

Cindy ([00:00:01](#)):

Thank you Olivia, and to echo her sentiments, welcome everybody. We're excited to have you back again with us or for the first time if you weren't able to join us last week. I've been dropping that link for the recordings and your workbook in the chat. As you can see, we have a lot of people in here today and the chat will run very quickly. It does actually slow down once we get into the content and start really working and digging in to what we're going to be doing today. So if the chat does become distracting for you, feel free to close that window for the time being, but you can open it back up again later on during the presentation when it slows down. And again, that link has been dropped in the chat. I'll continue to do so throughout the event so that where you have access to the workbook for today and then the materials from the previous session as well.

Cindy ([00:00:54](#)):

We will not be using breakout groups due to the number of people, but you will be engaged throughout this session. It will not be a passive learning session. You'll be using the workbook with self-reflection and guided activities, and I'm looking forward to learning with all of you again. If you have questions, please feel free to put them in the chat. I'll do my best to capture those as they scroll through. I'll also get the transcript of the chat so I can pull those out, and if anything is resonating with the group, I will be sure that I get them to our faculty to do an FAQ afterwards if we don't have time to get to questions at the end.

Cindy ([00:01:33](#)):

So with that, I have the honor of introducing you to our faculty member today, Jennifer Hughes, the Vice President of CEEK and a partner of NACHC in offering coaching services to health center staff. For those of you who have not met Jennifer before, she's an International Coach Federation and Resilient Leadership Certified coach and often focuses her workshops and presentations on topics like communication, collaboration, leadership, culture and wellness. With this experience and also as a Chief People Officer and over 500 coaching hours and a few years of work with health centers now, both directly with health centers and through NACHC, she's going to lead us to the creating and developing boundaries session today.

Cindy ([00:02:16](#)):

This was a hot topic that came up during last week's session and we coincidentally had one planned for it already today, so we didn't have to change our agenda. We'll turn it over to Jennifer to take us through today.

Jennifer Hughes ([00:02:30](#)):

Awesome, thank you Cindy. I am super excited to talk about creating, developing boundaries. I loved that last week during our session, this came up repeatedly in the chat of, "Oh, I need to set boundaries," or, "We've really got to talk about boundaries," and I got to relish in the fact that we were going to do this session today. So really happy to do that.

Jennifer Hughes ([00:02:52](#)):

As Cindy mentioned, there is a workbook. You are not required to use the workbook. If you just have a piece of paper and a pin, you can use that as well. There will be moments throughout today's session. If you didn't attend last week, I'm just going to brief you on how we'll do this, but there'll be moments

throughout today where you will have time to do personal reflection. As Cindy mentioned, we have a very large group attending and there's just no way we can get all the breakout rooms that you might normally do in a smaller session. So we have made this session one that you can take some time to do some personal reflection. We have some activities built in, some questions that we'll ask you and get you to reflect on those.

Jennifer Hughes ([00:03:37](#)):

So again, there is a program workbook. I know Cindy is putting that in the chat. And if you don't have the workbook, just grab a pen and a piece of paper. You can also always come back to this later. So if you're just in listening mode for the next 90 minutes, that is fine. You will have your own opportunity to go back through it.

Jennifer Hughes ([00:03:56](#)):

As Cindy mentioned, the chat may get a little crazy because there's a lot of people here, and so we will keep up as best we can with the chat, but just know that it's probably going to move quickly. If you see the chat window is up and you find it distracting, just feel free to close it out. You can always open that back up later.

Jennifer Hughes ([00:04:16](#)):

And I think that today is going to be something that you'll get a few good nuggets of information on. The way that I like to say that will happen is that you are as present as you possibly can be, that you limit the distractions you have for the next 90 minutes. I also believe what you put in will fully determine what you get out of today. So if you have the opportunity to really dive into the activities we're going to do, I think you're going to get a lot more out of this than just passively listening.

Jennifer Hughes ([00:04:50](#)):

Also, ask you to just have an open mind to see things differently than maybe you have in the past so that you can be a learner today and you don't have to be in that expert mode. So this is all about taking something in and hopefully finding one or two things that you can take away that are going to help you better define or set boundaries for yourself, both in the workplace but maybe outside of work as well. All right, we're going to dig in.

Jennifer Hughes ([00:05:17](#)):

So this is what we're going to do. If you find yourself saying yes to too many requests, then you probably struggle with setting some boundaries and that's what we're going to talk about. We really want to look at what are boundaries? Maybe what are not boundaries? And then what some of the advantages of setting those healthy boundaries? Also to talk about your role in creating these healthy relationships or environments and cultures through the use of setting boundaries. And you will go through activities today where you will set some boundaries. Now, what you do with it after years up to you, but we will actually go through the process of putting some boundary statements together for ourselves.

Jennifer Hughes ([00:05:57](#)):

This is our agenda. I like to say I spend roughly the time you see here in each of these areas. There may be places where we spend a little bit more time and other places where we move a little bit quicker, but

we're really going to understand boundaries, know that importance of setting and keeping those boundaries. We're going to talk about a lot of language around setting boundaries.

Jennifer Hughes ([00:06:18](#)):

One of the things I heard in last week's session was around examples. So I really wanted to make sure we provided more examples today. So you're going to have a lot of content there. Also, going through challenges to setting and keeping those boundaries and how you might overcome some of those challenges. And then more tools to reinforce and enforce those boundaries. All right. So let's jump into looking at what boundaries are, what they might not be as well as some of the types and looking at some healthy boundaries. So we get some examples in here.

Jennifer Hughes ([00:06:52](#)):

So first thing, why do we need boundaries? We need boundaries because there is just a vicious cycle of what happens when we don't set them. So when you don't set a boundary, you sacrifice something that is probably your own need, and then you have increased an expectation of what you can deliver next time, and then people infringe on you. And then guess what? That happens again, that you'll sacrifice your own needs, increase those expectations of others and it keeps going.

Jennifer Hughes ([00:07:22](#)):

And so we'll often say that, "Work is doing this to us. Work won't allow me to do this, or work is putting too much on me," but I think we have to change and accept our role in that a bit, that we need to set boundaries. Those are our individual responsibilities to do that. And when we set good boundaries, I have seen this firsthand, it's actually gift to your team members. It shows them your authenticity, what you can and can't do. You set a good example for them for how to manage their own boundaries.

Jennifer Hughes ([00:07:54](#)):

Now I understand, there're working environments that also impact the boundaries that you can set. So you need to know what are the limitations of my work environment in regards to what boundaries I might be able to set but really, they are up to you. You have to be the ones to enforce them, to reinforce them, and to let people know when they may be infringing on them.

Jennifer Hughes ([00:08:19](#)):

So let's talk about what boundaries are and what boundaries are not. So boundaries are your routines and your practices that you put in place in order to mean some sort of state of self-regulation. These could be self-discipline practices, there could be managing some prior commitments and responsibilities. It could be self-care. It is your responsibility to maintain these and to execute them.

Jennifer Hughes ([00:08:47](#)):

You should be clear and if they're done right, that you should notice some benefit out of them. And they should be a result of you knowing yourself and what you need and I think that's key. When we know ourselves really well, we know what we stand for, what our values are, what our priorities are, we can start to be clear about where we may and may not need some boundaries set.

Jennifer Hughes ([00:09:10](#)):

So what boundaries are not are some sort of rules that you impose on other people. So they're just really practices that you're holding yourself accountable to. You should not have boundaries for others to guess or manage. You should be clearly articulating those. It should also not be an attempt for you to skirt responsibility. So make sure you're dependable, handle your business, they're your personal accountability when you do this. And then they should not be things that are in hindsight like, "I should have had that boundary," but rather something that you're putting into place. They're assertive, they're intentional. So being very clear about those.

Jennifer Hughes ([00:09:50](#)):

So I do like to be clear that a boundary is not a barrier. And what I mean by that is with a boundary, you have people who can stand on their own side of that boundary. You can have a conversation, you can shake hands over that line. You can even offer somebody to come over onto the other side to help you if needed. You can take responsibility what's on your side of the boundary and the other individual can take responsibility for what's on their side of that boundary. You can respect that line, but it's in service of working together, not avoiding each other.

Jennifer Hughes ([00:10:28](#)):

And this is something, boundaries are really attractive because they actually benefit everyone. A barrier's a little different. A barrier is something that just cuts off the communication. It cuts off negotiation, right? We're no longer going to negotiate together. It makes it clear you're not on the same team. Okay? So being really clear that a barrier is different than a boundary. A boundary is something we're going to put in place so that our own needs are met while also keeping into consideration others. So hopefully that helps us think a little bit around what boundaries are and what boundaries are not.

Jennifer Hughes ([00:11:10](#)):

So there are a ton of types of boundaries. So I've just put up here seven types. Now, I'm not going to go through each one of these. I think for the purposes of our workshop, our focus is going to be more in the workplace boundaries. You may have time boundaries that you're looking at. You may touch on some individuals, so I don't want to say that you can't go into any of these. What you do during the activities is definitely up to you of what will help you most today, but these are just some types of the boundaries.

Jennifer Hughes ([00:11:44](#)):

Your respect for yourself is central to these boundaries setting. So again, know yourself, right? Know what you need, what you expect from others. Make sure that you are respecting yourself, that is central. The boundaries are not just stopping or avoiding talking to toxic people or anything like that. Those things need to happen. Those are boundaries you set, but it's not just about that.

Jennifer Hughes ([00:12:11](#)):

Sometimes our boundaries can be a little bit, what I would call smaller that will create healthy, respectful relationships, environments or a working culture. There's this great quote in Ted Lasso. This was Rebecca says to Keely, If anybody out there is a Ted lasso fan, "Stop auditioning your complaints." And I just think that's a great quote to think about when we talk about boundaries. So stop auditioning your complaints.

Jennifer Hughes ([00:12:45](#)):

So let's jump into some healthy versus unhealthy. So again, last week we had a session and one of the things I kept hearing was, "We need some more examples. Let's get some more examples in there." So I want to make sure we get some examples for you to see what are healthy boundaries versus unhealthy boundaries. I'm not going to walk through each and every one of these, but I do... I'll call attention to a couple of them.

Jennifer Hughes ([00:13:09](#)):

So we have an unhealthy boundary here of not saying no or not accepting when others say no. And I'm actually going to share personal experience I just had about this, and this is on the personal side, but my son plays football and had a pretty... I would say, not a great play in his football game. And he came home from this and my husband asked him about it and my son said, "I don't want to talk about it." And then my husband persisted. I then jumped in a bit and I kind of persisted that we talk about it because my husband and I both thought this was a great learning opportunity.

Jennifer Hughes ([00:13:51](#)):

The problem was upon reflection, and a lot of this will happen upon reflection, that my son had set the boundary. He wasn't ready to discuss it and we didn't accept that, right? So he had this healthy boundary of saying, "I don't really want to talk about it." We were the ones that were kind of pushing him. We were not accepting that no. So we moved it into unhealthy.

Jennifer Hughes ([00:14:17](#)):

Another one that I think is a really good one in regards to a healthy boundary is just knowing who you are and what you want. I personally think self-awareness is key to setting boundaries. I think when you know who you are, what you want, the boundary of not letting others define you, trusting your own decisions comes a lot easier.

Jennifer Hughes ([00:14:38](#)):

So really knowing yourself, being able to set those other healthy boundaries will just come easier to you. And I think you in general, the more you know yourself, the better boundaries you can set. And then also, when you'll realize unhealthy boundaries have been set. So to me, self-awareness is going to be key and we are going to be moving into some of that. And this gets us to our first personal reflection.

Jennifer Hughes ([00:15:06](#)):

So I'm going to give you about three minutes to answer these questions. First is, what are some areas in your life where you have created some healthy boundaries? What are those and how are those boundaries serving you? And just to give you an example, I have a healthy boundary when it comes to my sleep. I think it impacts everything that I do and there is a self-discipline boundary that I have here around not having caffeine after 3:00 PM no matter what, I just don't. I also go to bed consistently at the same time, almost every night. I say almost because there are times when that's not true. Maybe I watch a movie or stay up a little bit later, but most of the time I adhere to that boundary. And I think this serves me because my body, if I'm not having that caffeine late in the day, it's not pumped up by the time I go to bed. And then that going to bed every night at the same time gives me some consistency.

Jennifer Hughes ([00:15:59](#)):

I will tell you, this did not come naturally for me. I was usually a night owl, family, kids, those sorts of things changed that over time but it has proven to work for me. And now that I know that works for me, that's something that I adhere to. So again, I'm going to give you three minutes. I'm going to have you... If you have your workbook, you can type it directly into your workbook. If you don't have a workbook, get a piece of paper. If you're for some reason in your car, then just think about these questions and reflect on them. But again, what are some areas in your life you believe you've created some healthy boundaries? What are those boundaries and how are they serving you? And we'll give you three minutes to do that.

Jennifer Hughes ([00:18:41](#)):

We're going to take about one more minute. I see some great things being shared in chat, so appreciate you guys sharing those. If you want to do that for your colleagues to see, feel free. Not a requirement. I see some great things around after 7:00 PM drinking tea, great way not to eat. Some other good things around not having conversations with certain people on social media. I practice that one as well. Sometimes I practice not having certain conversations in person with people.

Jennifer Hughes ([00:19:19](#)):

Someone asks too, "What exactly do we mean by a boundary? Are we talking about tasks, employees?" And I think that we're going to get there, we're going to get a little bit more to get some clarity, but sometimes boundaries may be an action that you take. A boundary may be what you allow someone else to do or not do. And so I think it depends on what type of boundary you're setting but it could be an action or a task, but it may also just be an area where you're saying, "If we cross over this, this is what I'm going to do. This is the boundary line for me." So again, I'm going to give you about 30 more seconds.

Jennifer Hughes ([00:20:27](#)):

And still seeing some really great boundaries that are being set, that are healthy, they're working for you. So clearly, we know how to do this. We're probably better at it in some parts of our lives than in others. Some people may be better at setting work boundaries. Others may be better at setting personal relationship boundaries. The key is how do we get more clarity around them? How do we make sure we're doing them well?

Jennifer Hughes ([00:20:55](#)):

And for those of you who are not familiar with Brene Brown, she is a professor, author, lecturer. She's known for her research on shame, vulnerability and leadership. I love her definition of a boundary. It's so simple, but I think gives such clarity. A boundary for you is what do you say is okay and what is not okay? And it could be what is okay in regards to infringing on my time? What is not okay? What is okay in regards to comments you're allowed to make about my appearance? What is not okay? What is okay in relation to how you speak to me at work? What is not okay in that?

Jennifer Hughes ([00:21:40](#)):

So again, very different places in your life, but it's about what is okay and what is not okay. And I'm going to play this clip of her talking to Kelly Clarkson, not going to explain who everybody is, but Kelly Clarkson was the first American Idol winner who has gone on to great success. But I love what Brene Brown is talking about in regards to boundaries in this clip. So get this to play.

Kelly Clarkson ([00:22:09](#)):

And boundaries, I'm going to be honest with you, are not my forte. Brene, how is giving less of your time considered generous? Because how do I sell that to people is my question?

Brene Brown ([00:22:25](#)):

Okay. So this is the weirdest part of our research. So early on, maybe 10 years in, I had this stack of data and I was like, these are the most compassionate people I've ever come across. We were interviewing like monks, we were interviewing really compassionate people. And so we asked ourselves, what do these folks have in common? And we're talking about close to 500,000 pieces of data over 20 years now.

Brene Brown ([00:22:48](#)):

And I thought the answer was going to be spirituality, compassionate people have spirituality in common but I was wrong. The answer is the most compassionate people that we have interviewed and studied over the last 20 years are the most boundaried. And so what I've learned is that boundaries are not... As someone who studies vulnerability, I would say boundaries are not a wall or moat around your heart. They are the path to self-respect.

Brene Brown ([00:23:17](#)):

Boundaries are saying that I choose self-love and self-respect over what you think of me or the possibility of disappointing you, and how this ties to generosity in the research is really interesting. And here's the thing, we're not generous and kind to people who are walking all over us.

Jennifer Hughes ([00:23:41](#)):

I just thought this really quick clip was so important to hear in regards to the most compassionate people are those who are most boundaried. They know themselves, they know what is okay and what is not okay. And they are very clear about that. And that gives them the space and gives them the opportunity to be really compassionate to those who deserve that compassion. And so there's some clarity in there.

Jennifer Hughes ([00:24:13](#)):

I just really, again, love to nail home the... A boundary is what is okay and what is not okay. And the better clarity we can get on that okay and not okay in the variety of places in our lives, the better we can set those boundaries and people will be... I think most people will adhere to those, not always. I gave you an example where I didn't do it, but being very clear to others will give us a better chance of folks not crossing those boundaries. It also gives us the opportunity to use language when someone does cross the boundary so that we can pull it back, right? Boundaries being crossed. And we'll talk more about this.

Jennifer Hughes ([00:24:53](#)):

Okay. So now we need to know, we what boundaries are not barriers. We know some healthy versus unhealthy. We've got Brene Brown's definition. It's about what is okay and what is not okay. Now we're going to talk about how to know when to set boundaries and some language techniques that can support you in setting those boundaries, which I think language technique is really helpful, that it helps us when someone crosses it, but it also helps us set it.

Jennifer Hughes ([00:25:24](#)):

All right. So benefits of some boundaries here. So having poor boundaries often means that you are more responsive to other people's needs and expectations than you are to your own or at the expense of your own needs and expectations. And you lose a sense of control over your own work and results. That's not only depressing, but it actually leads to worse control over your boundaries. So ultimately, the point of your work is to help your team succeed. But if you don't get your work done and you don't hold yourself accountable for your results, then your team's going to suffer, right? So any good team member is going to take responsibility for the team's work and results. And this is especially true if you're in a position of leadership. So you got to frame your responsibilities in this way. That is the first step to working with people who don't respect your boundaries.

Jennifer Hughes ([00:26:26](#)):

So some benefits to being able to set those boundaries, increased confidence is one of them. Having emotional stability is another, reducing your anxiety. And if that's not enough, let's keep going. All of these give you a sense of control. As Brene Brown mentioned, you have more compassion, you will have greater assertiveness, you'll know that your own needs are being met. That leads to less anger and resentment. You can have a feeling of peace, safety around things. You're going to have the time and energy to do the things that nourish and bring your own body joy or bring joy to both body, mind and spirit. You're going to have less conflict in your relationships. Again, because of what you're allowing or what you're not allowing. You're going to feel more respect from yourself and others, improve your communication. Imagine if everyone was clear about their unspoken expectations. Imagine if we heard those, that would be great. It's going to increase or give you greater self-esteem. Again, less anxiety, stress, all of those good things.

Jennifer Hughes ([00:27:35](#)):

The other thing that I think is important is just feeling understood, being accepted for what you're saying you will accept and won't accept. Those are important benefits as well. And so again, probably just a few benefits of these boundary settings, but also very important. So I'm going to play another video. And this one, it's a little longer, so hang in there. And to me, this is the way of looking at it and will move us into our next activity. A way of looking at how to know where to set some boundaries. And I thought this was just a great visual. I'm going to skip ahead just a little, but I think you're going to get [inaudible 00:28:19].

Speaker 5 ([00:28:27](#)):

Good afternoon everyone.

Speaker 6 ([00:28:32](#)):

Good afternoon.

Speaker 5 ([00:28:36](#)):

We all have this one life to live, a fleeting shadow amongst all that exists in this vast universe. We have the ability to accomplish anything, truly anything if we use our time wisely. Is this jar full?

Speaker 6 ([00:29:04](#)):

Yes.

Speaker 5 ([00:29:15](#)):

And is it full now?

Speaker 6 ([00:29:15](#)):

Yes.

Speaker 5 ([00:29:30](#)):

And how about now? Is the jar full now?

Speaker 6 ([00:29:32](#)):

Yes. Yes.

Speaker 5 ([00:29:33](#)):

Yeah, it is. Now I want you to recognize that this jar represents your life. Golf balls are the important things. Your family, your friends, your health and your passions. The pebbles are the other important things. Your car, your job, your home. The sand is everything else. It's just the small stuff. Now, if you put the sand into the jar first, you won't have room for the pebbles or the golf balls.

Speaker 5 ([00:30:18](#)):

The same is true in life. If you spend all your energy and your time on the small stuff, you won't have time for all the really important things that matter to you. Pay attention to the things that are critical to your happiness. Take care of the golf balls first, the really important things. Set your priorities because everything else is just sand. Yes.

Speaker 7 ([00:30:44](#)):

Professor, what does the beer represent?

Speaker 5 ([00:30:48](#)):

I'm glad you asked. It goes to show that no matter how full your life may seem to be, there's always room for a couple of beers with a friend.

Jennifer Hughes ([00:31:19](#)):

Sorry, I was on mute. I loved seeing all the reactions that were coming in as this video was going. It was a ton of fun to see how you guys were reacting and I will admit that I found this video after I put the workshop together. And so I snuck it in there. This is not in your workbook, but I just thought it was really good representation of do you know what... I'm just going to use what he was using. Do you know what your golf balls are? Do you know what those things are that you want to pay attention to, that you want to prioritize? Do you know what the pebbles are? Which are also important things that you need to include in that? And do you know if you're allowing all that sand, all the other stuff to impact those things? I think it's, again, gets to this self-awareness is key, right? Knowing who you are is going to help you know what is okay and what is not okay, but I thought this was just a great video to demonstrate that piece of it, and I'm going to keep us going.

Jennifer Hughes ([00:32:23](#)):

All right, so we are going to move into another reflection and this one you're going to have to work a little bit more on. So again, I keep mentioning this, really needing to know yourself so you can be more effective at setting these boundaries. So we're going to do a little bit of getting to know ourselves. Inside of this circle, I want you to write down everything that makes you feel safe and stress-free. The things for me, this could be my home, it could be my husband, my kids. I'm careful with that one. They're not always stress-free, but I include them. My job, one of my clients who might be on this call, hiking, learning something new. These are the things that I would be putting inside that circle.

Jennifer Hughes ([00:33:09](#)):

On the outside of the circle, write down anything that causes you some discomfort, maybe annoyance, emotional exhaustion, pain, anger, something like that. Things for me that could cause me some frustration when someone talks over me. Complete honesty, most conversations with my father, when I see children who are living in bad conditions, a colleague who's always last minute with requests or with giving me information.

Jennifer Hughes ([00:33:41](#)):

So once you do this activity, the things on that outside of the circle, they're pushing against the limits of your boundaries and it may be an opportunity for where you might need to set a boundary. So I'm going to give you a few minutes to do this. Again, we're probably going to give you about three minutes to do the activity. Again, inside the circle, the things that make you feel safe, outside of the circle, things that may cause you discomfort. And then I'm going to get you to pick one of those areas that you might want to focus on setting a boundary for through the rest of today's conversation. So again, going to give you three minutes to do this activity.

Jennifer Hughes ([00:36:26](#)):

We're going to take about another minute.

Jennifer Hughes ([00:37:25](#)):

I love seeing so many of the things that are inside, things that are outside of the circle. Great question or thought on, isn't it possible for someone to be both inside and outside? And I would say what puts them outside? What happens that puts them on the outside? Is it a particular conversation? Is it at a particular function? What might the circumstance be that puts them on the outside? That might be the boundary area. So it may not be the individual specifically, although it may be partly that too, but I'm thinking I actually have a friend who in certain circumstances we can have a great time together and we're on the inside of that circle having fun. And then in just being transparent here, the minute she maybe has too many beverages, it doesn't go there. So I'm very clear about the boundary of when I hang out with her. So again, being very clear on that boundary. So if there's something happening that pushes an individual to that outside, you may want to look at what that circumstance is. So these are great things in creating awareness.

Jennifer Hughes ([00:38:50](#)):

So the last thing to do on this reflection is to pick one of those that's on the outside that you're willing to work on today. So just for the purpose of our time together. And so I'm going to pick on one of mine and I'm going to pick the boundary around the colleague who comes to me last minute with requests. And that's the one that I'm going to walk through as we continue doing some of our activities today. So pick one.

Jennifer Hughes ([00:39:27](#)):

And I see so much good stuff and chat and I'm having a hard time not wanting to talk about everything that comes in there. But Linda, I love your, "The unguarded strength is your greatest weakness." I also think that strengths used in excess, so unguarded, can also fall right in there using something, focusing in one area and neglecting another, that isn't another piece. So lots of good stuff coming in. Okay, let's keep us going.

Jennifer Hughes ([00:40:03](#)):

So let's talk specifically about work. I mentioned this earlier. I think it's really easy for us to blame our boss or our company for our stress. I have a very close friend who literally within the last month, but who is workaholic. She's just been a workaholic for years and she's always said, "Oh, my work is forcing me to do this and I have to work so many hours to get everything done at work." She's 50 and she just had open heart surgery and I know her surgery was not simply a result of her workaholic behaviors.

Jennifer Hughes ([00:40:46](#)):

However, she was informed that the stress that she had been under for years definitely wasn't helping. When I was talking to her just last week, I said I wanted to be a good friend, but that meant that I needed to say something that was not easy for me to say. And I said, "Your job's not putting this stress on you. You are allowing the job to be this stressful." I told her she has agency and choice in how she chooses to work.

Jennifer Hughes ([00:41:13](#)):

What's interesting is it took her open heart surgery to say, "I agree with you, I've got to make changes." She's actually fearful to go back to work because she doesn't know how to manage those boundaries or create them at all. So boundaries at work ultimately are about how you might get your work done, right? Helping you get your work done in a way that's healthy and you can't set effective boundaries with others if you can't articulate the best way for you to work. What is your work style? So what is it that you're truly responsible for?

Jennifer Hughes ([00:41:52](#)):

So you got to get clear on your responsibilities at work, the challenges that you might be up against. What's going to get in the way of you doing your best work? What's the information you need to do your best work? Maybe knowing when you need uninterrupted time to do that best work. When is it most disruptive for you to be interrupted? And then knowing what is your optimal work style? When do you do your clearest thinking? When are you best able to get in flow? Flow is that state of you're working on something, an hour goes by and you realize, "Wow, I had no idea I was working on it." So thinking about, "When was the last time I got into flow?"

Jennifer Hughes ([00:42:35](#)):

Knowing these things about your job, about your responsibilities, getting that clarity, knowing those challenges, making sure you have the information you need, setting up time for uninterrupted work and knowing your work style are going to be always for you to better set boundaries at work. And so that will go us to our next section about before you set those boundaries. So the first thing is being really honest with yourself about what you need.

Jennifer Hughes ([00:43:10](#)):

And I'm a big believer of coming up with statements that you can say to yourself, "I need to be honest with myself and others about what I need." And being able to just say that every day, come up with your mantra, right? "I will accept the positive and negative consequences of setting and holding my boundaries. I give myself permission to say no. I know what is and is not my responsibility. If I'm feeling bitter, resentful, or burnt out, I'm going to examine where in my life I have misrepresented my needs and expectations out of others, and I'm going to balance that accountability and personal responsibilities with my emotional needs." So you need to be able to accept all of these things. Again, I'm a big like, have your mantra every day. Make sure you're saying it so that you're believing it and you're living it.

Jennifer Hughes ([00:44:06](#)):

I think one of the best practices you can have is to communicate your boundaries in terms of agreements for the greater good. So when you get to doing some of the activities, phrasing things in a productive way. So when you feel disrespected, being able to say, "I'd like to talk about this but now is not the right time. I'd prefer discuss this when we are a little bit more calm, when we can both be calmer." You need to buy yourself some time on something, being able to say, "Can I come to you once I've thought it through? I can't do that right now. Or I just need time to think." When you want to say no but you want to explain a little bit more, "I'd love to do that. My plate's a little bit full right now. Let me get back to you next week." Things like that. I see some great stuff coming in through chat as well on this. So take the wisdom that is in the space with us today. Folks are trying and doing different things that are helping them, take those and practice them.

Jennifer Hughes ([00:45:06](#)):

So we're going to dig a little bit since we're in work setting of looking at what your work responsibilities are. So again, more self-reflection because it's key. So you have to clearly understand your role. What is your responsibility? What is not? What are some of the challenges that might get in the way of you doing your best work? What information do you need to do your best work? And what is your optimal work style? If you don't know all the answers, start at least thinking about it. Jot down thinking about, "When I was at my best, these things were happening, these are the things that I was doing." And that's going to help you get to some of these answers. So again, we're going to take three minutes to do this activity.

Jennifer Hughes ([00:46:01](#)):

Again, you can use your workbook, you can jot down notes, you can come back to this, but we'll take three minutes right now to do it.

Jennifer Hughes ([00:48:36](#)):

Take about 30 more seconds.

Jennifer Hughes ([00:49:28](#)):

I see some things coming in around, "What is this optimal work style thing that you mean?" When I think about work style, it's how do I work best? And just to give you an example for myself, I tend to work best by collaborating with others initially, getting an understanding of what it is we want to accomplish

and doing that brainstorming because I do a lot of creative type of work, and then going off and working autonomously on that, then coming back together to do a review and figuring it out.

Jennifer Hughes ([00:50:05](#)):

So what do you like? A lot of people may take information and want to go process it for a little bit. So they don't actually want to come together and brainstorm first. They want to go off and think about it individually and then come back and work together. Do you prefer to do research type of things or to think outside of the box and work a little more creative environment? I think when I think of optimal work style, I think about what am I doing... When I have done my best work, how was I doing that work? How did I do it? And that's what's going to get you a bit to that optimal work style.

Jennifer Hughes ([00:50:52](#)):

I also saw a comment come in around what happens when your work responsibilities are constantly changing? And I think that's a real concern. And how do you have that conversation so that you can get potentially more clarity on the responsibility side of things? Or how do you bring that up as a potential, "Hey, this is happening and I can't work at my optimal style because this keeps happening?" What can we do to limit the change in those responsibilities?

Jennifer Hughes ([00:51:30](#)):

And it could be the environment you're in and if it's an environment you're in and that is just part of the role and part of what's happening, you are really taking stock of determining does this work for me? Do I feel like I am at my best in this type of environment? So I think again, you guys are going to hear me say it over and over, self-reflection, self-awareness, all of these things are going to be key. The better you know yourself, the more you'll know what boundaries you might need to be setting so that you can be happy. You can work in a place that you feel like is allowing you to be your best self.

Jennifer Hughes ([00:52:12](#)):

Okay, so we are going to go forward and I see some good things in the chat too about folks sharing their optimal work styles and I think that can give you some ideas as well. Okay, language techniques. So I think that again, based on last week I wanted to make sure you had some language techniques you could take with you. On each of these, I give you a situation. This is not going to be all-inclusive of every situation you may encounter. I know that, but hopefully this starts to give you some of that language that you can use.

Jennifer Hughes ([00:52:48](#)):

So when you need to set realistic expectations, here are some language you can use. This one works for me a lot. The project said there was this much time for completion, but it really takes me this long to do it. So I think we need to extend the scope of it. When you're being asked to take on extra work, being able to say, "I don't have the bandwidth to give the project the attention it needs." And I'm going to take a little caveat on this one particularly, because I think so often we are asked to take on extra work and again, we feel like that is put on us, but we really have to take a hard look at ourselves and say, "Am I allowing that to always happen?" And I use the words, "Am I teaching people how to treat me?" Meaning if I allow it to happen now, am I continuing to allow it to happen in the future or am I actually inviting it to happen in the future? So being very clear that we teach people how to treat us.

Jennifer Hughes ([00:53:49](#)):

Meeting scheduled during a break. Again, some things about, "Hey, can we push that back? Do you think that I normally take a break around this time? How might we do that when you maybe have been provided feedback or reprimand in public, what do you do? You may not be able to address that in the moment, but that is something you can absolutely address after, by making it very clear how you would prefer to receive that feedback in private rather than in a group setting. This is one that I've actually had to do. So very familiar.

Jennifer Hughes ([00:54:26](#)):

When you need some more information, you're saying, "I need some more insight so that I can do this." A lot of times we'll get a task or a project and we will just run off with it and then realize down the road we probably could have asked a lot more information on it. And so doing some things upfront, having that meeting. Now that we are in a virtual world, I'm hearing more and more about this... how the phone call could solve so many problems. Pick up the phone, ask for that time to actually talk things through versus sending it all via email. And when you need support or resources, I could use some help pulling together that information. Who could do that for me? Who might be able to join in on this?

Jennifer Hughes ([00:55:09](#)):

I see some really great feedback on taking out the buts and using ands. Definitely agree with doing that for many of these. So thank you for that, great points. So we are actually going to pick one of these. So I want you to take a look at this and thinking about that boundary that you selected earlier. If you remember, I selected the one about my colleague coming to me with kind of last minute requests.

Jennifer Hughes ([00:55:39](#)):

So look at what kind of language you might want to create for that and you're going to actually do that. So my colleague, she comes to me, last minute requests. I'm going to write two statements so that I can actually address this. This is that boundary setting we're doing. And one of mine would probably be something like, "Unfortunately I don't have time to take that on this week. I'm happy to set up a time to talk about a realistic timeframe for providing my support." That might be one of my statements. Or I could even be a little more bold and say, "I can't do that without more advanced notice. I'm sorry I won't be able to work on it."

Jennifer Hughes ([00:56:16](#)):

So think about two statements that you can use when that boundary limit is being pushed. So again, this is that boundary you selected when we first started that you were going to work on, and we're going to take a couple of minutes to do that.

Jennifer Hughes ([00:58:25](#)):

I'm going to take about another minute.

Jennifer Hughes ([00:58:26](#)):

I see some great statements coming in to chat. I love the one person who was working on a project and when do you need that? The response was, "As soon as humanly possible." I would love my statement to be something like, "Well, this human person can get it done by this date. So that's when you'll get it. That would be my humanly possible date." Lots of good stuff coming in here.

Jennifer Hughes ([00:59:16](#)):

I also want to be very clear that I know your culture a lot to do with this, right? The culture of your organization is what I mean when I say the culture. What is accepted in the organization? Yes, we're focusing on boundaries for yourself and I think there's a lot that you can do with that, can be really helpful. And also, consider the fact that there are some cultural norms that you may be rubbing against. If that as soon as possible is always a timeframe that works in your organization, then you're shifting the culture of the people you work with by requesting specific timeframes for deadlines and things like that. So just know what you are working in, that environment that you're working in.

Jennifer Hughes ([01:00:11](#)):

Okay, lots of good stuff. So thank you all for putting some things in chat. I love to see these. So this is great. You found that boundary line of where you may need to set a boundary. You've got some language around it, we're going to give you some more language. There are going to be challenges that come up for the boundaries that you've set. It's going to happen. So we're going to talk about what some of those challenges are and some of those ways to overcome the challenges.

Jennifer Hughes ([01:00:48](#)):

So challenges to setting and keeping your boundaries. First thing, you may have some life shifts, things that change in your life. Things are always moving, changing, needing some sort of adjustment. You may have a new line that needs to be drawn, old ones that need to be removed. And so as your life changes, so too will be some of the challenges that arise with your boundaries. You may also learn more about yourself through these life shifts that determine or give you information that maybe your boundary wasn't clear. Maybe you'd need more clarity around that boundary, and so looking at those.

Jennifer Hughes ([01:01:25](#)):

Disagreements is another challenge. So not all the people who are in your life are going to agree with where you have drawn your boundaries. It is necessary though that for healthy relationships that we discuss, we learn to respect each other's boundaries. Again, the key here is healthy relationships. So if you want to have healthy relationships, you're going to talk about the boundaries you've set, what makes them important for you? How a person can be in line with those? Things like that.

Jennifer Hughes ([01:01:57](#)):

Misunderstandings. Others are going to have weak boundaries so they're not going to be able to respect yours, okay? You're not going to have paved... I don't think you'll ever be able to adequately pave the way for a new boundary through respectful notification and discussion. So if you haven't done that clearly, then they're going to leave room for misunderstanding around that. And so this is where that clarity around the boundary gets really important. If you can be super, super clear on that, then you'll have less misunderstanding when it comes to that.

Jennifer Hughes ([01:02:34](#)):

Your own patterns and beliefs are going to kind of get in the way a little bit here. Your patterns, these are things you have adopted to protect you in times of discomfort. They will continue going forward and building those boundaries is again, just a process. So your own patterns and beliefs, notice when those come up for you. You want to see that, "Oh, I'm not able to stick to that boundary because I have this type of belief around whatever it may be." I have one under finances. I have just this belief around what

I contribute in my home. And so even though I have boundaries around those personal finance things, when I rub up against them, it's usually my own belief system that gets in the way there. So just be aware of what those are.

Jennifer Hughes ([01:03:25](#)):

Excuses, right? Hearing yourself say those things. It's just easier to say yes than no, right? No such a fight. If I set boundaries, I might as well just kiss that relationship or that job or that friend or that opportunity. I might as well kiss it goodbye. And I think you have to be really clear that these excuses, they're going to come up. They're mostly going to be on you that come up.

Jennifer Hughes ([01:03:51](#)):

The other one, and I think this one comes up more often than we're willing to admit, which is around fear. And the idea that change is just sometimes scary, that you may be putting out there these new boundaries and you're going to be a little bit fearful about what that might mean, what the result might mean from that. So thinking about that as a challenge.

Jennifer Hughes ([01:04:15](#)):

And lastly, ignorance. So I just believe knowledge is power. So fight it by educating yourself and making sure you understand more and more about yourself so that you don't have that challenge that gets in the way. And so we're going to do another reflection here. And so again, think back to that boundary that you selected.

Jennifer Hughes ([01:04:37](#)):

So this is that one about my colleague and which one of these challenges might get in the way of that? And I think for me, I mentioned fear. We don't really want to admit that one, but I think that one's going to show up for me. The way that one's going to show up is I'm going to be fearful of what my colleague may think of me. I may be fearful that they're going to miss a deadline. So then a statement that I might say or need to come up with to ensure that I don't jeopardize that boundary is I'm going to have to be really clear with myself.

Jennifer Hughes ([01:05:13](#)):

I talked earlier about mantras, that my time is important and if I continue to do these last minute requests, I'm teaching that other person how to treat me. So again, I teach people how to treat me and if I am allowing those last minute requests to keep coming and I keep doing them, then I am making it okay for them to keep coming with last minute requests. So we're going to take a couple minutes and have you do this activity for yourself.

Jennifer Hughes ([01:05:52](#)):

So think about what challenge might come up for you and then what can you do to ensure you don't jeopardize that boundary if that challenge does come up?

Jennifer Hughes ([01:08:05](#)):

Take about another minute.

Jennifer Hughes ([01:08:52](#)):

I love, again, reading so much in the chat, I think lot of wisdom in this space that we have together. So many good ideas coming through, so many good pieces of feedback in regards to what you can say, how that can be effective. And I think that one of the key things to remember is we're not leaving here today to have everybody go say no to everything. That's not the purpose of today, but the purpose is to really determine where in your life are you potentially not setting boundaries and you need to, and figuring out where that is and figuring out what's my boundary? What is that boundary? I'm clearly brushing up against something here. What's that boundary that I need to set?

Jennifer Hughes ([01:09:43](#)):

And then when you figure out what the boundary is, what are some of the language techniques that you can use? Being prepared when you have set the boundary makes it more easy or easier in the moment to be able to say, "Hey, this isn't going to work for me." As Brene Brown would say, "This is not okay and this is how I would like for it to go forward." We can do all of this in a very respectful way that actually encourages comradery. We don't have to do this in a negative way.

Jennifer Hughes ([01:10:16](#)):

We can be able to say, "Hey, I know you need to get this done." If I were doing this with my colleague, "I know this is really important. Unfortunately if I go through and I meet this timeframe for you, I'm impacting my home life." And let me tell you, my colleague's going to immediately say, "No, we're not doing that." Right? What's realistic for you? I'll go back and say, "We can't have it done by that time."

Jennifer Hughes ([01:10:39](#)):

So again, I think some of these ways that we can have these conversations can actually build relationships versus tearing relationships down. So keeping that in mind. We're going to keep moving here and there's some more tools to enforce and reinforce those boundaries. So what tools can we use? I love this quote, "We don't fall into perfect relationships, we create them." So this kind of is tacking onto what I was just saying. A lot of these conversations when we set boundaries and we're rubbed against those boundaries, actually create opportunities for us to have a deeper conversation, a deeper conversation about what's important to us, what are our priorities? And the more people can learn those things about us, the more they'll understand why we have boundaries set in the first place.

Jennifer Hughes ([01:11:31](#)):

And so here are just some more tools. I told you I was going to give you a lot more examples here. These are some... I'll just quickly talk about the tools. You have clear agreements, this is just being really clear. I know I saw something earlier about that get it done as fast as humanly possible. I think when we're doing agreements, being very clear with what those things are, what is it I'm giving you? By what time? In what format? Those sorts of things, being really confident.

Jennifer Hughes ([01:12:00](#)):

This gets to self-awareness in regards to a knowledge of yourself. Being committed to your goals. So making sure you have a high level of commitment there. Have that air of ownership. You're owning what you're doing in here. This calm knowing is what we call it. Speaking up. So when that boundary's been crossed, making sure you speak up. Suspending privilege, stepping back, saying, "Let's resume when we've adjusted our behavior." Withdrawing completely. So you're going to see these go from a kind of smaller to the point of complete withdrawal and then denouncement.

Jennifer Hughes ([01:12:37](#)):

So withdrawing maybe when you're feeling like starting to get physically, emotionally, mentally having some problems from these things, and then denouncing. I think this is where you're significantly hurt emotionally, mentally or physically. It just has to end. Again, giving you a big breadth of different tools. My hope is in your workplace you're not going all the way to denounce. But if it has to happen then, and I'm unfortunate, sometimes it may have to happen, then you have some language techniques that you can use there. I'm going to keep us moving.

Jennifer Hughes ([01:13:14](#)):

So how do you do this? It takes a lot of courage and it takes a lot of practice and you have to do both. There's some questions that you can ask yourself to kind of help you with that courage. Has this situation been repeated? Is this a pattern? Is this a behavior? Am I feeling triggered by something that may happen? Do I feel like my space or my worth has been diminished? And if so, then having that courage to say, "All right, there's something here. I need to set a boundary." Or maybe I have a boundary and it's been crossed or maybe have a boundary and I haven't been very clear about it with others.

Jennifer Hughes ([01:14:00](#)):

So making sure you really are... You know that this takes courage and then you have to practice it. And I think the more you practice setting the boundaries, the more you practice speaking your boundary, the more you practice using some of the language techniques that are in here, that's when it actually becomes easier. You start to own it, gets to that air of ownership we just talked about, right? You start to own it a little bit more. You start to believe that you deserve to have that boundary.

Jennifer Hughes ([01:14:33](#)):

Want to keep us going. Sorry, got hung up. I'm going to stop sharing for a moment because I have this spinning wheel and I will try to go. Give me just a moment, see if I can get to my next slide. And Cindy, are you still able to hear me? Is everyone still able to hear me?

Cindy ([01:15:16](#)):

Nope. We can still hear you. Do you want one of us to grab your slides?

Jennifer Hughes ([01:15:20](#)):

Yes. It looks like I have the lovely spinning wheel. I set this boundary with my computer earlier and apparently I wasn't clear about it.

Olivia Peterson ([01:15:31](#)):

Hey Jennifer. This is Olivia. I am going to pull up your slides for you.

Jennifer Hughes ([01:15:42](#)):

Awesome, Thank you. I will keep us going. I can at least talk here. All right, here we go. Thank you. Appreciate it Olivia.

Olivia Peterson ([01:16:03](#)):

Is this the right slide for you? Tell me if it's not.

Jennifer Hughes ([01:16:05](#)):

Nope, it's the correct slide. And so this gets us into the setting boundaries or maintaining those boundaries. And again, a ton of strategies here for you to see. So your validating feelings plus the boundary. What is it that you might need to do there? Your gratitude in the boundary, safety role plus the boundary. So again, this is getting you to that boundary maintenance place, knowing when it's crossed with more examples and language techniques.

Jennifer Hughes ([01:16:39](#)):

And so we're going to go to the next activity, but I want you to take a look at all these strategies and think about what you might want to use in regards to that boundary you selected so that you can figure out a strategy that might be helpful for you in this. And that's what we're going to do. So based on that boundary you selected, which of those tools might be useful for you? And what's a statement you could use to enforce or reinforce that boundary? So we're going to give you a few minutes. I'm actually going to do two minutes on this one.

Jennifer Hughes ([01:17:23](#)):

And Olivia, if it's okay, can you go back one slide so they can see what those tools are? Thank you. And as an example, I'd probably use that restatement plus boundary for mine or boundary and schedule by restating that, "Hey, I don't have time to work on that right now, but I'm happy to help you in the future with it. Let's schedule some time."

Jennifer Hughes ([01:18:19](#)):

Take about one more minute.

Jennifer Hughes ([01:19:15](#)):

And we're going to move on to the next slide. And so if we can move one more. Thank you. So setting boundaries is key, but we also need to recognize, encourage and respect other people's boundaries. And the better we're able to do this, the more that others are going to be able to accept, recognize, respect our boundaries. And so when I think about that story I told you at the beginning of my son who plays football and my husband and I kept pushing him, I wish we would've said something like, "Would you prefer if we talk about this another time?" That's not closing the conversation, but it's allowing him the opportunity to say, "Yeah, I'm not in the mood to talk about it right now."

Jennifer Hughes ([01:20:03](#)):

Or maybe we even go further and say, "What's your preference when we're talking about games? Do you want us to give you feedback? Would you prefer we leave it to the coach to provide you all of that?" Again, it just opens the conversation to something a little bit more, learning a little bit more about our son and what his preferences are. So really think about is there something that seems to be upsetting for someone? Maybe that's a topic that you don't broach with that individual. Is someone seems to be stressed under circumstances?

Jennifer Hughes ([01:20:34](#)):

I love these, "Would you," language techniques, "Would it be helpful if I did this? Would you prefer if I worked in this way?" And then just be the change. Make sure you're accepting other people's boundaries, you're respecting them and you're encouraging that as well. And last slide for me, well, two more slides, but this is just a big top 10, right? Boundaries are your responsibilities. Those are not boundaries. I believe they're a gift that you give yourself, but you also give it to your team. You got to know yourself. You really have to do the work to know who you are and how you work and what's okay and what's not okay.

Jennifer Hughes ([01:21:16](#)):

The language you use when you communicate those boundaries just really helps other people react to the boundaries, and it also helps them learn how to do that themselves. You need to regularly reflect on these. Ask yourself, are they serving you? Are they not serving you? How might you even create more clarity? I think setting boundaries is self-care, and self-care is healthcare. So key for me.

Jennifer Hughes ([01:21:41](#)):

Say no to what doesn't matter so you can say yes to what does. If you're saying yes to everything, believe me, you are saying no to something, it just may not be right in your face. Oftentimes we're saying no to the things in our personal lives. It takes courage, it takes practice to setting these. And then recognize, encourage and respect other people's boundaries. And I will go to my last slide where one of the requests was some more resources.

Jennifer Hughes ([01:22:10](#)):

I saw a lot of you in chat talking about meditation and doing that type of work. There is a lot of stress reduction. Someone mentioned the Calm app. It's one of my favorites. I didn't put it on the list, but just giving you some different resources here. There's some websites, there's a book around setting boundaries that was one of the quotes that I used in here today.

Jennifer Hughes ([01:22:34](#)):

And so I just thank you all for being with us today. Hopefully you take something from here and realize where you might be able to set a boundary and set that boundary and practice with it. So thank you. Yeah, I think Cindy's frozen.

Olivia Peterson ([01:22:54](#)):

Okay.

Jennifer Hughes ([01:22:54](#)):

Yeah. Do you want to jump in, Olivia?

Olivia Peterson ([01:22:57](#)):

Go ahead, Jennifer, you've got it.

Jennifer Hughes ([01:22:59](#)):

Sure. We have two more. Oh, Cindy's back. Cindy, you want to jump in? Or maybe not. We can't hear you.

This transcript was exported on Oct 17, 2022 - view latest version [here](#).

Cindy ([01:23:10](#)):

How about that?

Jennifer Hughes ([01:23:11](#)):

That's good. Go for it.

Cindy ([01:23:13](#)):

Ooh, that was scary. It disappeared right when you were turning it over to me. Zoom just completely crashed. So thank you all for joining us and staying with us even through some technical difficulties as we came back to me. I want to say a big thank you to Jennifer for sharing her time and expertise and leading us through some of these exercises. I know I have some work to do when I get off of this session to go back and take a look at that workbook again. So thank you for your time.

Cindy ([01:23:43](#)):

The recording will be available in about a week, and we'll also work on getting that chat log up for you as well. There was a lot of resources and great comments in there that will go along with the recording. We do have two more sessions coming up. Next week, improving focus and attention, and our following session, giving and receiving feedback.

Cindy ([01:24:06](#)):

So with that, as you close out, you'll be taken to an evaluation. We thank you for your feedback and information as we develop these going forward. And have a wonderful afternoon. Thank you all.