has a culture and a way of being, and he had three, four points in. And he had to work it's a different way to work when you're thinking I'm working on a system than I'm working on the carburetor rather than the car's whole engine. And I'm sure there's a counterpart in engineering, but when you think about the system it's a people system, but it's the bridge. And if you don't keep track of the whole thing, you'll just get rabbit holing on some, you know, medium that you used to build this crew or something.

And so I'm sure you have this, but, like, figure ground it.

The the the the instantiated individual component, system. And you're always tracking where you can, what's the impact on the system, how can I do I need to talk to the VP? Like, sometimes I'll say to my client, it'd be great if I can talk to your mom only if it feels right for you because I'm feeling I could dance with the system better if I have access to her heart. And so I'm very comfortable talking to people's family systems or their colleagues because I'm holding a very reverential highest vision for the whole system, and they can feel it.

And then I believe the VP will feel this I'm gonna go full will will here. Can feel that the system is being held, and then that them participating will fruit and bloom the system in a way that's more useful for his agenda if you're doing that. Because anything I'm asking the mother or the husband or the child or sister to do is in service of edifying everybody's sense of yay. I'm never doing anything that's yay for this and nay for them. So that means I have to think systems level.

And then I have to package each component's invitation in a way that lines up with the system's highest level of success and micro packaged in a way that has them go, yay for me.

So it's much more complicated to coach that way.

But as you start to coach that way, you can take on much bigger projects. You get much more influential.

And then when you speak to the VP or you even write a text to the VP in a report, he starts to feel like he's subsumed because he's not thinking, how do I machinate the system effectively?

He's thinking, how do I get this person to do this thing? And vaguely if he knew systems thinking, he'd go he'd know how to influence the emotional tethers to each person because that's actually what makes people do ****.

You do need the three d, but people overestimate how much you need it. Because if you don't have this inner game, the outer game doesn't actually happen.

Anyway, you know that. So Yeah. It's it's a very subtle distinction I'm making that is more just you practicing how you think about it when you're offline.

And whenever you're talking to the client, you're thinking the repercussions of what you're saying through the system.

And you can also think of leverage points from the other parts of the system that'll interact with them that you could preempt, so you're dancing with all the interactions.

Anyways, is that Alright.

So okay. So brilliant brilliant, Annie. I'm I'm an electrical engineer and I all the work that I do is around system theory. And if we optimize for a single component, then the overall system in fact usually becomes worse from a performance point of view.

Yes, optimizing for the entire system resonates in a in a really powerful way for me. And that's not something that I've talked about in my it's always been, oh, yeah. We're gonna focus on the client. This is the issue the client has.

Okay. This is what we're gonna work on. We're just gonna focus on that. So this this idea of coaching for optimizing the system is is very powerful.

And that's that's amazing language that my my clients will definitely respond to.

Excellent.

Thank you.

And you can use examples from your own electrical engineering.

Oh, yeah. Oh, yeah.

They can get that language too.

Oh, yeah.

Okay. Great. I love it that you got a new model that you already have a lot of experience on, and I wanna give you permission to always work at the widest system that you can hold without getting dysregulated.

So I can't hold the whole universe.

I can't save the world. I'm just gonna save couples who are fighting and coaches who wanna get to them just because I get it wrong. But other people are taking different parts. And so you wanna be I mean, Einstein said it. You wanna have the circle of widening and widening influence. And I think your mind is trained to hold the system. I don't think you ever had permission.

Yeah. Yeah. Yeah. Great. Thank you.

Great. And then the sidebar is I don't know how to hold systems with my brain. It's too cognitively complex. So what I've done, and I'm giving you permission to do this when you're ready, is I've started to trust the astute pattern recognizer in my body, which I call intuition, which is people think is woo woo, but it's actually highly astute pattern recognition to give me nudges around what the system needs, and it comes up through an intuitive hit, which I often can't explain. I try to, though. I have a pretty good cognitive mind.

But if I need to, I'll just say I'm getting a really strong intuitive hit doesn't work, like, really strong sense or nudge or just trust the under part that doesn't make sense sometimes because it is from I mean, to understand a system, you have to basically become the system. So that's what we're really talking about is you climb in and you become the system, and you go, what do I need to feel congruent? That's what's actually happening. And so the intuition is actually a place where the system that you are now, because you're tracking it, is stuck, and you're trying to make it fluid.

Alright. Enough woo woo before we scare everyone. Okay.

Alright. How's it standing, Ali and Gloria? You're are you tracking what I'm saying?

Yeah. Yeah. Go, Laura. Speak. This has been really helpful because I've not really been in the corporate world. I've always worked for really, really tiny companies, and I could always get my way because the companies were so small as long as I got my stuff done and, you know, so it's really interesting to hear Annie's magic through these different corporate levels where you have more politics to play and you're dealing with extremely probably strong egos.

And it also sounds very masculine because it is electrical engineering. Right? So, yeah. It's really interesting to hear it this way, Annie. Because I'm always more on the woo woo with you and the women. So to hear it more technical like this is, really interesting and fascinating to me. So thank you.

Yeah. And, Gloria, you actually run systems tracking all the time. You're I know you track family systems. I know you track Yep.

If I'm with you in a workshop, you're tracking everybody. You're tracking their emotional state. So you do have systems tracking. And especially when you're helping someone with Lyme, you're tracking multidimensional impacts and that they are not tracking.

And so you have your version of this, and you can probably see how if you focus if you hyperfocus and index on one thing, you lose sight of the whole, and then it fails. So just know, I think we're all systems thinkers, but we the systems that we track are in different realms.

And until you learn systems thinking Yeah.

I get that. It's just really interesting to hear it this way because I've just never been corporate.

Yep.

So yeah. But thank you.

Yeah. I mean, family systems are way more complicated than corporate because in corporate, at least everyone's like, the company, if it goes down, we're all *****.

There's like, we can't drown the boat, so I can alchemize everyone and ma machinate. Not machinate, but, like yeah. Yeah. Get mobilize them.

But in a family system, it's like, peace out. I don't wanna talk to you again. Like, a brother can just be off. So I have to, like, you know, win them into believing that the relationships are valuable and important.

And so it's actually harder to do family systems than even a corporate.

But I'm I'm not saying what you have to do isn't hard, Alex. I'm just saying there is all the emotions, and and and all the dots are humans with all these feelings that they don't even know they have.

They're jealous. They're angry. They're angry that the other person has higher status. That's why they don't wanna collaborate.

They don't know that's why they wanna collaborate because jealousy is always hidden by aggression. They don't know any of that. I can see all of it, and I can't even tell them it's true. I have to kinda smuggle frames under the door when they're not looking that conserve their dignity.

It's, it's very interesting. Okay. Ali, do wanna share anything?

Yeah. Now that you we went through this more diagnosed version of it, now I realized, the advice or opinion that I gave to Alex, like, oh, share that you're similar. I did this with two of the associate in when I was in corporate work two years ago. The first one actually sounds more like what Alex is dealing with, and he didn't take it at all.

You're right. I just remembered when he said and then the second one was was a mother in a family. So she was organizing the kids and everything. So I think she had more intuition and intuitive understanding of similarities.

So when I told her, like, hey. We're thinking similarly about this, this, this, was more open to accept it. And I mostly remembered the victory part. That's why I said it.

But now that you dissected, it makes sense on their values and their systems. As you said, I love this. The milieu and realms that they apply that systems thinking is very different. So with in the case of the mother of the family, it was more she was more receptive.

And the other associate that I was working with, he was like, no. Like, it seems like I want to bring him down. I know something better than you. Now I realize.

Yeah. He jived in. Like, as soon as you say that, the first thing that popped up in my head, Robert Greene has this thing, never outshine the master. Something similar to that.

You don't wanna Unless the master is ***** rock star, because then they want to be outshunned because they've realized a great leader is how many people you've hoisted up to go beyond you, which is what a great parent is.

So that's a whole other level because how fast your children goes beyond you is how great a parent you are.

Yes.

I just wanna speak to the same as the the the I wanna give you a distinction that blew my mind last year. Like, I met a friend who does a typology in in Austin, and we have to go it's like Myers Briggs. And there's a index of sameness and difference. I can't remember the official name, but, basically, I would every time I saw him, I'd be like, here's what I find so interesting and fascinating and extraordinary about you.

And he would just be like, and then eventually he's the one that made the system. He eventually said, you always whenever you talk to me, I always feel like I'm different than what you've seen before, and I noticed I don't like it. And I was like, what? You don't like these genuine authentic comments?

And he's like, well, I can see your intention's good, but what I'd rather you say is I remind you of an old friend or that you I'm the same as you rather than you learned something or there's this new thing. And I was like, what? You'd rather me say I remind you you remind me of someone I know? And he's like, yeah.

I just wanna be the same as everybody. I wanna be the same as your life. I don't wanna be different or extraordinary. Just wanna be the same.

And I was like, that is so weird to me because if someone even says to me, Annie, you remind me of my friend or my sister, I just instantly go, ew. I don't wanna be the same. I want I just want you to notice that I'm different, and you don't have to like it, but don't don't say I'm the same, please.

And so I was giving him compliments the way I would want them. They were authentic, though. And he's always telling me, oh, I feel so relaxed and comfortable, and he would never say anything that was interesting about me.

So this was the revelation for me that the thing that I want the most is the thing that would literally drive someone to feel rejected.

I I'm offering that just as a, like I'm fifty three, and I learned this at fifty.

How how how many other things? Am I, like, giving the thing I want, and it's not the thing they want because it's not what they value?

And I would like to talk about things. So if someone says, well, what's really going on? No. I noticed your lip curl in the corner when you said you were fine.

Are you really fine? Then I go, you love me. Like, they love me. It's literally a test I run.

And then other people are like, why are you intruding? Didn't you notice I said no? And they they don't want anyone coming in and being curious.

It's just I'm more just summarizing that we don't know what the hell people are thinking, so you gotta split test. Tiny little split tests and see does their faith go. How does their faith go?

I was so busy giving him compliments that I absolutely sure would delight him, that I wasn't noticing that he would never be delighted.

Yeah.

So it's great to ask. I went on a thing this weekend where I asked family members and some friends, like, how what is the way that you most like to, like, to be loved or appreciated? Like,

what what do I do that expands or moves the needle? Most of them gave me some feedback, but one of them was like, I'm offended that you even asked it.

They're like, I want you to just be yourself, and that's great because we're friends. And and the eve the idea that you're trying to improve it says makes me think that you think something's wrong.

And I I and then they go, that's what would make me feel more loved is that you stop having that story.

I was like, okay. Great.

I'm done.

Anyways, any last comments?

Know we just have fifteen more minutes. I wanna see if anything's still alive for you guys. I had a whole thing to teach about dignity of feelings, but it's fine. We did it.

I just wanted to say one last thing.

Goya made the comment about the masculine structure of of the corporate environment, And and this is very true. I've seen this a lot. But I've also seen women do extremely well initially in this environment because they can connect with people, especially the hyperrational engineers in a way that that the men don't really have the the the capabilities initially, at least haven't developed them or explored them. So they do extremely well.

They can get, you know, management jobs to begin with. And then as they move up in the hierarchy, then they run into that masculine energy of the guys that just wanna dominate. And a lot of them then, their their growth kind of just stops. They they don't get invited into the next level of leadership.

And that's a place where I really wanna work. My very first PhD student was a woman who's now at a very high position in the industry. And, yeah, this is another audience that I'd I'd really like to support in some way.

But Gloria's comment made me just reminded me of that.

Yeah. Well, remember, masculine and feminine, I don't even like those terms because they talk they they genderify it. It's structure and reliability and consistency and chaos and possibility and shifting, like weather and the mountain range or something. Like, there's and it's two different vibes.

We both have all both of them inside us. And I think our job in romance, but also in life and our development, is to start balancing. As we hit middle age, whatever was unbalanced, whatever it was, starts to need to come in for you to get to success. So you'll peter out. You'll get success as much as you can with whatever skill you've got. And then when you hit a plateau, it's because your underdeveloped skill now needs to get up in order to make a difference.

And this is where coaches come in. We get to see where it's the underdeveloped skill, how do I give them skills and tools to upgrade it, whether it's a woman building more structure or it's a man tuning to his feelings that he can influence the system and mobilize and lead more effectively.

If you speak it in a way that lines up with their vision of who they wanna be, like saying to a man, hey. You need to look at your blind spots, is probably not as effective as I see your leadership going to the next level, and I wanna help you mobilize your team so that they're in service of your vision. Because I've seen you have a very crystalline empowered vision. And when you are mobilizing them by being attuned and allied with their own personal incentives, you can literally get them to do anything.

That that's much better than I have to see a blind spot, which is the same thing. That's what I mean when I say marketing is it's the lubrication that allows an idea that at first feels difficult to come in as an opportunity for upgrade. And our skill as a coach is in not the marketing to get the clients. That's important too.

But the marketing to get the client to take on an idea that's past the edge of their map, but up until now has felt terrifying and hasn't sounded useful.

You have to sell it as possibility, not as shadow. You need to upgrade around and link it to something they want.

Yeah. It's interesting. You were talking about structure versus chaos. The women that I've seen do extremely well in the corporate environment have a lot of the structure.

In fact, usually, they are more organized and have a better sense of structure and process than the men do. So that's really useful. Again, in the early stages of management, that's those are incredible skills. And then where they sort of plateau is where they get to a place where it's it's the structure and the team and holding it all together versus the man who's like, I don't really give a damn.

But I have this vision and we're going to I'm going this direction.

And, you know, and if it aligns with where the company or the boss wants to go, that's great. That person's in. If it doesn't, then that person's out. So they they don't they don't stick around and, you know, but anyway, they have this very one dimensional like, I'm going this way.

And and that's the kind of leadership energy that I'm again, is typically what we call masculine energy. And and that's where I see the the women struggle.

So I it's not structured necessarily from Yeah. From my perspective.

I'm It's directedness. Yeah. Agency, actually. It's agentic directedness.

So in the traditional most traditional stereotype, a man is an arrow, literally an arrow, and a woman is a circle, the the feminine and the masculine polarities.

Right.

So the arrow but a woman, in order to get success past wherever she's got, has to cultivate her arrow, or she'll peter out, like, in her family, in her romance, in her business. And if she's more arrow, she has to build her circle, whichever one.

And the same with the man. They will peter out if they this is why I think romantic relationship ultimately is the developmental crucible for your success everywhere in life, personal but also professional. Because in order for Evan to get to his next level in his business, he he needed me to come online and be like, hey. Inner game. There's a whole ***** other thing called inner game, which he used to teach this class without me, and it would just be the pragmatics and the three d.

Yeah. And and I didn't sign up for that class, by the way.

What oh, his classes before?

Yeah. I mean, I I've been following Evan for years and years and years, and and and he's fascinating. And I've always but as soon as you were part of the team, I was like, oh, no. Wait. Now now I'm in.

Oh, that's interesting. I'm surprised. Okay.

Yeah. No. Yep.

Yeah. Okay. So that but that's the comprehensiveness of the holograph holographic nature of transpolarity thinking. And I've had to learn directedness.

Like, I couldn't invoice people. I couldn't make a webinar or make and we cross train. And it doesn't have to be your romantic partner. It could be your community or your friends, but you have to go to some gym and get those muscles built because there's only so much you can do with an I if you don't have the we, and there's only so much you can do with the we if you don't have the I.

And everywhere in your life goes to the next level when you develop the underdeveloped skill. And this is what the human developmental models are about. The spiral dynamics, the Claire Graves, the Piaget, Kohlberg, they're all developmental models about stages, and every model says the same thing, to get to the next developmental stage wherever you are. And neither one's better than the other, just like a twenty year old is not better than a four year old, even though they know calculus and the four year old doesn't.

The only way to get to the next level is to go look at the level you're at, see where there's holes, places where you haven't become healthy, build those structures psychically psychologically, like, go to the gym and build those, and then you naturally find yourself popping into the next level. But you're not all on one level. You're striated. There's bits of you on the level beyond, bits on this one, bits on the previous levels.

When you get triggered, you go to this level. And so you're always striated, but the eighty percent of you is localized on a level, and it won't graduate to the next organically. You can't hoist yourself. You have to graduate organically until you just go, where am I ***** not getting the outcomes I want in my life?

What do I need to learn? Let me get a coach. Let me focus on that.

In business, they say focus on your strengths and subcontract your weaknesses. In personal life, they say focus on whatever you're struggling with, and you're in in order to make the most success. But there gets a level in both where you then have to pick up your shadow to get to the next level.

Like, you can have a mediocre success professionally, but then to get to the highest level, I think you need to go and clean up whatever you were squinting at before,

Anyway right. Any last comments? We got about nine minutes here.

Well, I'm really proud of you, Alex. Like, some part of you is like, there's a developmental opportunity that might be useful. And I'm always surprised that you show up to this class because I can tell your brain is very different than mine.

But the commitment to learn the thing that's confusing or has not a lot of scaffolding is a real commitment to rendering off your current map.

I'm not taking any engineering classes, so you're better than me.

No. You're exactly right. And and it's because of the coaching and the the courses that I have been in, especially with the people that are, I don't know, into the meditation, into the visualization, into the emotional regulation, those things, I've learned a tremendous amount. So yes.

And I got over my fear. I mean, initially, was super resistant to it. I was like, you know, what the hell is this? I need more.

I need more marketing skills. How do I squeeze people in a sales presentation? That's what I need to know.

And what would you say to someone like you or the version of yourself? What finally made the difference?

Or what Yeah.

So that's really interesting because sometimes I speak to prospects from where I am right now, and there's a huge gulf in, you know, in language. And so I realized, none of those people ever wanted to have another conversation with me. Even though they say they enjoyed it and we still have other conversations, but the coaching conversation never went anywhere. So meeting them where they are means I have to go back and talk Alex ten years ago.

Or you meet them where they yeah.

Also, not everyone's the right fit. Like, I call it taking shortcuts. Like, I say energy or visualize or intuition, I know I'm losing some people in a new class. So I put my provisos in so that they don't think I'm full tilt crazy.

So I go, gonna go woo woo for a minute. I know I'm speaking in metaphor, and I try to say, like, I'm not fully crazy. Like, I still have one foot in rational reality. But I'm at the point now where I think just even if I'm trying that, someone will get alienated, and they'll be like because I just mentioned energy or something.

And so that's when I'm actually not the right coach for them around this because they don't have it's too much of a gap. And then for me to micromanage all those shortcuts I'm taking, I get slowed down, so I'm not able to move at the speed that's in flow. So that's why I think not every coach is right for every client. And I've had clients say, oh, you're too lyrical or do something, and I would get hurt.

And then I realized, like, I am ***** lyrical. Like, that's actually me. And some people like it, and some people are, like, just brass tacks, Annie.

And so then I've made peace with I will attract the right fit.

That'll be like, oh, this makes sense. This is motivating, and it's easier for them and easier for me. And there's other people who are much less lyrical, and they can serve those people. So I've let go of needing to like, it's a failure if I don't win the client.

So and it probably is useful to notice at least when you're taking shortcuts so that you have the fill in the gap if you did need to double click and expand.

So if someone instead of saying energy, you say like, I'll say, let's do pattern recognition so all the engineers go, oh, in ninja.

But it's good to know when you're taking a shortcut so that you can expand it if there's a pushback.

But when I'm with Gloria, we just talk about multidimensional reality.

I don't have to think of that.

Did you notice when I came on, there were two Glorias on the screen? My other multidimensional was there, and I don't know how that happened. That's why was having so many problems coming on. I was like, what is happening? Why is there two of three?

It's gonna be more Gloria has it's been one of the conversations we're having is that she's starting to see other dimensions and interact with them. And whether they're imaginary or real doesn't really matter. They're producing interesting outcomes for her. And so what do we do with that? You know?

Yeah. What do you do with that, guys? Anyway Right. Well, I'm just gonna go do some laundry right now.

But, anyway Thank you. Thank you so much, Annie. Folks. Life. Thank you.

Thanks. I'm glad when it's a small group, and we can just, like, go off where we want. I had a whole class thing, but I was like, let's just jam.

You guys don't realize how lucky you are to have Annie in the small group.

She's so enlightened with her time.

I I I recognize. I know. We do.

Okay. Yes.

Okay. Well, I've been with her for five years, so I really know.

So just Gloria still shows up.

She's seen all these glasses. She's heard everything I have to say.

She still shows Because I always learn something new because I'm coming from a space of hearing you newly.

And every time I think of I hear you newly, I learn stuff. So this was a whole corporate learning for me. Right? The whole different so, yeah, if you constantly listen newly, you always hear and learn.

Great. And I love that Alex is gonna take all his electrical engineering and then map it all over his corporate coaching. Excellent.

Yes.

Alright, bugs. See you next time.

Alright. Thank you. Take care.

Bye. Thank you.