1. Begin by brainstorming the attitudes and behaviors at work that you believe fit into three categories—those that show a lack of involvement in the work, those that are important to the mission and well-being of the organization, and those that show over-involvement in the work. Focus more on behaviors than attitudes—ask yourself for example, “What behavior would demonstrate this attitude?”

2. Do not be surprised that some concepts are seen across the categories with adjustments to the language. In fact, push yourself to take the ideas in Under and Over and reframe them to what behavior you want to see.

3. Once you have a list you feel addresses a broad range of desired behaviors, take the Zone of Helpfulness behaviors list and name boundaries that might be put in place that would support your ability to behave in these desired ways. (example: Helpful Behavior – Being on time and prepared for clients’ appointments. Boundary – I prioritize my presence in the office with clients above all other options. Stating the boundary in the moment - “I have to leave this meeting five minutes early because being on time to a client’s appointment sets the tone for our interaction. I am happy to follow-up to find out what I missed.” Possible organizational policy that would support this shared boundary – All meetings must be scheduled to end 15 minutes before client appointments begin for the day. Examples of effective boundary language in different situations are found on page 3 of this document.

4. Review the tips for how to set such boundaries in your professional and/or personal life. Practice role playing communication between staff about some of the identified boundaries.

**Tips for Setting Compassionate Boundaries**

- Know what you want to say “Yes” to in your life (values and priorities).
- Be proactive. Have “meetings” to discuss boundaries. Structure offers safety for both sides. Just say it! Don’t make them guess. Use simple and direct language.
- Reinforce by pointing out the violations or near violations IN THE MOMENT.
- Give explanations that are specific, relevant to the other person, and offer shared solutions.
- Back up your boundary with action. If you give in, you invite people to ignore your needs.
Questions that may get staff thinking for this activity from the perspective of behaviors with clients as well as with colleagues.

**Clients: Do you think it is OK to…**
1. Friend clients on Facebook or other social media.
2. Share personal phone numbers with clients who may need extra support.
3. Touch a client when they are upset.
4. Call clients to remind them to bring documents or other important items to an appointment.
5. Visit with or accept calls from client when off duty or outside of work hours.
6. Talk about your personal life with a client during an appointment.
7. Find ways to provide clients with health-related services without being reimbursed.
8. Attend events in a client’s life, such as a graduation, wedding, family gathering, etc.
9. Maintain relationships with clients, after they are no longer in your care.
10. Keep secrets (personal or health-related) between you and a client that is different than client confidentiality.

**Colleagues: Do you think it is OK to…**
1. Engage in gossip about other colleagues or clients.
2. Take on the extra work of a colleague.
3. Work overtime.
4. Ask a colleague to work overtime.
5. Be available at all hours.
6. Touch a colleague when they need a hug.
7. Criticize colleagues when you feel they did not do their job well.
8. Assist a colleague more than they give.
9. Complain to colleagues about your job.
10. Talk with colleagues about personal problems while at work.
Examples of simple and direct language for boundaries

To set a boundary with a colleague that complains too much about what you cannot control:

“I am working on showing up with good energy for my clients, I find that talking too much about what I can’t control makes that hard for me. Let’s switch topics.”

To set a boundary with someone who takes more ideas/assistance than they give:

“I wouldn’t be here if it weren’t for the collaboration I have had with other providers. I am happy to offer you advice and want to be sure that I also learn a few tricks from you. I’d love to know how you approached ________.”

To set a boundary with someone who seems to always share bad news:

“I am making it a priority to find things to laugh about. Humor and positivity are how I make it through the day in good shape! I need you to bring some funny stuff along with the bad news. Want to hear what made me laugh yesterday?”

To set a boundary with an angry person:

“I am trying to think so I can respond in the best way and I cannot think when your voice is so loud. Can you soften your voice or should we talk later?”

To say no to extra commitments:

“Although our organizational goals for the year are really important to me, I need to decline your request for me to volunteer in order to balance and honor my family’s needs.”

To set a boundary with someone who is critical without your permission:

“I am working on seeing both my strengths and areas where I can grow. I can become overwhelmed when there is not a balance. Please ask for permission before giving me critical feedback, so I can be sure that I am in a good place to take it in.”

To buy yourself time when making decisions:

“I find I make my best decisions when I have time to think them through; I’ll need a day to think on it.”