

## 1: Innovative Thinking - Breaking Boundaries - PLM inside Dynamics /AX

*Innovative Thinking - Breaking Boundaries The Summer issue of The Record features an article that highlights several important viewpoints from different representatives in the manufacturing business about Innovative Thinking.*

I do not own Naruto or Bleach. They still remain the intellectual property of their owners. Which is not me. This is one of them. Namikaze Minato expected a few things when he summoned the Shinigami into the mortal realm. Something on the lines of a large, skeletal monster, possibly with some sort of knife or scythe. Did I make a mistake? Double checking his seal array, he desperately tried to see if there was anything wrong with the summoning he had just performed. Meanwhile, the other blond man looked around himself with a semi amused and dazed expression. Here I was working on a new gigai, and I get sucked into this place. Where the hell am I? And what the hell is that? The thing in question was a giant red fox with nine tails. Narrowing his eyes, he released some reiatsu to try and identify what it actually was. Odd, it is emitting an energy that I have never seen before. I wonder €! The Yondaime, after some muttering, scribbling and staring at the other blonde, decided to speak. He thought with a puzzled expression. Seeing that his audience was slightly confused, and noticing the rather decidedly low levels of technology in the surrounding areas, he decided to be slightly more serious. My name is Urahara. Kisuke looked at the fox with more respect now. Sure it was large and intimidating, but so were many other hollows, much like Gillians. It was in his experience that the most deadly things were those that resembled humans. Intelligence was a wonderful and terrible thing, in equal measures. Then again, when you are riding on top of a massive toad summon, its hard not to attract attention. It tried to take a swing at both of them, bellowing as it did. Gamabunta jumped away, drawing its tanto to defend itself. It was getting increasingly nervous. It took the Yondaime a good half an hour to prepare the summons before he rode off to confront the nine tailed fox. As things were not turning out as well as planned, they were out in the open and presenting a lovely target. Things were not looking good. Konoha will be ever thankful for your assistance. It was doubtful to whether it had a soul in any event. But seeing the desperate shinobi beneath him fighting and dying to delay the great beast, and the frantic and determined look that Minato was giving him, he was not indifferent to the situation and his suffering. He loved nothing more than a problem that he could find a solution to. But first he needed to study it. He really did need to minimise the damage the fox was doing first though. Bakudou Ninety Nine "Kin" Fabric burst out from his hands and tried to bind the fox in an effort to immobilize him. Iron shafts then tried to pierce through to hold it in place. It would have taken a hell of a lot of reiatsu for him to begin to bind one limb, let alone the whole beast along with its tails. Ok, I guess I have to call in for some help. One thing that Kisuke was good at was creating portals. But because of his position as head of the Research and Development division of the Gotei Thirteen, he had a semi legitimate excuse for things that would land others in hot water. This one thing was a summoning stone that he gave to his closest friends. If they ever needed help, they could use their own to summon the other. Luckily for him, they did. The sound of fabric tearing got his attention, and when he looked up into the sky he saw a hole open up and out came two figures. One was a tall male and the other a dark skinned female. Both of them wore black robes with a white haori and carried swords with them. The man looked around him, found Urahara and stormed over to him. I was in the middle of something dammit, why did you call me to this place?! Not to be left out, the other came over and snarled at him, "And I was busy teasing my fuku-taichou as well, you better have a damn good reason for calling me here! She nearly laughed dammit! The others turned around and were silent for a few moments. This man," he pointed to the Hokage, "managed to summon me here to seal that thing into his son! Little was he to know that he would regret those words in the future. Urahara coughed to redirect their attention, "Well that aside, I was wondering if you could try to kill that with me, and if we cant, would you hold it off while I try to think of something? There was a reason why he was named the Yellow Flash and had ninja flee on sight if they ever encountered him. Being discounted like this made him feel awfully helpless, a new and entirely unwelcome feeling. The three shinigami gave him an appraising look. Thankfully their powers were not limited by the Council and they could fight at full strength, though killing it was another question altogether. But they also recognised the look

of wounded pride in his eyes, eyes that had seen comrades stand and fall in their desperate attempts to stop a frenzied beast. They understood that they could not ask him sit back quietly. The three of them simply gave a nod to him before they burst into action. Well, things could have gotten better. The three shinigami first assumed that the Kyuubi was some sort of Gillian Menos Grande. Large, slow and powerful. Well, it was large and powerful, but was more agile than what was physically possible and managed to fire red flames at them. It appears that it was holding back its power until the shinigami had appeared on the field. What amazed them was that Minato was using odd techniques to fight off the fox, things that they had never seen before. Things that he called jutsus that seemed to manipulate a form of energy called chakra. Kisuke deduced that it was the same thing as reiatsu, except that it was only used by living beings. Urahara was observing on the sidelines, trying to think of a way to finish off the bijuu. Straight forward attacks were doing no good, as it was regenerating too fast for it to do any damage. Chakra based attacks were not really effective against it, but oddly enough reiatsu was. I wonder, reiatsu is the spiritual energy of the dead. Chakra is the physical and mental energy of the living. That means that kido spells should be effective against this. The cry of a baby brought him out of his thoughts. He slowly walked over to the child and his face furrowed again in thought. Wait, if we could sever the body of this beast and seal the soul into the child, we could then infuse this boy with enough reiatsu for that purpose. For all purposes, that damn fox is still alive, and its power would still be there even if we took the physical body. It really was an interesting animal! In the battle, the cry of bankai could be heard. Combined with shunpo and the Hiraishin technique, all the combatants were a blur against a howling mass of red fury. Shit, they are unleashing their bankai already?! Things never really turn out the way we wanted. Doing so would cause the death of both the child and the Fourth. Minato was willing to accept his death, but not that of his son. But given the choice of two deaths as opposed to everyone in the village, it seemed like there was no choice. Giving the two a moment together, Minato held his child with much tenderness. At least we will all die heroes because of this," the last part was said with much bitterness. The baby looked up with a dazed gurgle, unable to comprehend the sacrifice that was being forcibly imposed upon him. He reached out his small finger to grasp at his father, who looked down on him like a god. Minato had to suppress a shudder as he steeled himself for what he was about to do. Minato had given much in his service to the village that he loved so much. But asking for his life and that of his son seemed to be too much to ask. But the cold fact was that at this moment in time, there was no one else that could do this. All the villagers were evacuated and the only reason that his son was still there was because of delivery complications that forced him to remain in Konoha. Kisuke gave them a few moments before asking softly, "Before we do this, let us know your name and his, so we can honour your sacrifice. Call me Namikaze Minato.

### 2: BERGHAHN BOOKS : Breaking Boundaries: Varieties Of Liminality

*Breaking down traditional boundaries in the workplace allows for transformative collaborative thinking, says The Economist's CTO, Mark Brincat.*

As much as we strive for healthy relationships, we inevitably encounter individuals who are bullies , toxic or just plain manipulative. This enables boundary breakers and convinces them that their behavior is acceptable. The best thing you can do is firmly establish boundaries. Know Who You Are Dealing with: Doing so will keep you on the look-out for times that boundaries need to be reinforced or put into place. Start paying attention to how these people typically break boundaries. Some questions to ask: Do they ask questions you feel uncomfortable answering? Do they discuss things with you that are inappropriate? Do they disregard your wishes or needs? Do they always prioritize their needs before yours? Does something feel awkward, uncomfortable or wrong? Do you feel nauseous during the discussion? At times, our guts have better listening skills than our ears. Think First, Speak Second: Once you realize boundaries are being broken, think about how you want to react. Tell the person who is breaking a boundary that they are indeed breaking a boundary. The more obvious you can be, the better. And, boundaries are boundaries. The more you set boundaries, the easier it will get. Do you have boundary breakers in your life? How do you handle the situation?

## 3: Out of Bounds: Dealing with People Who Break Boundaries | Brett Blumenthal

*Breaking the boundaries. Here is a little idea after reading some Bleach and I decided to incorporate bits of it into the Naruto universe. While it does use some of clichéd parts of the two fandom's, I hope to make a semi original alternative universe out of it.*

Systems thinking This briefing paper gives: Origins Systems thinking originated in the s within several disciplines, notably biology and engineering, out of the observation that there were many aspects which scientific analysis could not explore. Whereas the scientific method summarised by Popper as the three Rs: The expectation of the systems thinkers of the 40s and 50s was that the scientific method would one day have two components: What is Systems Thinking? Its essence is seeing inter-relationships rather than linear cause-and-effect chains, and in seeing processes of change rather than snapshots Senge. Systems thinking is a way of interpreting the universe as a series of interconnected and inter-related wholes. It is a way of identifying the inherent organisation within a complex situation and has been called organised complexity. Systems thinkers contrast dynamic complexity the relationships between things with detail complexity details about things. It is an approach, a set of general principles and specific tools and techniques, rather than a subject area in its own right; it can be applied within many different fields and is therefore described as a meta-discipline. What is a system? A system is a set of elements, connected together, which form a whole; this showing properties which are properties of the whole rather than of its component parts. There are four fundamental types of systems: As long as each is logically consistent it is valid for the person making it and is therefore not right or wrong. Here objectivity has been described Ackoff as the social product of the open interaction of a wide variety of individual subjectivities. History Aristotle noted that the whole is greater than the sum of its parts but this concept became lost in the revolution in the scientific approach spearheaded by Newton in the 17th century. In the s biologists noted organised complexity in the organisms they were studying. They observed a hierarchy of levels of organisation, each more complex than the one below it, with properties that emerge only at that level and do not exist or have any meaning at lower levels Broad , Smuts cited in Checkland. Von Bertalanffy, in , distinguished between open and closed systems; closed being completely autonomous and having no relationship with their environment; open exchanging with their environment materials, energy, and information. Closed systems are only to be found in the designed abstract class of systems, almost all of the systems that are of concern to health care professionals and managers will be open ones. They identified positive and negative feedback; positive has since been called amplifying or reinforcing feedback and negative has been termed balancing feedback. I behave in an open and pleasant way towards you and you respond in a similar fashion. I become more open and begin to share work with you, and soon we are collaborating in a constructive way. If I had started by treating you with a distant smile and keeping all my thoughts to myself you would have chosen to cultivate a different colleague and my behaviour would have become more and more distant. Originally the province of engineers working with designed physical systems, it soon became applied to human activity systems also. The process of systems engineering involves: This was at root a form of cost-benefit analysis and requires: Both of these methods assume that there is an important class of real world problems that can be formulated as: There is a desired state S1 and a current state S0, and alternative ways of getting from S0 to S1. In other words it is assumed that the objective of the system is a given and that the role of the systems analyst or engineer is to work out how it can best be achieved. Checkland When these methods were applied in social systems for example to the public sector in the state of California in the early s the results were disappointing. These methods, which all required the naming of the system and a defining of its objectives Checkland , and in which the engineer or analyst stands outside the system intervening in it to try and reach a desired end, became known as Hard Systems. Ackoff introduced the term mess into the management science of the time: In the s Checkland developed a methodology for working with Soft Systems, those where the problem does not lend itself to being quantified; in complex problem situations, messy, ill-defined, ill structured, not independent of people and where there may be no agreement about appropriate objectives Daellenbach. During the s and s much attention was paid to

the modelling of systems, sometimes applying the notation developed in hard systems to soft systems, sometimes generating new ways of describing complex relationships. They all involve the following processes: At the same period attention was paid to formulating the mess, in which the modelling of the system was only the first of three phases. Phase two is a mapping exercise in which the large number of factors obstructing achievement of the purpose of the system are categorised into a small number of classes. System Design also originated in the 1970s and has been developed further since. It is based on the observation that the process requires that it be assumed that the system to be redesigned has been destroyed overnight, but everything in its environment remains the same. The challenge is to design it from scratch such that: In the 1980s and 1990s systems thinking was popularised in the UK. It was incorporated into a wider field of study about individual and organisational learning, heavily influenced by the work of Chris Argyris and David Bohm. One of the major contributions of this work has been the identification of systems archetypes. The two most widely known of these are the Limits to Growth archetype, and the Shifting the Burden archetype. They are well described in *The Fifth Discipline*. More recently still the combination of using large group interventions with applying some of the insights of systems thinking has led to a field of activity known as Whole Systems. In the UK Plamping, Pratt and Gordon have worked with Whole Systems principles in intractable problems that involve health and health care. Along the way the term whole systems has become misapplied, and is now commonly used instead of the term system-wide. This is a loss, as the richness of the original usage is often not understood or used. Problems with Systems Thinking The development of Chaos Theory has demonstrated that the early systems thinkers were over ambitious in their belief that the dynamics of a system could be completely analysed. This does not mean that systems thinking is no longer useful, nor that it has been superseded by complexity theory. Indeed since we are usually trying to consider how to intervene in a system a human activity system rather than to define it with complete accuracy, the insights afforded by soft systems thinking are often as useful as any. Insights afforded by Systems Thinking. Wholes have properties that are the properties of the whole and not of the parts. This means that dividing an elephant in half does not produce two small elephants. We cannot understand a wider system by looking in detail at its parts, because some properties only emerge when they are combined together. So if we want to understand, e. Components of a system interact with each other in a reciprocal flow of influence, and in most management situations understanding this dynamic complexity is more important than understanding detail complexity. These inter-relationships mean that cause and effect are not closely related in time and space, and that the results of any intervention in a system may well be unexpected. As a result, any interventions we make will have many effects we did not predict or expect, in parts of the system we were not aware of influencing. A system also interacts with its environment, and the behaviour of a system can only be understood in the context of its environment. The environment can be thought of in two parts: We therefore need to be able to describe the environment, and the influence that it has, of any service or system we are interested in. A system always has a purpose. Every human actor in a system brings to the system their understanding of its purpose and their view on the world or weltanschauung. This view consists of three elements: To do so requires an understanding of organisational behaviour and psychology. Systems stabilise in equilibrium and they require a source of energy if this equilibrium is to shift, i. In a hard systems approach an outsider will identify a purpose, a measure of performance, the decision making processes, the resources to be made available to the decision makers, the boundary between the system and its environment, and the system dynamics inputs, outputs and relationships between components. In a soft systems approach the people within the system are encouraged to articulate their personal perceptions of the purpose, measures of performance, the boundary, inputs, outputs etc. When intervening in a system it is important to identify this source of energy and its nature. Multi-purpose, multi-structural, multiple process systems, such as those that characterise health care, are too complex for anyone to understand fully. In systems like this the players within them must be able to reflect on the system, learn from its performance and make changes. Systems nest within systems and the inter-relationships across an organisation must be taken into account when a change intervention is planned. This means that organisation-wide approaches are sometimes required. Dynamic complexity can be modelled, using notation that expresses positive and negative feedback, and the insights gained from this process can be used in the

redesign of the system. An understanding of interdependencies can be used to enhance the effectiveness of implementing change. Network diagrams are a means of doing so. A Systems Approach to Societal Problems. A Management Science Approach. Managing Chaos and Complexity. A platform for designing business architecture. Putting theory into practice in organisations.

## 4: Boundaries : Psychological Boundaries | Healthy Boundaries

*Breaking the Boundaries - lost Again Track #1 from the self titled album download the song and the rest of the album now from I Tunes on this link.*

It is our job to meet our clients where they are; however, the journey to get there is sometimes easier said than done. Just as in our daily lives, in the field, we come into contact with people who are different from ourselves; who may be a different gender, have a different culture, be from a different socio-economic status, differ in age, or be struggling with an issue that we ourselves have never faced before. For students gaining professional experience in a field placement setting, it is both inevitable and imperative to develop the skills needed to engage, assess, and effectively treat individuals and communities with whom we may have little in common. This process begins with empathy. Even for the most experienced professional, working with people who are different from ourselves can be both challenging and rewarding. It is often in our experience as an intern in field placement that we are initially faced with dealing with worker-client differences. It can sometimes be awkward or scary, but it is those experiences that will force us to break through boundaries and rely on the power of empathy to engage our clients and develop sound interventions with them. In my second year of graduate school, my field placement was in a domestic violence and sexual assault crisis center. One of my assignments was to facilitate a long-term adult survivors counseling group. Each of the six group participants was at least twice my age, and I was a little apprehensive, to say the least. Before this placement, I had only worked with children and adolescents. The thought of relating to these much older women seemed almost impossible. We were at different stages in our womanhood and in life, and I questioned how I could truly be effective in helping them. When I shared my hesitations with my supervisor, her advice was to be genuine, confident in my skills, and to use my words and expression to show empathy. It sounded like a solid plan, but deep down I was hoping it would never come up in group. Two sessions in, my fears were confirmed when one of the women remarked that I looked young and that I may not be able to understand where she and the others were coming from. She continued and voiced her doubts that I may not be able to appreciate their seasoned wisdom about life. In response, I paused for a moment and gathered my confidence. I remembered what my supervisor had suggested and all that I had learned about meeting a person where he or she is. One of the great things about being a part of this group is that we can learn from each other. Once I saw how powerful this approach was, I continued to grow my empathy skills in group and in supervision. By being honest about how I felt around mitigating our different life experiences, I became less afraid or offended when a client questioned my abilities. Always acknowledging their trepidations, I was eager to learn from them and showed a genuine interest in what they had to offer in our work together. Why is empathy so crucial to social work? The importance of these findings in regard to the social work profession is astronomical. The majority of our clients are suffering from losses, illness, poverty, and institutional injustices that often require intensive treatment or service planning. For that treatment to be meaningful, we need to lay a foundation that will set our clients up for success. Part of what social workers stand for is the idea of change. We can help create or seed change by developing client self-awareness, efficacy, and flexibility. If we now know that creating a climate of understanding and compassion helps client engagement and responsiveness, then why not integrate empathy into every interaction we have with the people we serve? You are taught to use skills such as active listening, or tuning in as a way to convey your wish to meet clients where they are. These are great tools, but not the only ones you need. Purposefully asking questions is one of the best ways to show that you understand and want to understand more deeply. Even before you begin to ask your client questions, it is crucial to be aware of your language. Language sensitivity can be described in many ways, but here are a few ideas to get you started: When working with clients who have different levels of ability, are of a different culture, or are of a different race, you may have difficulty with engagement if you use labels or slurs to describe them or their experiences. Reflect the same language a client uses to describe a feeling or experience. Asking questions is a skill. There are some wonderful resources out there that can help you formulate thought-provoking questions that show your clients that you authentically care and want to know more. When deciding what questions to

ask, you first want to focus on addressing preliminary treatment information. What led them to seek help from you? When did the presenting issue begin? What are their goals for working with you? How would they know that things were improving? Referring back to the example of my experience working with clients older than myself, what worked in that situation was that I honored the differences that I had with my clients, provided validation of their concerns, and expressed an enthusiasm to change. Part of this approach was modeling an understanding and an ability to be flexible. Part of the decision to take action requires a reflection on the impact of those automatic emotional and cognitive responses. This requires a level of self awareness that all of us are capable of developing. Just as we ask our clients to tell us what their sharing is bringing up for them, ask yourself: How is this information affecting me emotionally and in my thought process? Although it may be part of your role, you should never feel that you need to interpret what a client is presenting. Empathy is natural to humans especially helping professionals! Most recently, I took this approach when I was in an individual counseling session with a woman who had experienced severe mental and physical trauma over the course of her thirty years. I began to feel overwhelmed. Inside, I felt as though I was shrinking, and I wanted a moment to process what I was hearing. When it felt like a good time, I asked my client to pause for a moment. I told her that I was hearing a lot of heavy information and suggested that we both take a breath. She agreed, and as we both took a deep breath and then exhaled, I felt the tension settle. Rather, they avoided talking to her about it or suggested that she quickly move forward from it, because it was simply too painful. Take the time to reflect, ask purposeful questions, and learn about the unique issues that people deal with. The social work dictionary 5th ed. A social work model of empathy. *Advances in Social Work*, 12, Psychotherapy relationships that work: Evidence based responsiveness 2nd ed. An unappreciated way of being. *Counseling Psychologist*, 5, She recently moved to Berkeley, California, and is pursuing a career working with youth and families in crisis. Copyright White Hat Communications.

*Besides the realm of innovation and ground-breaking aforementioned, those who have the skills and capabilities to push the boundaries of knowledge to an upper level are those few regarded as visionaries leaders.*

There is nothing wrong with the methodology itself; however the past few years have irritated me insanely as I have witnessed the process be quite abused in practice. Our industry has ended up creating many mediocre and expensive design solutions as a result. I recently attended a Fintech conference in London where almost every app looked the same. There was extremely little uniqueness and differentiation from over services. They address the strengths with Design Thinking and talk about why the awakening of design in organizations is generally a good thing, of which I completely agree. However there is a darker force at hand and I do want to share the perspective I have attained over the past few years, on why Design Thinking might be doing more harm than good. As designers we want to grow and learn from other talented creatives, push boundaries and practice our skill. However the reality is that Design Thinking has encouraged the democratization of design where a solo creative is often mixed in with employees and clients that have very little experience with design in a fast-paced and multi-tasking environment. Graphic design, motion and emotional design is usually an undervalued ingredient that gets cut short time and time again in Design Thinking, as most of the process gets spent on functional needs. The irony is that graphic design is extremely vital to success and getting that unique position in the market. This generally can be assumed to be a great process. Co-design and collaboration is a highly valued strength where several experts work together to ideate and iterate. Co-design with many stakeholders also takes a lot of time. Once a team thinks they have discovered gold together, they are only at the tip of the iceberg – but they often rush into the development without further maturity. At this point, many development phases are also cut dry and production is rushed. A conceptual workshop lasts usually between a few hours to a day, but the deep work has only started and needs maturity and testing. It is first now that the real ideation and exploration phase begins with dedicated practitioners that are able to explore and share insight from several sources, building off of each other and their expertise. The deeper the exploration through design, development and testing with an intimate team of creatives, the greater the chances become for a unique product-market fit and incredible experience. The creatives have to spend a great amount of time involving their team in the process, which can greatly take away from the actual design and production work. Teams are also often satisfied with discovering the tip of the iceberg. So much time and money has already been used up in the discovery and ideation phase, that we find ourselves rushed to create mediocre solutions. This over time can be a killer in motivation for any creative trying to establish a sense of meaning to their work. Designers and creatives are only as good as the team they are surrounded by. I have witnessed to many unexperienced designers left with the client and their team alone without any experienced mentors, having to spend days doing non-design work. The art of problem-solving, thinking outside of the box and craftsmanship is dying in certain areas of the digital arena. Great design solutions take time, deep flow and a dedicated team of creatives constantly pushing each other. Exploration and testing while ideas are maturing are crucial. The creative culture and bond is important to increase motivation and a sense of meaning. New ideation is vital. We need to break out of what people expect, and surprise them with something much better. Innovation happens with deep problem solving and design skills that are allowed time, talent, testing and iteration to mature. What I propose should be happening, and what I believe the best agencies still do, is practice trust by letting a team of experts become devoted and deeply committed to the concept and development. The client and team should trust the experienced practitioners and creatives to take the insight and go further. Stakes and expectations should be raised. The team of experts should continue to collaborate with others, but only in-between flow-sessions. Brilliant execution craves deep flow and creative juices. The more a team of talented creatives are left to work on their trade, the more likely the outcome will turn out to be a great solution, for the same price or less. The difference is that they have spent less time rationalizing every decision to involved stakeholders. The right skills with the right environment Problem solving and design are vital skills we should be enhancing, not deteriorating. They take years of practice and maturity to master. Creatives

should be pushed to practice the art of exploration and simplification into clear and unique concepts, followed by the ability to break these down into details with beautiful execution. Putting creatives into the wrong environment will get you mediocre results. We need to push boundaries in explorative environments where creatives are trusted to pursue their craft together. A great design process involves experience, insight, imagination, simplification and brilliant execution through tested iterations. I believe the more we get back to basics and actually let skilled practitioners create, the more we are able to develop sophisticated and brilliant solutions for less than the cost of the mediocre solutions we see far too often today.

## 6: Systems Thinking

*Next Level Thinking Devotional. 7 Days. You may think you've reached your limits, but God has destined you to rise higher. In his new book, Joel will help you to break through your boundaries, push aside your past and experience next-level victory, favor and abundance.*

But if they treat you with a lack of respect and dignity, then protect yourself with healthy boundaries. By definition, a boundary is anything that marks a limit. Psychological limits define personal dignity. We all need to protect ourselves from emotional harm. Psychological defenses are created in childhood to serve that purpose unconsciously, but they can also lead us into unhealthy and unproductive behavior. Boundaries, unlike psychological defense mechanisms, are conscious and healthy ways to protect ourselves from emotional harm. The ideal of life is mutual cooperation, but if you must interact with others who are not cooperative and rather are hostile or manipulative then it is necessary to have strong boundaries to protect yourself. To the unconscious, though, any abuse, no matter how mild or severe, is an insult to personal dignity. Well, their not having boundaries served them as a defense mechanism in childhood. Most abused children know intuitively that if you try to do anything to resist the abuse, you just get hurt all the more. So setting aside any resistance means less hurt. Sadly, defenses that served you very well as a child to ensure your survival can actually cripple you with fear, dishonesty, and self-sabotage when carried into adulthood. With persistence and courage, however, any psychological defense can be overcome. So if a lack of boundaries has gotten you into trouble in the past, take heart, for the problem can be remedied. The First Step Your first step will be to overcome the pernicious belief that you are worthless. Like any abused child you developed this belief to tolerate your lack of resistance to abuse. A good metaphor to help you understand your own personal value comes from aviation. If you have ever flown on a commercial airliner, you have heard the safety talks at the beginning of the flight. One talk concerns the oxygen masks, which will drop down from the overhead compartment in the event of a sudden decompression at altitude. In that talk, you are warned to put on your own mask before trying to assist someone else. Do you know why? Well, at high altitudes there is very little oxygen in the air, and the brain can survive for only a few seconds without supplemental oxygen. So, in the time it takes to help someone else who is confused and struggling, you could both pass out and die. But if you put on your own mask immediately, you will have the oxygen you need to survive and think clearly, so you can be of real help to others. The point here is that unless you take care of yourself first, you cannot be of any help to others. Note carefully, though, that the belief that you are worthless is a negative belief that you created yourself; therefore you can just as well create another, positive belief to replace the negative belief. On the other hand, you can also find persons who, knowing full well that they are being hurt, will sometimes set aside their boundaries as an act of charity for others. For example, if people push past you to get on a bus, you might decide to say nothing, knowing that people who would push past you to get on a bus will also react with hostility if you say anything to them about their rude behavior. In this case you can set aside your boundaries and tolerate their rude behavior with forbearance, praying that they might someday learn to act with charity to others. Yet these same persons who can willingly set aside their boundaries can just as well defend them. For example, if someone at work uses foul language, you can say that you do not like to hear such talk; if the talk persists, you can get up and walk away. Therefore, acting out of fear only leads to a wasted life because it unconsciously supports rudeness and disorder. Acting from love, however, can bring genuine good into the world, through personal example. But only with healthy boundaries can you act from love. The Lack of Boundaries: A Refusal Based on Hatred Well, consider that boundaries have a fundamental place in life itself. Look around you, and you will see that every living creature has its own territory in which it lives and that it defends against intrusion. This hatred, though, is double-edged: I deserve condemnation for being worthless, and I deserve condemnation for always being so afraid. Moreover, if you had healthy boundaries to protect your dignity, you could, like in the above example of the oxygen mask, take proper care of others. Thus it should be apparent that not taking proper care of yourself, and not taking proper care of others is a refusal based on self-hatred. All of this self-hatred, however, derives from a hatred of others. That hidden hatred,

though, hurts others as well as yourself. When others mistreat you, your dignity is insulted, yes, but by keeping quiet and allowing the mistreatment, you deprive them of what would essentially be a psychological warning about their social impropriety; that is, if you were to defend your boundaries and speak up about the mistreatment, you would at least give the offender the opportunity to recognize and repent the hurtful behavior. To re-establish healthy boundaries, then, endeavor to stop refusing to defend boundaries. Refusing to break the law. The law is absolute to a particular city, state, or country. If you break the law, even if others manipulate you into doing it, you are the one who has to pay the price. Getting yourself into trouble like this harms everyone. Refusing to bend the rules. Unlike the law, which is absolute, rules are relative to a particular social context. Rules allow things to function smoothly because everyone within a particular context agrees to them. Rules can refer to a game, to office procedures, to family conduct, or even to the conduct of psychotherapy. Refusing to betray your moral values. Your moral values provide your own internal guidance about what is wrong to do, even if it might be legal or even if social rules permit it. If you betray your moral values, such as by allowing yourself to be pressured into doing something immoral, you hate the good. Refusing to allow someone to get too close to you emotionally. We do not live in a world of true love; we live in a world of selfishness, where others try to get their needs met even at the expense of your needs. Allowing yourself to be pressured like this defiles love. Refusing to allow someone to get too close to you physically. We are physical creatures. Our bodies are made of bones and flesh. Each of us, therefore, has a physical presence that makes us unique and contributes to our sense of individuality.

### 7: Break the Boundary Lines of Design Thinking - HOW Design

*I used to keep adjusting my boundaries to fit each relationship. Now I understand that boundaries are about your relationship with yourself and your own values, and that they shouldn't be so fluid. Today, I want to share what I have learned and break it down for you in five incredibly simple steps.*

### 8: Breaking Boundaries Quotes, Quotations & Sayings

*The theme for her lively presentation is breaking the boundary lines of design thinking, in particular through brand design and packaging design. During her presentation, available on HOW Design University, she guides the audience through helpful exercises for boosting creative thinking skills and how to think beyond preexisting expectations.*

### 9: 6 Steps To Set Good Boundaries - mindbodygreen

*2 IPPR Breaking boundaries: Towards a 'Troubled Lives' programme for people facing multiple and complex needs. ABOUT THE AUTHORS. Clare McNeil is associate director for families and work at IPPR.*

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