



It is about you
It is not about you

Women's Leadership Series

Day 2 – 2017 City of Madison



CHOICES
COACHING & CONSULTING, LLC

Where Are We Going Today?

Relationship Management

1. Personal Boundaries
2. Active Listening & Powerful Questions
3. Situational Leadership

Own It!

- Your Behavior
- Your Growth
- Your Leadership
- Your Confidence
- Your Success

Relationship Management

“The **first** relationship you need to manage is your **relationship with yourself.**”

- Krista Morrissey -

“The **most important** person you’ll ever talk to is **you.**
Be careful what you say.”

- John Maxwell -

Self-Leadership

Discover Thy Self

Know Thy Self

Grow Thy Self

Lead Thy Self



Meet Krista...

- Dixon, IL
- University of Wisconsin-Platteville
- Alverno College: MAE-OD
- Crescendo, Inc: Emotional Intelligence Practitioner Certification
- University of Wisconsin-Madison: Professional Life Coaching Certification
- Certificates: Master Lean Facilitator, Project Management, Kirkpatrick Business Partners Model, Myers-Briggs Type Indicator Facilitator, Stephen Covey – The Speed of Trust
- Quad/Graphics: Leadership, Continuous Improvement, Coaching, Program Development, Project Management (U.S, Latin America, Poland, South Africa)
- CHOICES Coaching & Consulting – Life Coach, Facilitator and Speaker

**Keep Off
My Grass**



CHOICES
COACHING & CONSULTING, LLC

OBJECTIVES

PARTICIPANTS WILL ASSESS THE HEALTHINESS OF THEIR BOUNDARIES THROUGH:

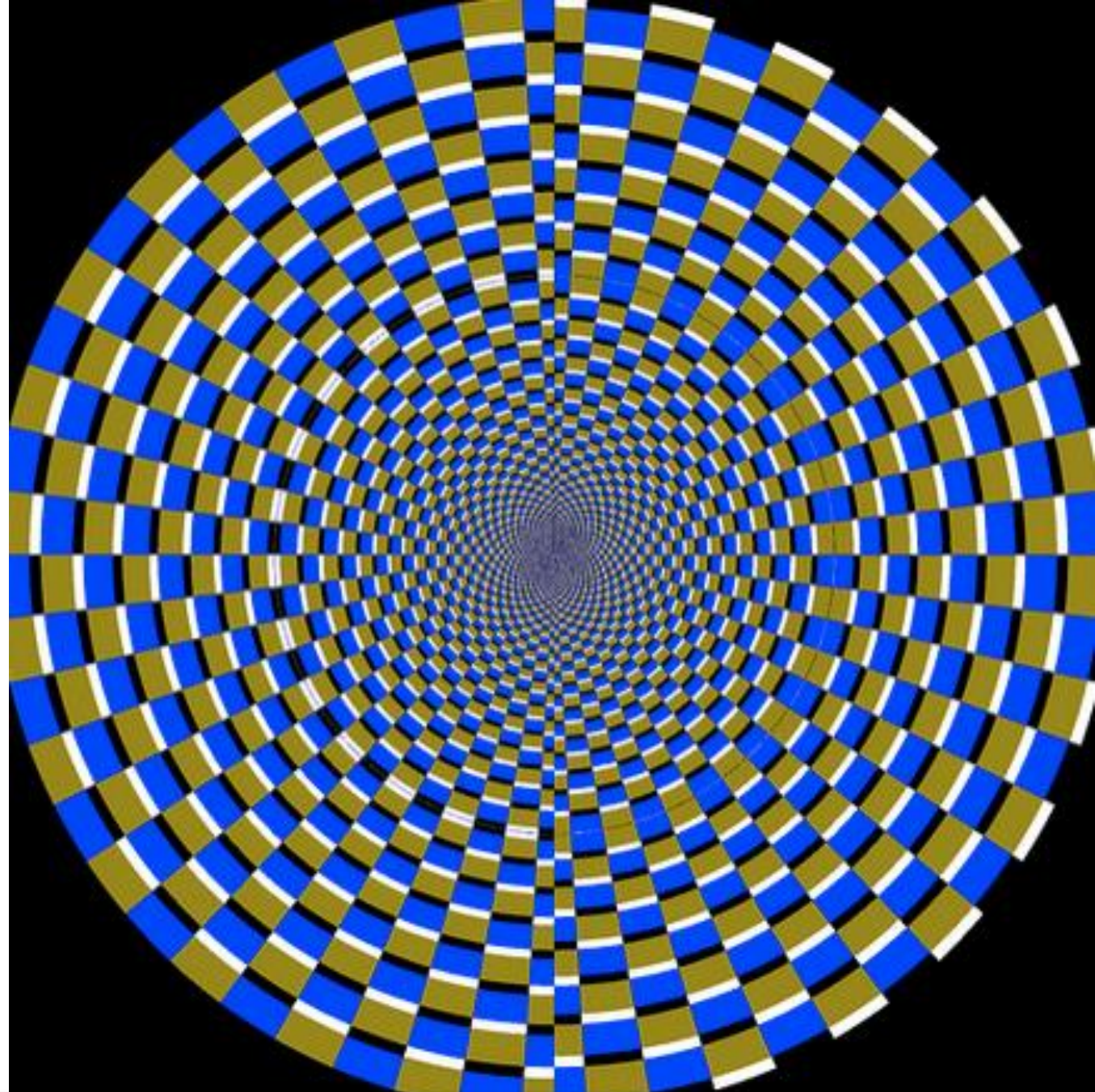
1. understanding what boundaries are and what boundaries are not.
2. the personal boundary quiz- identify when boundary adjustments are needed.
3. building and facing your wall of fear.
4. answering the Powerful Five
5. building and analyzing the Wheel of Boundaries



"If I spend my life pleasing people, I spend my life."

- Cheryl Richardson -

ANY CONFUSION
of Responsibility
and Ownership of
YOUR LIFE
Is A Problem of Boundaries!



We Are So Used To Focusing Outward...



...We Don't Even Know We Have A Boundary Issue.

To set personal boundaries means to preserve our integrity,
take responsibility for who you are and to...



Take control
of your
LIFE!

PERSONAL BOUNDARIES **ARE:**

- The limits you decide work for you on how people can treat you, behave around you, and what they can expect from you.
- A measure of self-esteem
- Come from the inside out
- The key to healthy relationships, & protection from harmful ones
- Ownership of me - Mine to own and carry
- Unique to each individual

PERSONAL BOUNDARIES **ARE:**

- Define where you begin and end, and where others begin
- Defines us – What is me? What is not me?
- Freedom – To do what I want and live who I am
- Preservation of your integrity, your control, your identity

If you don't own your life, your choices and options are very limited

PERSONAL BOUNDARIES **ARE NOT:**

- Something that makes you unhappy
- To limit your joy
- Set in stone
- About right or wrong
- For others to judge, agree or disagree with
- Set by anyone except you

**B
O
U
N
D
A
R
I
E
S**

Mental

Spiritual

Emotional

Physical

**B
O
U
N
D
A
R
I
E
S**



THE PHYSICAL WORLD IS EASIER

NO TRESPASSING
KEEP OUT!

WARNING!

SECURITY DOG

**PRIVATE
PROPERTY**

**NO
TRESPASSING**

**DON'T EVEN
THINK OF
PARKING
HERE**

**POSTED
NO HUNTING
NO FISHING
NO NOTHING
GO HOME!**



Inside - Out
Values
Upbringing
Self-Respect
Beliefs

*“The willingness to accept responsibility for one’s own life
is the source from which self-respect springs.”*

~ Joan Didion ~

THE PURPOSE OF BOUNDARIES

- **Health** – they create physical and emotional health
- **Safety** – they protect us from other people
- **Balance** – foster holistic balance
- **Self-respect** - created
- **Intimate relationships** - are allowed to flourish

“**Boundaries work both ways**; they create emotional health **and** are created by people with emotional health.”

Mark Manson, The Guide To Strong Boundaries, 2013



BOUNDARY ADJUSTMENTS NEEDED WHEN

- Going against personal values in order to please others
- Anger is a prime emotion
- 'No' has left your vocabulary / Feeling guilty when you say 'No'
- You spend time & energy doing what others want
- You have a high level of neediness (codependent)
- Give as much as you can for the sake of giving
- Take as much as you can for the sake of taking
- Letting others define you
- Expecting others to fill your needs automatically
- Not speaking up when have something to say or are treated poorly
- Accepting advances, touching and sex when you don't want it



PERSONAL BOUNDARY QUIZ





It is a Burden
to Carry
the Loads of others.

They weigh us down.

The focus is on them.

You Can Carry The Load
WHEN
You **Own** The Load!

Determine What
Is You.

OWN IT!
MANAGE IT!



“Healthy personal boundaries are about taking responsibility, owning your actions and emotions, while simultaneously not taking responsibility for the actions and emotions of others.”

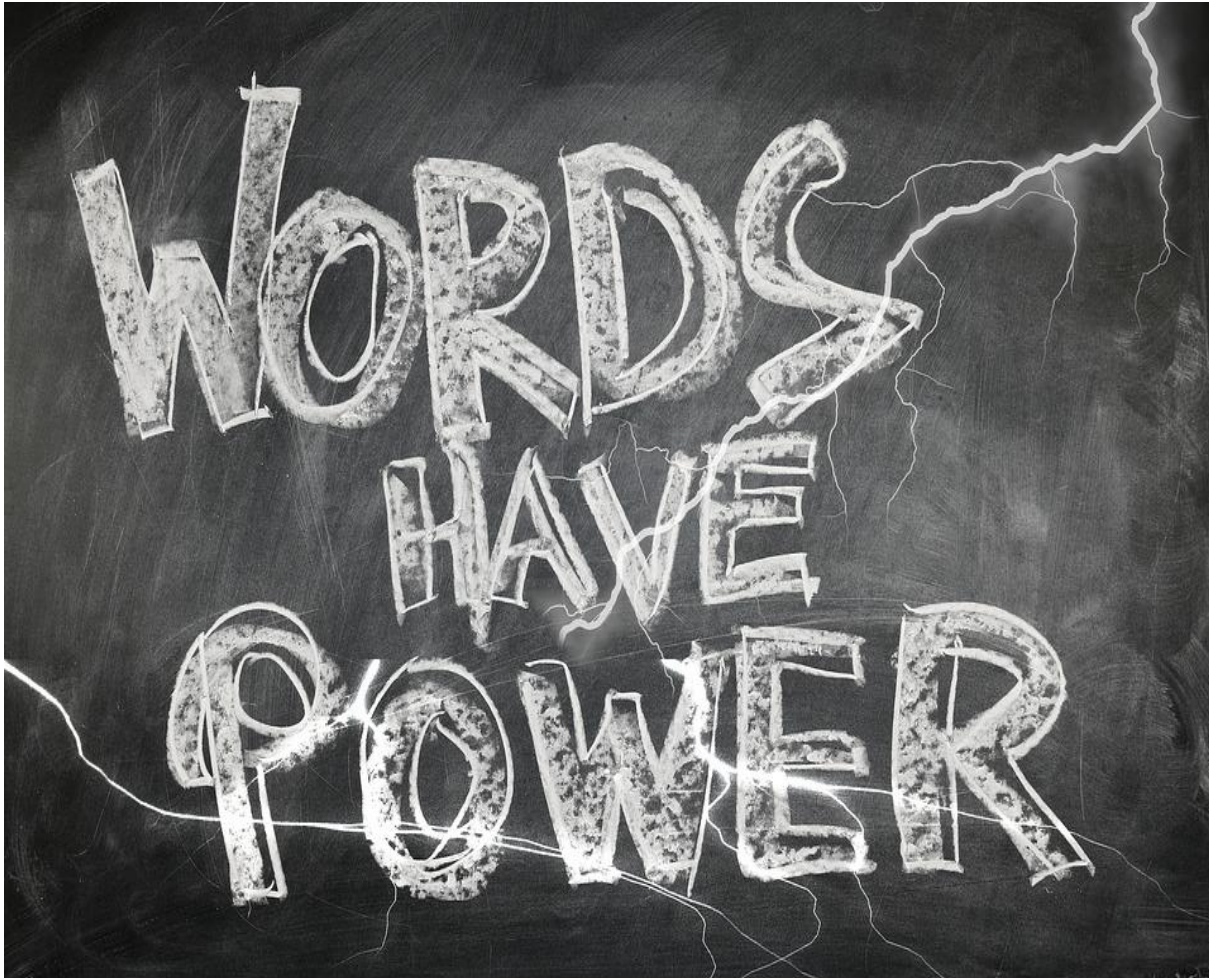
Drs. Henry Cloud & John Townsend, Boundaries

HELP US KEEP THE GOOD IN, AND THE BAD OUT



Boundaries are not walls – They are fences with Gates

Source: Drs. Henry Cloud & John Townsend



If you do not use words to
define your boundaries,
it is nearly impossible for others to
know where you stand.

YES / NO BOUNDARY MUSCLE



When we can't say no, we hand control of our lives over to others.

FEAR FREEZES 'NO'

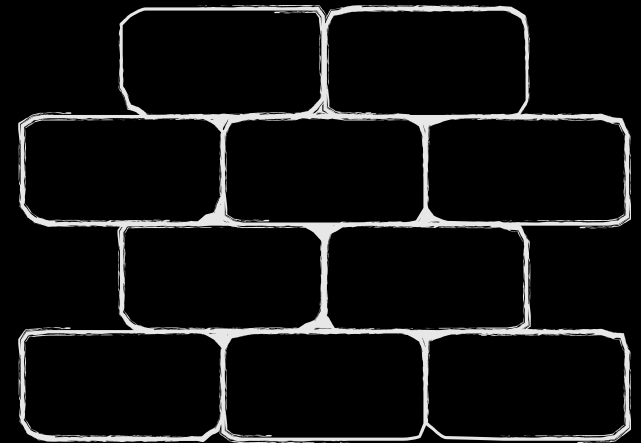
- Fear of hurting the other person's feelings
- Fear of abandonment and separateness
- Fear of someone else's anger
- Fear of punishment
- Fear of being shamed
- Fear of being seen as bad or selfish
- Fear of being unspiritual
- Fear of guilt



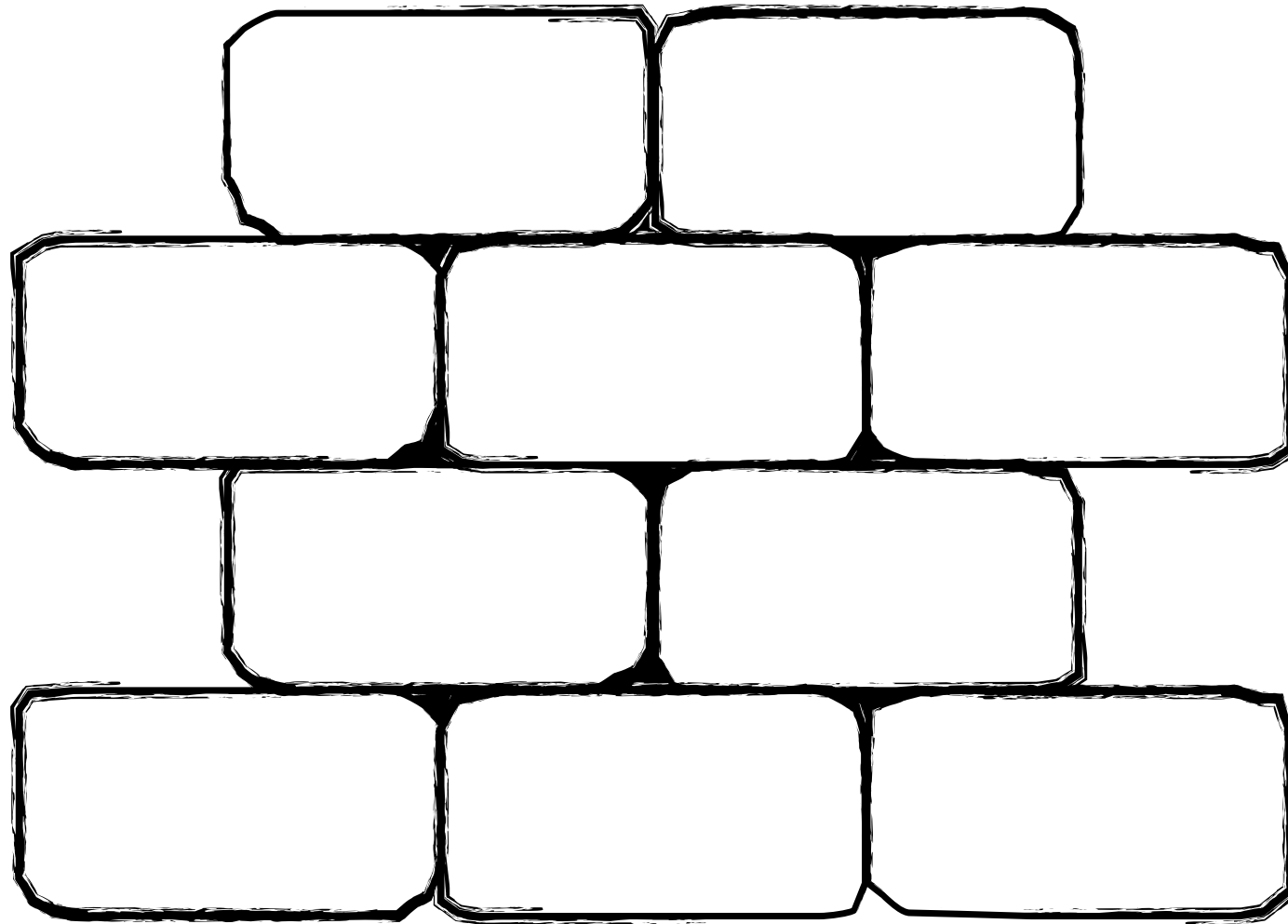
Source: Boundaries, Drs. Henry Cloud & John Townsend



WALL OF FEAR



Wall *of* Fear



THERE IS SAFETY IN YOUR TRUTH – **SPEAK IT!**

**“You teach people how to treat you
by
what you **Allow**, what you **Stop**,
and
what you **Reinforce.**”**

- Tony Gaskin -

YOU ARE RESPONSIBLE FOR – *What Falls Within Your Boundaries?*

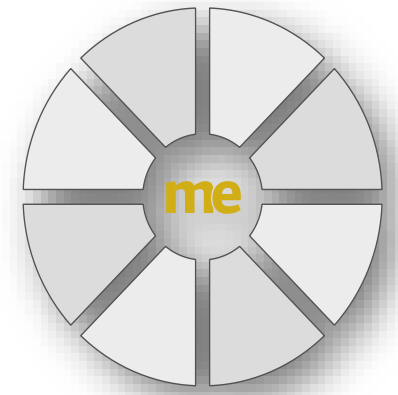


Guilt Ownership Fear

WHY...

It is so hard

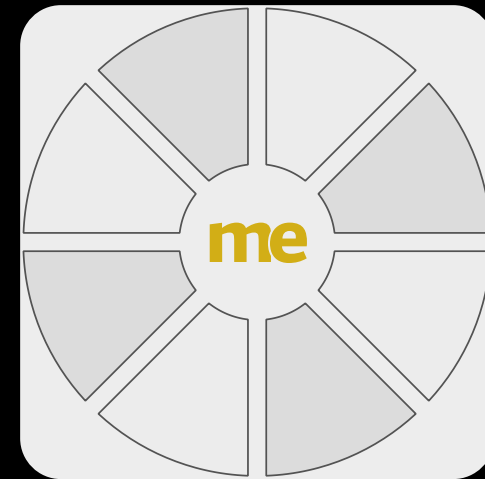
BOUNDARY CREATION:



- Built not Inherited
- Most crucial stages formed in our very early years when our character is formed
- Get clear on your values
- What do you want to happen?
- Decide on specific actions you will take
- Do not ask others about your boundaries
- Void of nagging and anger – boundaries are not meant to punish

Source: Drs. Henry Cloud & John Townsend, Boundaries

THE POWERFUL FIVE

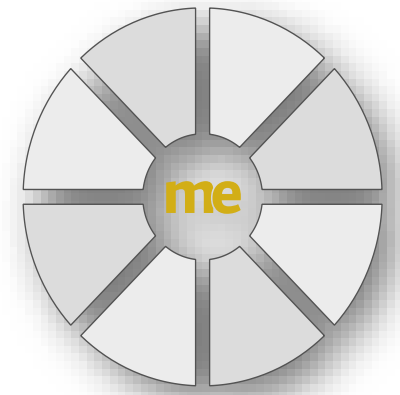




COMMUNICATE YOUR BOUNDARIES

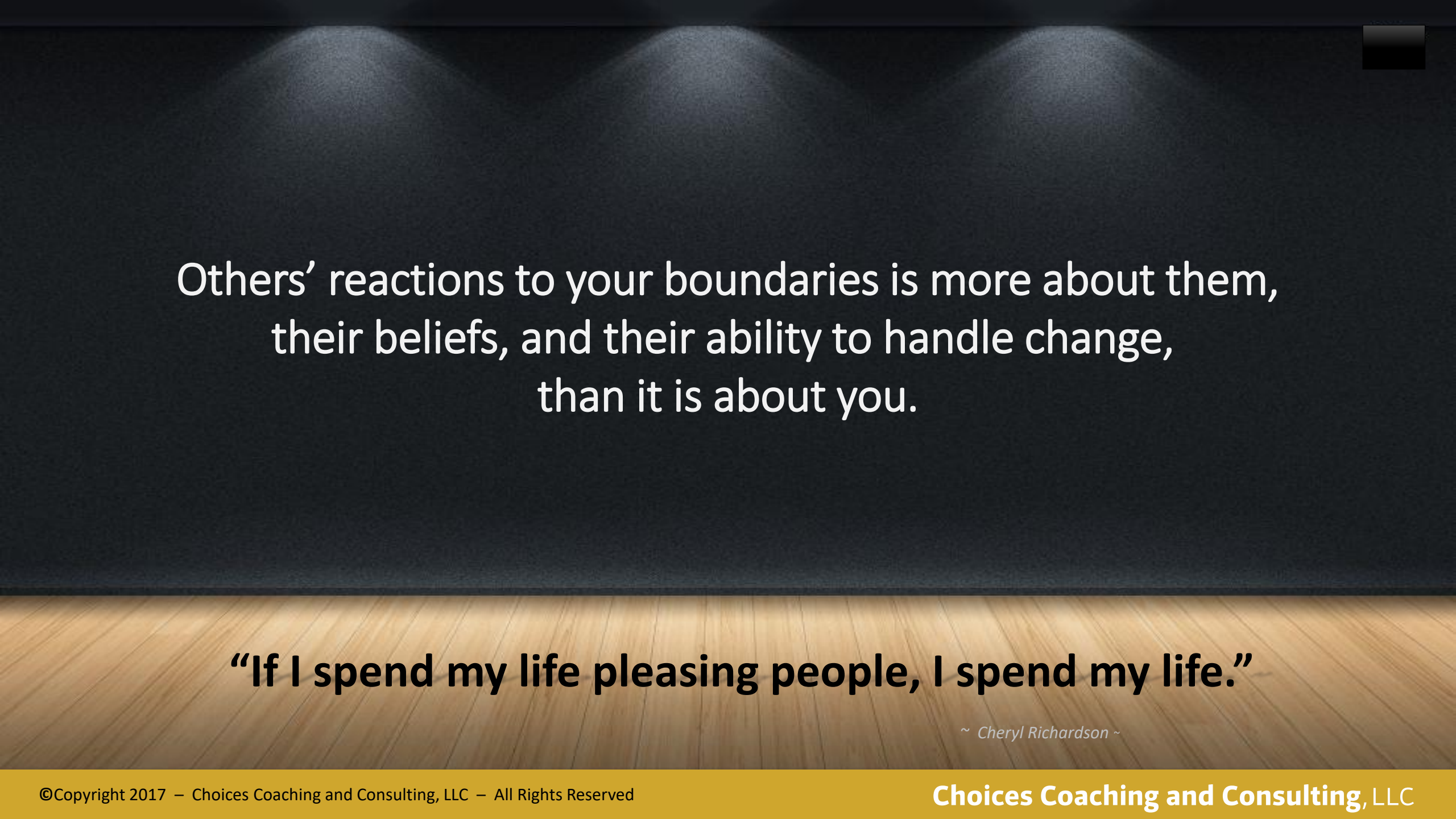
WITH EVERY FIBER OF YOUR BEING

DEALING WITH OBJECTIONS:



- Be consistent with your boundaries
- Keep boundaries simple
- Stay calm!
- Own your emotional reactions, do not blame other people
- Communicate your boundaries every day – verbal & non-verbal
- Be flexible only to the point it doesn't feel right
- Remember your values

Source: Drs. Henry Cloud & John Townsend, Boundaries



Others' reactions to your boundaries is more about them,
their beliefs, and their ability to handle change,
than it is about you.

“If I spend my life pleasing people, I spend my life.”

~ Cheryl Richardson ~

A SACRIFICE

If you make a sacrifice for someone you care about, **it needs to be because you want it**, not because you feel obligated or because you fear the consequences.

Source: Drs. Henry Cloud & John Townsend, Boundaries



I NEED YOU TO
SET YOUR
BOUNDARIES
AND
TO LIVE WITHIN
YOUR
BOUNDARIES

MY PHILOSOPHY
YOUR GIFTS
THE WORLD



IT'S
YOUR
LIFE

TAKE ACTION



With your new awareness, what do you commit to?



“Leadership begins with you
and ends with you,
but
it is not about you.”

- Krista Morrissey -

HEAR me!

ASK me!

GROW me!

**Active Listening and Powerful Questions
To Move Individuals Forward**

OBJECTIVES

Participants will be able to:

1. describe the power of active listening.
2. assess their level of active listening.
3. create powerful questions
4. practice using powerful questions.

Own It!

- Your Behavior
- Your Growth
- Your Leadership
- Your Confidence
- Your Success

Relationship Management

“The **first** relationship you need to manage is your **relationship with yourself.**”

- Krista Morrissey –

“The **most important** person you’ll ever talk to is **you.**
Be careful what you say.”

- John Maxwell -



**When people have
finished interacting
with you...**

How do you want
them to feel?

What do you want
them to say?

Is this happening now?

WHY?

**I've learned that
people will forget
what you said,
people will forget
what you did, but
people will never
forget how you
made them feel.**

- Maya Angelou -





LISTEN

IT STARTS WITH LISTENING

Listening is one of the most important and powerful skills of a leader.

= Trust

Listening at a deep and purposeful level requires a mind-set shift.

= Listen to Learn

How well you listen has a major impact on the quality of your relationships

HOW TO ACTIVELY LISTEN

1. Give Your Undivided Attention
2. Show You Are Listening
3. Provide Feedback
4. Forgo Judgement
5. Respectful Response

HOW TO ACTIVELY LISTEN

1. Give Your Undivided Attention

- ✓ Eye contact
- ✓ Store distracting thoughts
- ✓ Do not prepare a response / rebuttal
- ✓ 'Listen' to the speaker's body language

2. Show You Are Listening

- ✓ Nod, smile, facial expressions
- ✓ Posture is open and inviting
- ✓ Short verbal comments to encourage

HOW TO ACTIVELY LISTEN

3. Provide Feedback

- ✓ Paraphrase to reflect on the message
- ✓ Ask clarifying questions

4. Forgo Judgement

- ✓ Come from a place of curiosity versus judgement
- ✓ Allow speaker to completely finish their message

HOW TO ACTIVELY LISTEN

5. Respectful Response

- ✓ Treat the speaker with respect in times of agreement and disagreement
- ✓ Be candid, open and honest with your response
- ✓ Respect and understanding



LISTEN
AGAIN



HEAR
ME

WHY ASK QUESTIONS

- Questions hold the power to cause us to think, create answers we believe in, and motivate us to act on our ideas.
- Asking moves us beyond passive acceptance of what others say or staying stuck in present circumstances.
- Questions redefine relationships.
- Questions honor you as a person and communicate your value as equal.

THE MAGIC

When you **really listen**,
you **decrease what you say**,
so that others can
increase what they say.



Coaching Core Beliefs



- The person is innately creative, capable and competent.
- The person is the expert in their own life.
- Self reflection is key to learning, growth and fulfillment

ASK INSTEAD OF TELL – *The Road to Leadership*

1. All of the information is with the Coachee
Nobody knows more about you than you.
2. Asking Creates Buy-in
Individuals are more motivated to carry out their own ideas.
3. Asking Empowers
Asking & listening sends a powerful message; I believe in you.

Source: Tony Stoltzfus, Coaching Questions

ASK INSTEAD OF TELL – *The Road to Leadership*

4. Asking Develops Leadership Capacity

Leadership is about responsibility; ‘What could you do about that?’

5. Asking Creates Authenticity

Asking creates a bond between you and those you coach – By asking we honor and value them.

**When we talk about things they really care about,
they make changes that are truly transformational.**

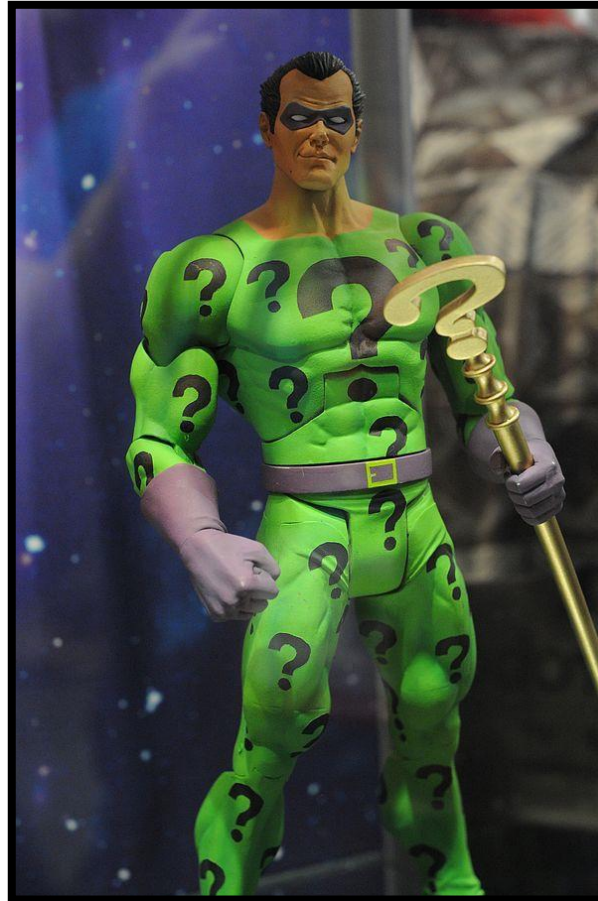
Source: Tony Stoltzfus, Coaching Questions

Coaching SKILLS IN LEADERS

- Leaders who are perceived as using coaching behaviors, **create a sense of positive work affect or emotion** in their followers.
- Individuals who perceive their leaders as exhibiting coaching behaviors are **more likely to trust** their leaders.
- Individuals who perceive their leader as frequently using coaching behaviors **tend to carry less negativity**.

Source: Ken Blanchard, Coaching Skills – The Missing Link for Leaders

Powerful Questions



Characteristics of Powerful Questions

**If you want to
change results,
Change
the Questions!**



Attributes of Powerful Questions



- Short! 5-7 word maximum

Longer questions confuse and lead the individual, and contain your opinion



- Open-Ended

Attributes of Powerful Questions



- Non-threatening
- Encourage thinking and creativity
- Personal answers



- Focus on moving forward

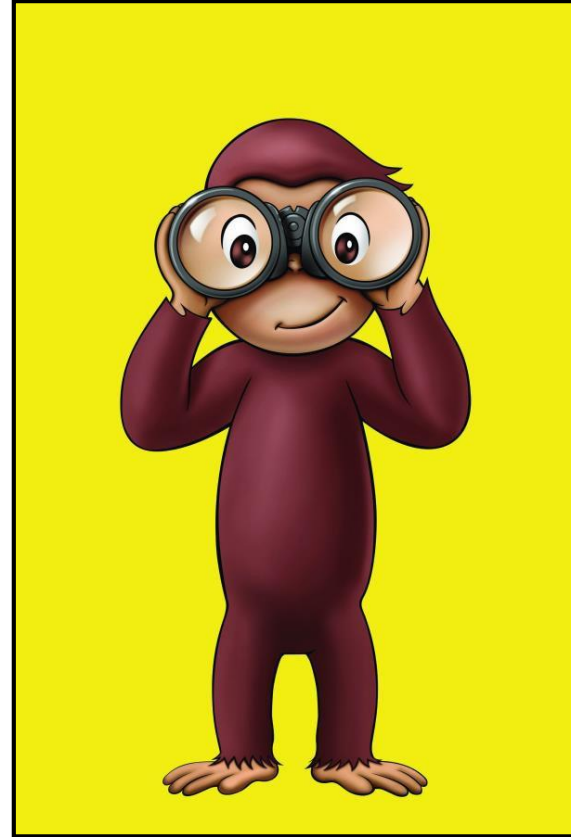
Characteristics of Powerful Questions

Focus on the person talking,
not the person they are talking about



Characteristics of Powerful Questions

Require curiosity and self-management



Characteristics of Powerful Questions

Non-attachment:

Not being attached to a particular path, or outcome



Powerful Questions

- What do you want?
- What is the struggle right now?
- What is important about this?
- How do you want to feel?
- What is your perspective?
- What do you want to fix?
- How do you create that for you?
- What emotions are here?
- What is keeping you here?
- How do you want to feel?
- How is that relevant?
- What will that cost you?
- How is this serving you?
- What are you noticing?
- How can you change?
- What is your truth?
- What is possible here?
- Where else does this show up?
- How did that feel?
- What do you want to fix?
- What do you envision on the other side of this situation?



ASK

HEAR me!

ASK me!

GROW me!

TAKE ACTION



With your new awareness, what do you commit to?



'With' *versus* 'To'



Situational Leadership

The Chameleon of Leadership

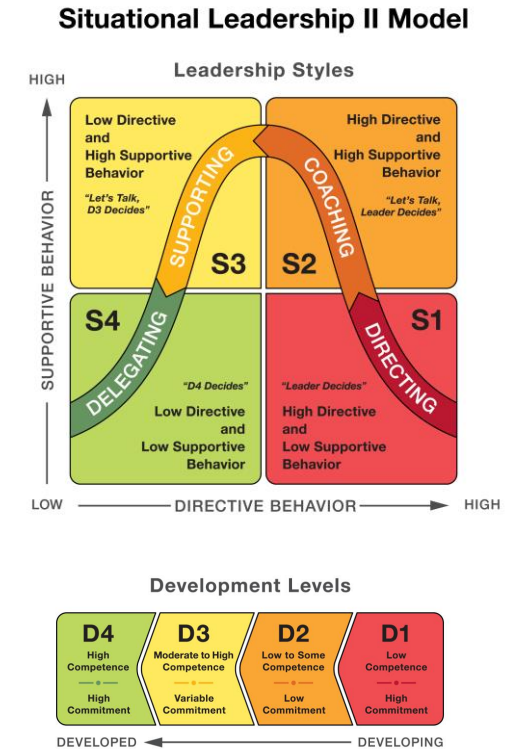
OBJECTIVES

Participant will be able to:

1. utilize their self-knowledge in creating a flexible leadership style.
2. compare their current leadership skills against the three skills of situational leaders.
3. identify the development level of individuals involved in the situation by defining their competence and commitment.
4. implement the appropriate leadership style for each situation and goal.

Ken Blanchard & Paul Hersey

- Created in late 1970's and early 1980's
- Universal business language and employee development framework
- World's most taught leadership model
- Grounded in diagnosing individual needs to the appropriate leadership style





- You lead situation by situation **versus** one style for all situations.
- There are no fixed traits of a situational leader

Change to fit your surroundings

Characteristics of A Situational Leader

- **Flexibility:** There is no single, best or fixed type of leadership. Leadership changes according to the requirements of the individual(s).
- **Situation Dependent:** Leadership style changes to fit the situation and the development level of those involved.
- **Courage:** Take chances to figure out the best approach and adopt to various leadership styles, for the benefit of those they lead.
- **Clarity of Vision:** Very clear on where the team is going, which allows the leader to choose the most effective leadership style to achieve the goals.
- **Humility:** The situational leader does not claim to know it all.

Source: Yscouts.com

“**Leadership** is not something you do **to people**.
It’s something you do **with people**.”

- Ken Blanchard -



To be a leader others follow:

1. Set clear, attainable goals
2. Provide matching leadership style
3. Give appropriate feedback

Individuals Develop:

1. Competence
2. Motivation
3. Confidence

Three Skills of a Situational Leader

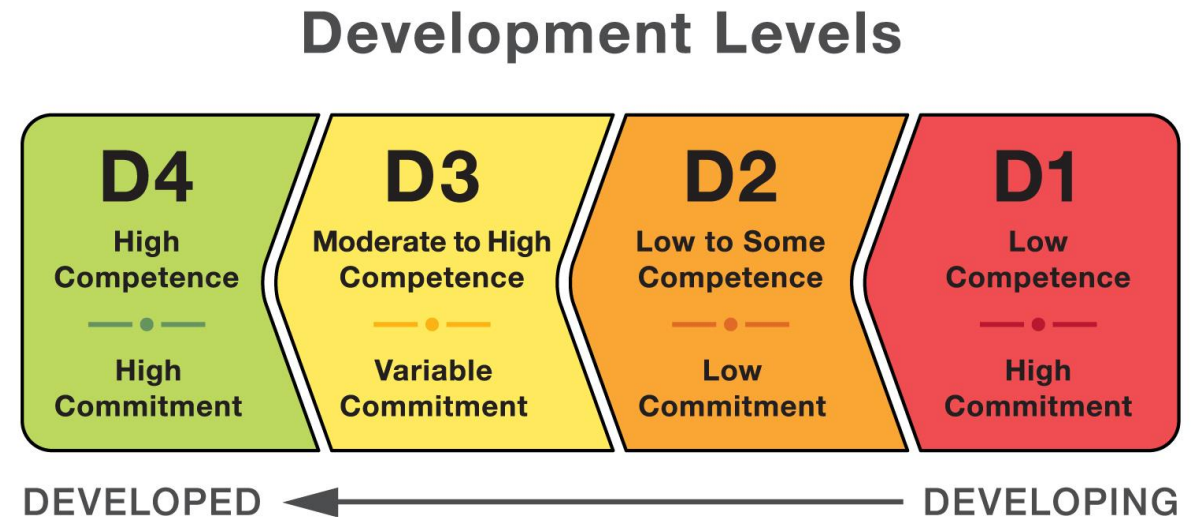
1. **Goal Setting:** Clarity on what needs to be done when and by whom
2. **Diagnosing:** Assessing an individual's competence and commitment on a specific goal or task
3. **Matching:** Flexibility in leadership style to give the individual what they need

Source: Ken Blanchard Company

Competence & Commitment

Competence: **Know How**

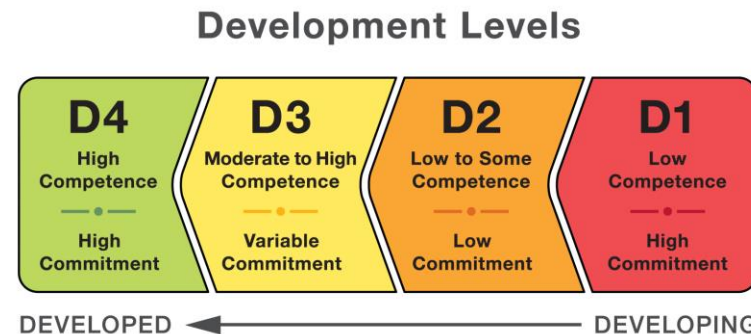
Commitment: **Want To**




Situational Leadership II Model



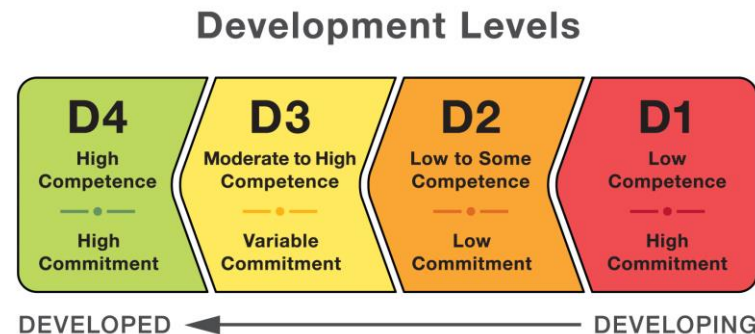
Situational Leadership II Model





Determine
the Correct
Leadership
Style

Situational Leadership II Model



“Leadership begins with you
and ends with you,
but
it is not about you.”

- Krista Morrissey -

TAKE ACTION



With your new awareness, what do you commit to?

Own It!

- Your Behavior
- Your Growth
- Your Leadership
- Your Confidence
- Your Success

Relationship Management

“The **first** relationship you need to manage is your **relationship with yourself.**”

- Krista Morrissey –

“The **most important** person you’ll ever talk to is **you.**
Be careful what you say.”

- John Maxwell -

Self-Leadership is Self-Awareness

Discover Thy Self

Know Thy Self

Grow Thy Self

Lead Thy Self

Accept Thy Self

Love Thy Self



It is about you

It is not about you

GET IT?

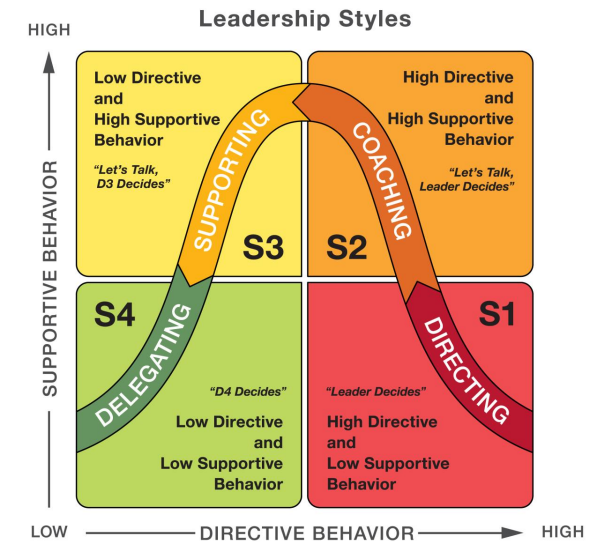


HEAR me!

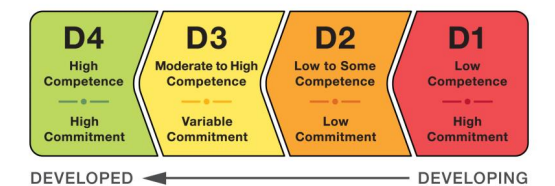
ASK me!

GROW me!

Situational Leadership II Model

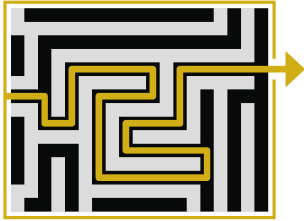


Development Levels



“We as choosers have the **right to choose**...
...but, once the choice is chosen,
the choice controls the chooser.”

- Krista Morrissey -



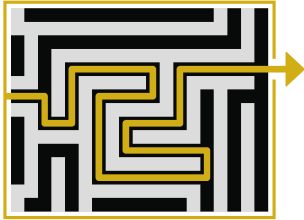
CHOICES

COACHING & CONSULTING, LLC

Krista Morrissey

CHIEF GROWTH OFFICER, MAE-OD+EQi+ACC

Interested in learning more about this topic or other related subjects, please go to my website,
www.choicescoachingconsulting.com
or contact me for more Growth Camp information.



CHOICES

COACHING & CONSULTING, LLC

Krista Morrissey

CHIEF GROWTH OFFICER, MAE-OD+EQi+ACC

© 2017 by CHOICES Coaching and Consulting LLC. No part of this publication may be reproduced, modified, rewritten, or distributed, electronically or by any other means, without the express written permission of CHOICES Coaching & Consulting LLC.

For further information, contact CHOICES Coaching and Consulting LLC
W287N9020 Center Oak Road, Hartland, WI 53029
262-442-4303 | www.choicescoachingconsulting.com