



Alex Barba

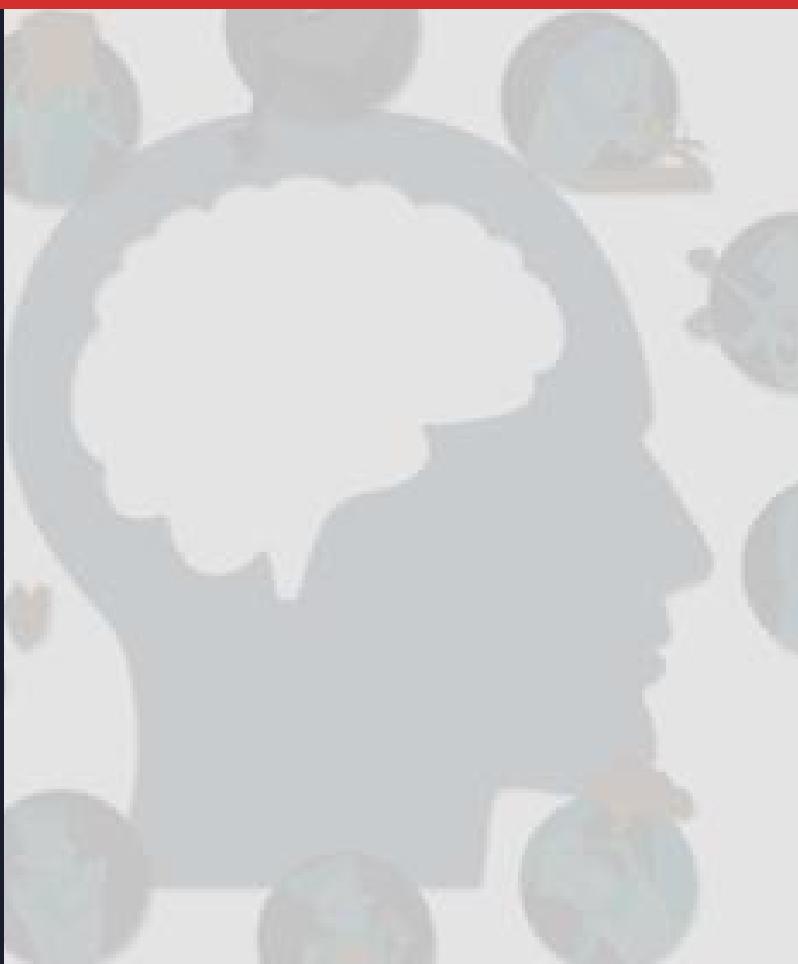
Leadership Coaching for
Tech Organizations

THE MASSIVE STRIKE OF THE SELF-SABOTEURS IN YOUR ORGANIZATION

Are you your most dangerous enemy?

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Introduction

A couple of years ago I joined a tech organization in the medical research field as a senior software engineer to help them to improve their outdated codebase.

One of the first things that all the engineers agreed on was that all the new developments should be fully covered by unit tests.

Some months later an urgent requirement came in. One of our clients needed an API and they wanted it by the end of the week.

Two colleagues took charge of the project. They worked extremely focused and generously overtime to accomplished the task.

By the end of the week, our first shiny version of a completely functional API was live.

The CEO of the company went out to buy some treats. The mood was great while we were all celebrating. Well, were we all celebrating?

No, I wasn't.

Clearly pissed-off I asked – why are you guys so happily celebrating and congratulating each other? I checked it and the API doesn't have any single test. Not even one.

Everybody at the party froze. They were all looking at me. Their gaze was showing a mix of surprise and anger.

The CEO looked at the engineers in charge of the API and asked them – Is that true? – Yes, it is – one of the engineers said – but we didn't have time to add the tests. We have been working as hard as we could to complete the API by today. We will add tests for the whole API first thing on Monday.

But I knew that, if the tests weren't added upfront, they would never be added in the end. I was trying to protect the company's best interests.

The CEO looked at them both and said – we will talk about this on Monday.

Then he looked at me severely and he said – but now we are celebrating that we have an API, maybe not perfect, but it will resist until Monday.

The truth is that I was technically right and my colleagues didn't honor the agreement. It felt unfair to me. I was right but I didn't act right.

I was ruled by my saboteurs, my Judge and my Stickler took control of the situation to protect the company. Well, actually to protect me.



What are the inner saboteurs

Our inner saboteurs are those voices that constantly remind us of what we and others are not good at.

They are those internal beliefs that tell us that we are not good enough at what we want to do, that we aren't ready for our next challenge, that we shouldn't take any risks, that there is only one right way to do things, otherwise there is no point in trying.

As Shirzad Chamine explains in his amazing book Positive Intelligence, the Saboteurs are our internal enemies.

They are survival strategies that we developed when we were children to help us deal with the threatening situations of life.

The truth is that now, as adults, we don't need these survival strategies anymore. We have plenty

of resources to deal with these situations in a completely different way but, as we are so habituated to do things in the same way, we keep repeating it and we nowadays think that our saboteurs are part of our personality.

We don't even know that they exist.

The saboteurs are universal. The question is not if we suffer from them but which ones we suffer from most.

There are 10 archetypical saboteurs. One of them is the Judge. The judge is the master saboteur, the universal one that everybody suffers from time to time.

He is the first one that gets triggered when we face a difficult situation and he is the one that triggers one of the nine accomplice saboteurs.

The nine accomplice saboteurs are the different strategies that we, unconsciously, put in practice to protect ourselves, strategies that systematically backfire us.

The Judge

The universal saboteur

The Judge is the main saboteur we all suffer from time to time. He is the master saboteur that constantly focuses on the negative side of everything.

Even in the middle of a celebration, the Judge compelled me to focus on what was missing and only potentially dangerous instead of focusing on all the positive results and achievements that were actually present.

The Judge's interpretation is always full of flaws and negative biases as he usually falls into inferior/superior comparisons.



The Judge causes most of our anger, guilt, regret, shame, and anxiety and he is the victim of a lie that backups his manipulation:

Without me pushing and punishing you, you won't be able to achieve much.

THE JUDGE. THE UNIVERSAL SABOTEUR

The Judge finds faults with ourselves, others, and our circumstances.

Ourselves

The Judge's most dangerous lie is that we aren't worthy of love and respect just by who we are, we need to earn those.

Our Judge warns us that we will turn into a lazy, unaccountable, and selfish being without him kicking our butt constantly.

The Judge pushes us into action through threats of fear, shame, and guilt.

Imagine we make a mistake in a project, for instance, we forget to test the whole functionality before going into production. Once deployed it doesn't work as expected.

Our Judge will create extra anxiety on us the next time that we will need to make a deployment until the point that will avoid it or ask a colleague to take care of the risky task.

Others

If you find yourself in a continuous fight with a colleague, chances are very high that your Judge is busy judging your colleague and vice versa.

This is especially true when you feel completely sure that you are right and your colleague is wrong.

The Judge denies our part of responsibility in conflicts and how our behavior triggers other ones' Judges, fueling the vicious cycle of triggering each others' saboteurs.

The next time we will be working with the same colleague it will become a little bit harder for us to find his ideas useful because our Judge, trying to protect us, will associate that colleague to being wrong.

Our Circumstances

One of the Judge's most dangerous lies is: "I'll be happy when..." .

We pursue something that will give us happiness. A promotion, a raise, a change in the working environment, some recognition..

The problem with this approach is that we chase a moving point. An achievement that loses all its meaning as soon as we reach it.

We expect it to make us happy but, when we finally get it, happiness doesn't show up.

As soon as we achieve this "when" point we find ourselves pursuing the next milestone in our life and career, and again and again.

Think about the last time that you got a raise. Probably you were very happy for a couple of weeks, days or hours. After that, probably it didn't bring you any more happiness and you were already wondering when the next one would come.

Judging versus discerning

Is every attempt to clarity a judging exercise? Can't we use our intelligence to evaluate situations and analyze risk?

Of course, we can. That is called discerning.

Then, what is the difference between judging and discerning?

The presence of negative feelings like anger, blame, disappointment or frustration is usually an alarm of the saboteurs influencing our thinking.

Doubt is the key signature of the Judge. Whenever you will notice the presence of doubt pay close attention to whether you are evaluating your decision or judging its potential result.

Empathy, curiosity, excitement, and possibility are some of the feelings associated with discerning.

The accomplice saboteurs

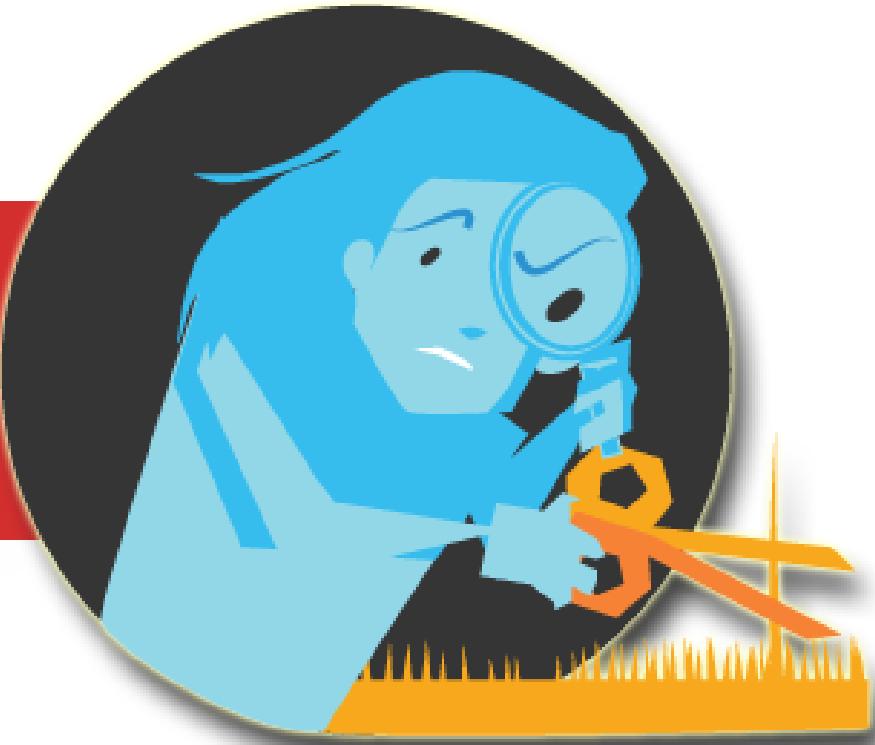


The accomplice saboteurs are the different strategies that we fall into once the Judge gets triggered.

The Judge, following his biases, triggers one or more of the accomplice saboteurs strategies as his solution to a challenging situation.

Our unique personalities influence which saboteurs we develop and become more active.

The Stickler



Symptoms

Perfectionism and the need for order taken too far.
Punctual, methodical, irritable, sarcastic, and highly critical.

How it feels

I know the only right way.
I feel frustration and anxiety when not keeping high standards.

Justification Lies

Personal obligation to fix everything.
Only one optimal way to do things.
Only the best ones get to succeed.

Impact

No flexibility in dealing with change.
Others feel criticized and resign to please the Stickler.

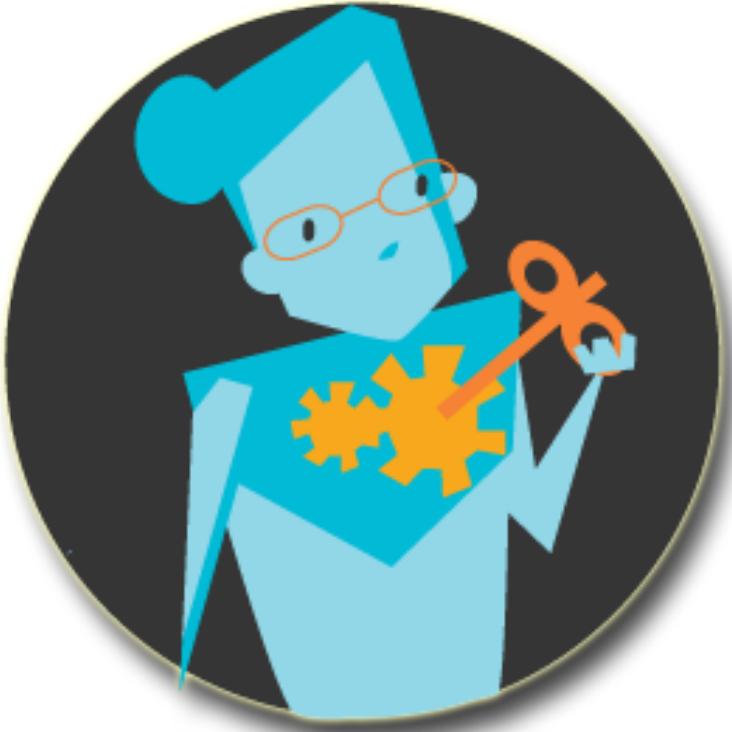
Unconscious Agenda

Failing is not an option.
I won't be criticized if I achieve optimal results.

How it backfires

The stickler removes suboptimal options until he gets out of options.

The Hyper-Rational



Symptoms

Exclusive focus on the rational processing of everything, including emotions and relationships.
It mostly shows feelings through the passion for ideas.

How it feels

Feelings are distracting and irrelevant.
The needs and emotions of others distract me.
It feels different, alone, and misunderstood.

Justification Lies

The rational mind is the most important kind of intelligence.

Impact

It can be perceived as cold, distant, and intellectually arrogant.

Unconscious Agenda

Having true knowledge compensates for my lack of skills in other aspects of life.

How it backfires

Intimidates less analytically minded people that feel diminished.

The Avoider



Symptoms

It focuses on the positive and pleasant in an extreme way.
It avoids difficult and unpleasant tasks and conflicts.
It avoids conflicts and says yes to things undesired.
It has difficulty saying no.

How it feels

This is unpleasant, if I let it go, it could take care of itself.
If I get into conflicts with others, I might lose my connection with them.

Justification Lies

No good comes out of conflict.
It is good to be flexible.
Someone needs to be the pacemaker.

Impact

Denying conflicts prevents it from turning them into opportunities.
Relationships are kept superficial through conflict avoidance.

Unconscious Agenda

To gain time until anyone else takes care of a dangerous non-controllable situation.

How it backfires

What is avoided usually comes back to us in a bigger size.

The Pleaser



Symptoms

Helping, pleasing, and rescuing others.

How it feels

Expressing my own needs feels selfish.
To be a good person I should put the needs of others ahead of my own.

Justification Lies

I don't do this for myself.
I help others selflessly.
The world would be a better place if everyone would do the same.

Impact

Emotional disconnection of own needs that can lead to resentment
and burnout because of lack of reciprocity.
Others can develop dependence.

Unconscious Agenda

Indirect attempt to gain acceptance.
It has a strong need to be liked.

How it backfires

The pleaser becomes a way for others to achieve their own goals.
Others find it hard to connect to the pleaser as it doesn't look
genuine.

The Hyper-Vigilant



Symptoms

Continuous anxiety about all the dangers in life.

Strong focus on what could go wrong.

Chronic doubts about self and others.

Seek reassurance in procedures and rules. Skeptical, even cynical.

How it feels

If I would make a mistake everything will collapse.

I want to trust people but I'm suspicious of their motivations.

I need to know what the rules are.

Justification Lies

Life is full of dangers.

Impact

Constant anxiety that burns a lot of vital energy.

Unconscious Agenda

Danger and rules are my excuse to stay in my comfort zone and to not take any risk.

How it backfires

Loses credibility and others avoid him as he drains them.

The Hyper-Achiever



Symptoms

It focuses on external achievements.
Goal and result-oriented.

How it feels

If I can't stand out, why bother?
Emotions get in the way of performance.
Feelings distract from achieving goals.

Justification Lies

Life is about achieving results.
A good image helps me achieving results.
Feelings are a distraction and don't help.

Impact

Self-acceptance is continuously dependent on the next success.
Loses touch with deeper self and intimately connecting with others.

Unconscious Agenda

Self-acceptance depends on others' acceptance.

How it backfires

It depends on constant achievement for self-validation.

The Victim



Symptoms

Emotional and temperamental style to gain attention.
Extreme focus on internal feelings. Dramatic.
When things get tough, he wants to give up.

How it feels

No one understands me.
Feels alone and lonely, even when surrounded by friends and family.
Dwells on envy and negative comparisons.

Justification Lies

By acting this way, I at least get some of the attention I deserve.
Sadness is a sophisticated thing that shows exceptional sensitivity.

Impact

Others feel frustrated, helpless, and guilty that can't help enough.

Unconscious Agenda

Forcing others to pay attention to me.
Avoids taking own-responsibility.

How it backfires

Pushes people away.

The Controller



Symptoms

Anxiety-based need to take charge, bending people's actions to one's own will.

Connects with others through competition, challenge, or conflict.
Confrontational.
Stimulated by conflict.

How it feels

I am either in control or out of control. Others want me to take control.
No one tells me what to do. It becomes angry and intimidating when others don't follow.

Justification Lies

Without me, you can't get much done.
You need to push people.
If I don't control, I will be controlled.

Impact

It gets temporary results at the cost of others feeling controlled and unable to tap into their own greater capacities.
It generates anxiety as many things in life are not controllable.

Unconscious Agenda

Keeping the things in my own way will protect me from being trapped in others' uncomfortable and potentially dangerous behaviors.

How it backfires

People hate to be controlled.
They react against the manipulative strategy.

The Restless



Symptoms

Always in search of greater excitement in the next activity.
Rarely happy with the current activity.
Escape from unpleasant feelings very quickly.

How it feels

The next thing has got to be more exciting. Negative feelings suck.
I must shift my attention to something engaging.
Impatient with what is happening in the present.

Justification Lies

Life is too short. It must be lived fully.
I don't want to miss out.

Impact

Under the superficial fun and excitement, there is an anxiety-based escape from being present.
He avoids a lasting focus on the issues and relationships that really matter.

Unconscious Agenda

Keeping myself busy enough with exciting things in order to be able to avoid critical problems and relationships.

How it backfires

Rarely able to enjoy what he is doing.
Always looking for the next thing to do that would keep the mind busy.



The impact of the saboteurs in the workplace

Jane, a senior engineer, is working on an important project for which she has a deadline by the end of the week.

Her colleague John, another senior engineer, just noticed that Jane is using a MySQL database to store the data for the new code even when all the engineers in the company decided to not use those anymore and move all the information to Redis instead.

John goes to Jane and tells her – Ey Jane, I just noticed that you are using a MySQL database for your project. Could you, please, use Redis instead?

Even if Jane is very aware of the global agreement about not using MySQL anymore she asks – Why shall I do that?

Well, you know, we have decided that at a company level – John replies – That is a rule now.

I think MySQL works better for this specific situation – Jane says. Then John starts explaining all the benefits of using Redis as it was already agreed.

I know that – Jane replies – but I think I'll go with MySQL this time.

In that case – John says – I won't accept your Merge Request and your code won't get deployed.
– And he leaves the room.

The story under the hood of the saboteurs

What just happened is that John noticed Jane not complying with the company standards and his Judge got triggered.

That is not acceptable!

Immediately his Judge triggered his Stickler saboteur, the one with the high standards and the need for perfection.

There is only one optimal way to do things.

The Stickler in John tried to convince Jane. As a

THE IMPACT OF THE SABOTEURS IN THE WORKPLACE

result, the Judge in Jane got triggered.

John is trying to control her and nobody controls her.

Jane's Controller saboteur got immediately fired up by her Judge and it resisted any attempts from John to be controlled, even when she consciously knew that he was right, there was a global agreement, but she didn't want to be controlled.

They entered into an argument that could last forever. The more the one tried to influence the other the more the other resisted the attempt of being controlled.

The Judge in John triggered his Stickler, which triggered the Judge in Jane and this one triggered her Controller. The harder each tried the more the saboteurs got triggered.

How do we break this vicious cycle?

In order to get rid of the saboteurs, we first need to understand how they were created in our minds. We need to understand the neuroscience of the saboteurs.



The origin of the saboteurs

The question is, where do these voices come from? Who puts these saboteurs in our minds?

To understand why we do have saboteurs we first need to understand how our brain works.

Exposed to an overwhelming amount of information

Every day we are constantly exposed to so much information that it would become overwhelming if we would need to pay attention to all of it.

I'm not talking about all the news in the newspapers, posts in social media, and songs in Spotify. It didn't exist just a couple of decades ago.

What I'm talking about is just pure and raw information. Colors, shapes, sounds, and stimulus. If you look through your window right now, how many objects can you identify? Are you able to

count every single object?

That is a lot of information. Not for our brain. It is able to process an astonishing amount of information, but for our awareness, for our attention.

The brain has evolved to conserve energy and it is very good at it.

One of the techniques it uses to save energy is to discern what we need to pay attention to and what we don't.

It doesn't mean the information isn't there or our brain didn't realize it was. It just means that we don't pay attention to it.

Layers of awareness

Our brain processes information at different layers using different subsystems of the mind.

THE ORIGIN OF THE SABOTEURS

The first layer is the one connected to our senses. We get information from the environment using our five senses. We collect images, sounds, smells, tastes, and physical sensations using our senses.



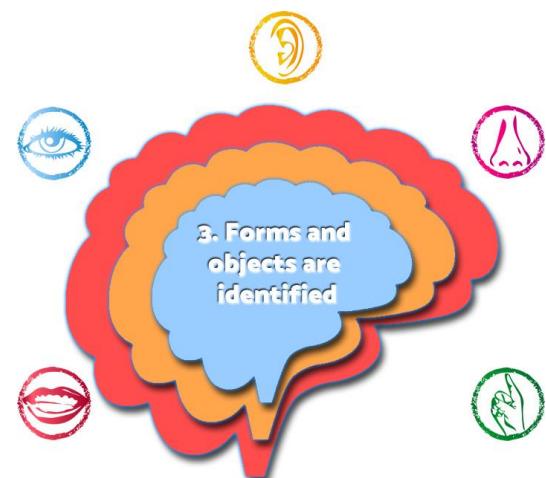
The senses collect information in the first layer.

In the second layer, our mind processes the information collected by our senses. For instance, we identify colors and patterns in the images our eyes captured.



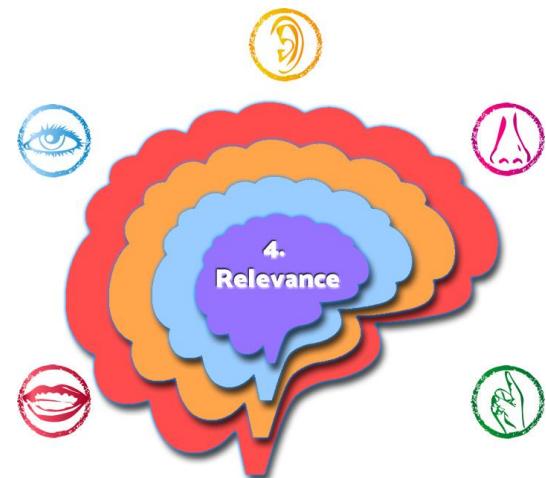
In the second layer colors and patterns are identified.

The third layer of the mind is in charge of identifying objects. Those shapes and patterns become objects that we can relate to something we know or we don't.



In the third layer forms and objects are identified.

The fourth layer is the one that assigns relevance to the objects that we have identified previously. For instance, if we see a threatening object like a tiger, it would get classified as extremely relevant and it will be projected into our attention. If we see another tile on the sidewalk it probably won't get any attention.

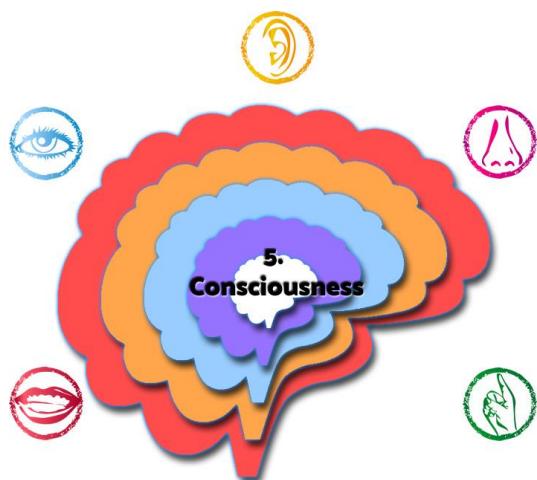


The fourth layer assigns relevance to objects.

In the last and fifth layer, we become aware of the things we have seen, but only the ones that were classified as relevant and arrived into consciousness.

It doesn't mean that the other objects weren't there or that we didn't notice them. It is just that we didn't find them relevant enough to bother, at that moment.

THE ORIGIN OF THE SABOTEURS



We become aware of objects only in the fifth layer.

We project a very small percentage of the objects that we see, hear, smell, and taste into consciousness. This is how our brain protects us from becoming overwhelmed.

Maybe it happened to you that you didn't have a bicycle, for instance, and all bicycles looked pretty much the same to you.

One day, you decide to buy one and you start learning about bicycles to be able to discern which one is the one that better fits your needs.

From that day on, you start noticing every bicycle that you see and you start paying attention to all of them (this example doesn't apply if you live in Amsterdam, otherwise you will be really overwhelmed).

The neuroscience of habits

Another technique that our mind uses to protect us from becoming overwhelmed is automation.

Every behavior that we are able to perform is actually performed by groups of neurons that are connected to each other. These connections are called neural pathways.

When we repeat the same behavior many times the connections between the neurons in charge of that specific behavior get covered with a fatty substance called myelin.

The myelin isolates the connection and makes it faster and more effective in terms of electric conductivity.

The more myelin exists for a specific neural pathway the faster this will be and the easier to follow for our brain.

It becomes a preferred behavior.

The process of forming neural pathways and reinforcing them with myelin is called neuroplasticity and it is how habits, good ones, and bad ones, are formed.

Probably you remember how hard it was for you when you were a child to brush your teeth every day two or three times.

What about now? After repeating the same monotonous behavior thousands of times during your life it just became automatic. Neither good nor bad, just automatic.

The neuroscience of the saboteurs

What is one of the consequences of combining both mind techniques? That the saboteurs get born.

Imagine a strategy that worked out for you in the past, when you were a child. Maybe that strategy wasn't really working in your best interest but it worked out at the time.

As it worked out for you there is a high chance that you would repeat the same strategy again. And then again, and again, and again.

As you grow and you become more resourceful,

THE ORIGIN OF THE SABOTEURS

new possibilities become available to you as well. New options, new ideas, new decision-making moments instead of obeying ones.

But, as our mind is;

First, habituated to pay attention to the same things every time because of habitual processes and;

Second, classifying as many things as irrelevant as possible in order to save energy and protect us from becoming overwhelmed;

We become aware of the same information every time and we use the same techniques and strategies every time, whether they are good for us or not.

We miss most of the new information available because we aren't used to paying attention to it.

We are just habituated to be sabotaged by ourselves.



The white stallion

There was once upon a time a poor farmer. He had a beautiful white horse. Many merchants wanted to buy the horse and they made him great offers.

His neighbors told him. "You are so lucky, you got such a precious horse that could make you a fortune."

The farmer said. "Who knows what is good or what is bad. Nobody knows what will happen tomorrow."

The neighbors didn't agree with his reply.

One day the horse just disappeared. They all searched everywhere. But the horse was simply missing.

The neighbors told the farmer "It is such bad luck that the horse is stolen."

The farmer replied, "Who knows what is good or

what is bad. Nobody knows what will happen tomorrow."

The neighbors frowned at his reply.

After a few days, the horse came back and it brought a dozen white horses from the forest with it.

They all gathered around the farmer and said, "You are so lucky. Your horse brought all these horses with it."

The farmer replied, "Who knows what is good or what is bad. Nobody knows what will happen tomorrow."

The neighbors thought the man was crazy.

One day the farmer's son was riding one of the horses and he fell off and broke one of his legs.

The neighbors came to console the farmer. They said, "We are really sorry for you. It's such bad luck that your only son broke his leg."

The farmer replied, "Who knows what is good or

what is bad. Nobody knows what will happen tomorrow.”

The neighbors really got mad.

After a few weeks, the king of the neighboring country attacked the farmer's own country. The king of the farmer made an announcement that all the youth of the country should compulsorily join the army, except disabled people.

The neighbors were all in grief. They came to the farmer and said, "You are a lucky man. At least you can see your son alive".

What do you think the farmer replied?

When we face a challenging situation we have two options. We can either focus on the difficult and unpleasant and let the distress of the moment dominate ourselves or we can try to figure out what is the gift behind the challenge.

Many organizations have thrived in times of big crisis and made real fortunes. When everybody around is so focused on the problem no one is able to see the opportunity.

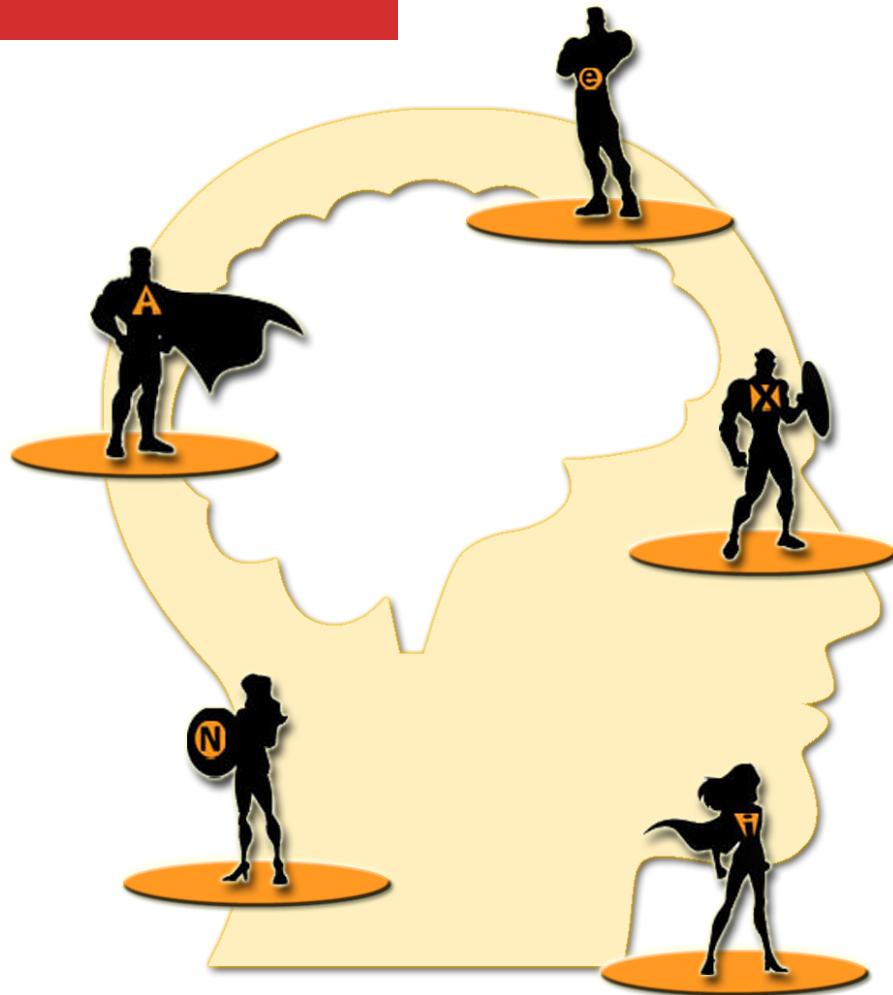
That is the perspective of the saboteurs. The short-term mindset that is only able to focus on the problem instead of looking for the opportunity behind.

The parts of our minds that are able to think in the long-term possibilities and overcome the short-term difficulties are the Allies.

The Allies sees every situation as an opportunity or something that can be converted into one. They understand the long-term gifts.

It is time to meet the allies.

The Allies



Pain is inevitable, suffering is optional.
Haruki Murakami

The allies represent our wisdom. They are that part of us that can resist getting carried away by the lies of the saboteurs.

The perspective of the allies is that all our distress is self-generated. To be precise, generated by the saboteurs.

The allies face every challenge already as a gift and opportunity or as something that can be turned into one.

We have five archetypal allies.

The Appreciator



Superpower

Empathize

Empathize with yourself and others and bring appreciation, understanding, compassion, and forgiveness to any situation. Think about empathizing as the antidote to the Judge's perspective. We all do our best to be a good human being based on our circumstances.

Activation Question

What can I appreciate here?

What Gets in the Way

We grow up with our Judge telling us that we need to be tough on ourselves.

Denying yourself empathy is not a sign of strength, it's setting yourself up for a constant beating.

Technique

The Three-gifts

Come up with at least three scenarios where your supposedly bad situation could turn into a gift and opportunity.



The Archeologist

Superpower

Explore

Explore with great curiosity, openness, wonder, fascination, and an open mind.

Understanding a problem or situation more deeply could put you on a better path forward.

Activation Question

What else can I discover?

What Gets in the Way

Sometimes we listen selectively and hear only what fits our own argument under Saboteurs' influence.

We are often too busy trying to win an argument.

The Judge has us look only for what proves the other wrong.

Technique

Fascinated Anthropologist

Become a keen observer and discoverer of what simply is, without trying to judge, change, or control the situation.

The Inventor



Superpower

Innovate

Innovate and create new perspectives and outside-the-box solutions.

Activation Question

What's a whole new way to do this?

What Gets in the Way

Limitations and assumptions are all produced by our Saboteurs. Evaluation during innovation is the back door through which the Saboteurs enter.

Technique

"Yes ... and ..."

Follow every new idea you have by saying "Yes, what I love about that idea is ... and ...". Avoid evaluating the idea.

The Discoverer



Superpower

Navigate

Choose the path that best aligns with your consistent internal compass.
Navigation is needed when we feel stuck or uncertain.

Activation Question

Which option better aligns with my values and goals?

What Gets in the Way

The things that bring meaning and purpose to our lives do not lie in the rational mind, they live in our “hearts.”
They need to arouse emotion and inspire.

Technique

Flash Forward

Imagine yourself at the end of your life looking back at the choices you are now facing.
What do you wish you had chosen at this juncture?

The Athlete



Superpower

Activate

Activate and take decisive action without the distress, interference, or distractions of the Saboteurs. The paradox here is that the most urgent action can be taken by the quietest of the minds. This is the opposite of the frantic energy that most people bring to urgent situations.

Activation Question

What would I do now if I would have unlimited time and resources available?

What Gets in the Way

Every single Saboteur gets in the way of taking pure action. The Judge wastes your energy by causing fear, stress, anger, disappointment, guilt, or shame even while you are taking action.

Technique

Preempt the Saboteurs

Put yourself in the shoes of your top Saboteurs and try to anticipate how they might try to sabotage your action.



Exposing the lie

The saboteurs do their greatest damage when they convince you that they are your friends and that they are trying to protect you.

The more you feel that you need the protection they are offering you the more you fall into the trap of the saboteurs.

The more dysfunctional your behavior or colleagues ones' is the more active the saboteurs are.

Let's say that you just made an important mistake. The Judge is going to beat you up about that mistake and you will suffer stress, guiltiness, and anxiety.

You will work very hard to avoid making the same mistake again and, if that happens twice you will beat you up twice as hard.

The truth is that being beaten up could work, because of all the anxiety, energy, and effort you put into avoiding making the same mistake again but you will pay a high psychological price.

The Allies have a very different perspective. They first empathize with you and make a distinction between you and the mistake. That makes you think less defensively and allows you to explore what really happened, come out with creative ideas to solve the same problem next time, chose the best one, and actively put them in practice.

For example, a reminder in your calendar could have the same effect as all the distress of the saboteurs at a fraction of the cost of beating you up.



Empathize with the saboteurs

Our saboteurs get triggered by the Judge.

The Judge always focuses on the negative and what could go wrong.

The truth is that the Judge is just afraid.

He is afraid of failure but failure is the only way to learn.

He is afraid of no fitting but not fitting is the only way to outstanding.

He is afraid of not being accepted but the only way to be accepted is by accepting ourselves first.

He is afraid of losing control but having control is just an illusion.

Now that you discovered the saboteurs it is up to you to make peace with them and let the fear go.

About me



I am Alex Barba and I help tech organizations tackle their management and teamwork challenges to develop employee leadership skills that enable them to collaborate effectively and take the business to the next level.

Are you in the tech industry and want you and your employees to go beyond technical skills and become empowering leaders?

Having been working closely with managers, engineers, and product leaders for more than 15 years, I have realized that people with different roles in tech companies speak different languages and that more often than not, they don't understand each other.

I do.

The reason I do is that I come from a world where solid principles, domain-driven design, test-driven development, reusability, and scalability were served on a daily.

Nowadays, as a Certified Leadership Coach, I support managers and employees at all levels to identify what needs to be done and, what is more important, what needs to be stopped.





Would you like to discover how to stop the massive strike of the self-saboteurs in your organization?

**Are you curious about how to prevent the
destructive saboteurs to be in control of you
and your team?**

SCHEDULE A FREE CALL TOGETHER TO LEARN MORE.

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