

### **Coaching Session #3 — June 14, 2025**

**Theme:** Strategic Influence and Designing Alignment

**Morgan:** When you think about the last two weeks, what shifted?

**Jamie:** I had a breakthrough. Instead of going head-to-head with Devon again about custom builds, I proposed a new monthly GTM-Product alignment forum. First one was awkward, but productive. We mapped out which asks were scalable vs. bespoke. Even Priya jumped in to add margin models.

**Morgan:** That's a powerful move. How did it feel to shift from defense to design?

**Jamie:** Honestly? Empowering. I've been playing goalie for months. Now I'm back to being a playmaker. It felt like I was shaping the game instead of reacting to it.

**Morgan:** What value are you leading from right now?

**Jamie:** Intentionality. I want our decisions to feel designed, not defaulted. And I want to model that for my team and my peers.

**Morgan:** What's something you're proud of from this shift?

**Jamie:** I came in with structure. Visuals. Trade-off matrices. I prepped a pre-read for Avery. That made the conversation tighter, less emotional. He still pushed for speed, but it wasn't chaotic.

**Morgan:** How's your relationship with Devon evolving?

**Jamie:** Honestly? It's still strained. He sees me as slowing him down. But this time, when he pushed back hard in the meeting, I asked him to co-define the next roadmap sprint priorities with me. It was awkward, but we actually found alignment on 2 out of 3 items. It was progress.

**Morgan:** What made that moment work?

**Jamie:** I stayed grounded. I didn't try to prove him wrong. I asked questions, listened, and framed my priorities in terms of shared goals—ARR, velocity, and team health. I think that landed differently.

**Morgan:** That's influence. What conflict, if any, are you still navigating?

**Jamie:** There was one tense moment where Devon accused product of "hiding behind process." It stung. But instead of shutting down, I said, "Let's clarify what we each mean by process—and what we think it's protecting." That shifted the energy.

**Morgan:** What's a deeper question you're wrestling with now?

**Jamie:** Maybe this: "What kind of leader do I want to be when no one is looking?"

**Morgan:** That's rich. What comes up when you sit with it?

**Jamie:** Someone who creates clarity. Who stays grounded even when things are spinning. Who leads with principle, not performance.

**Morgan:** That sounds like a compass.

**Jamie:** Yeah. And I think I'm finally learning how to follow it.

**Morgan:** What's a concrete goal you want to hold going forward?

**Jamie:** Pilot the GTM alignment rhythm for one more cycle, mentor the two PMs on presenting trade-off frameworks, and share a reflection with Priya to deepen partnership.

**Morgan:** Fantastic. You're designing the organization you want to be part of.

That's powerful work.

**Jamie:** It is. And it feels like I'm finally back in the game—on my terms.