

# When Cooperation Gets Complicated Stay Clear and Set Boundaries

A webinar based on the  
Emotional Assertiveness Model

5 May 2026

Magda Tabac  
Master Trainer, Emotional Assertiveness

[www.magdatabac.com](http://www.magdatabac.com)



# Magda Tabac: Master Trainer Emotional Assertiveness



## 12 years in corporations, in roles such as:

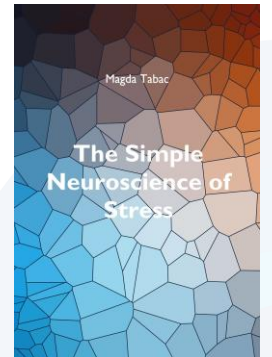
- › Strategy consultant, strategy and planning analyst/manager
- › Project manager
- › People manager
- › Volunteer trainer (6 years)

## Training Certifications:

- › Emotional Assertiveness® – Master Trainer
- › Process Communication Model® (PCM) – Certified Trainer
- › NeuroMindfulness© Coach Certification – Master Practitioner
- › The Neuroscience Academy – Applied Neuroscience Certification

## Published author:

- › Read my Book: **“The Simple Neuroscience of Stress”**. Access it on Amazon or [HERE](#)



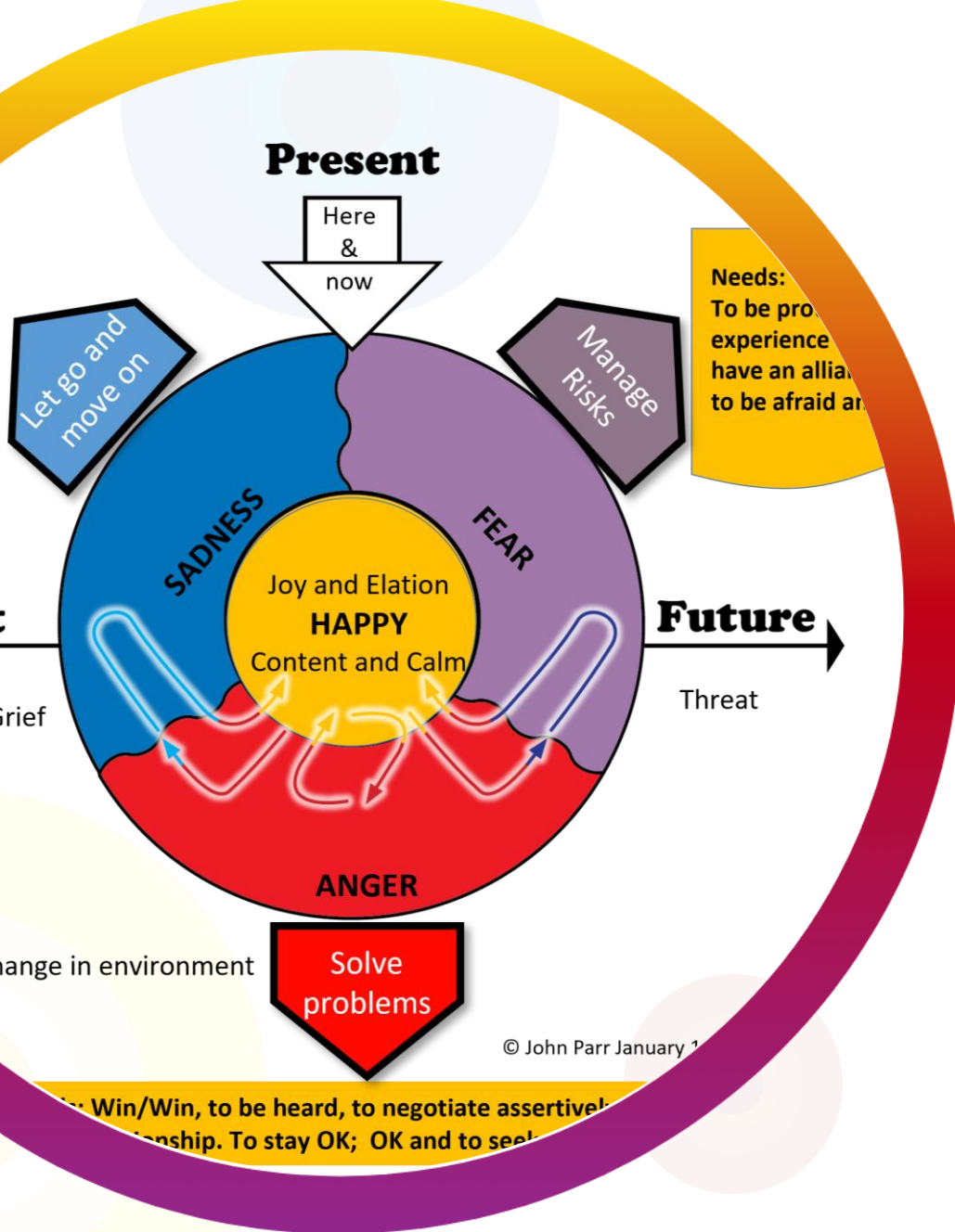




# Learning Objectives

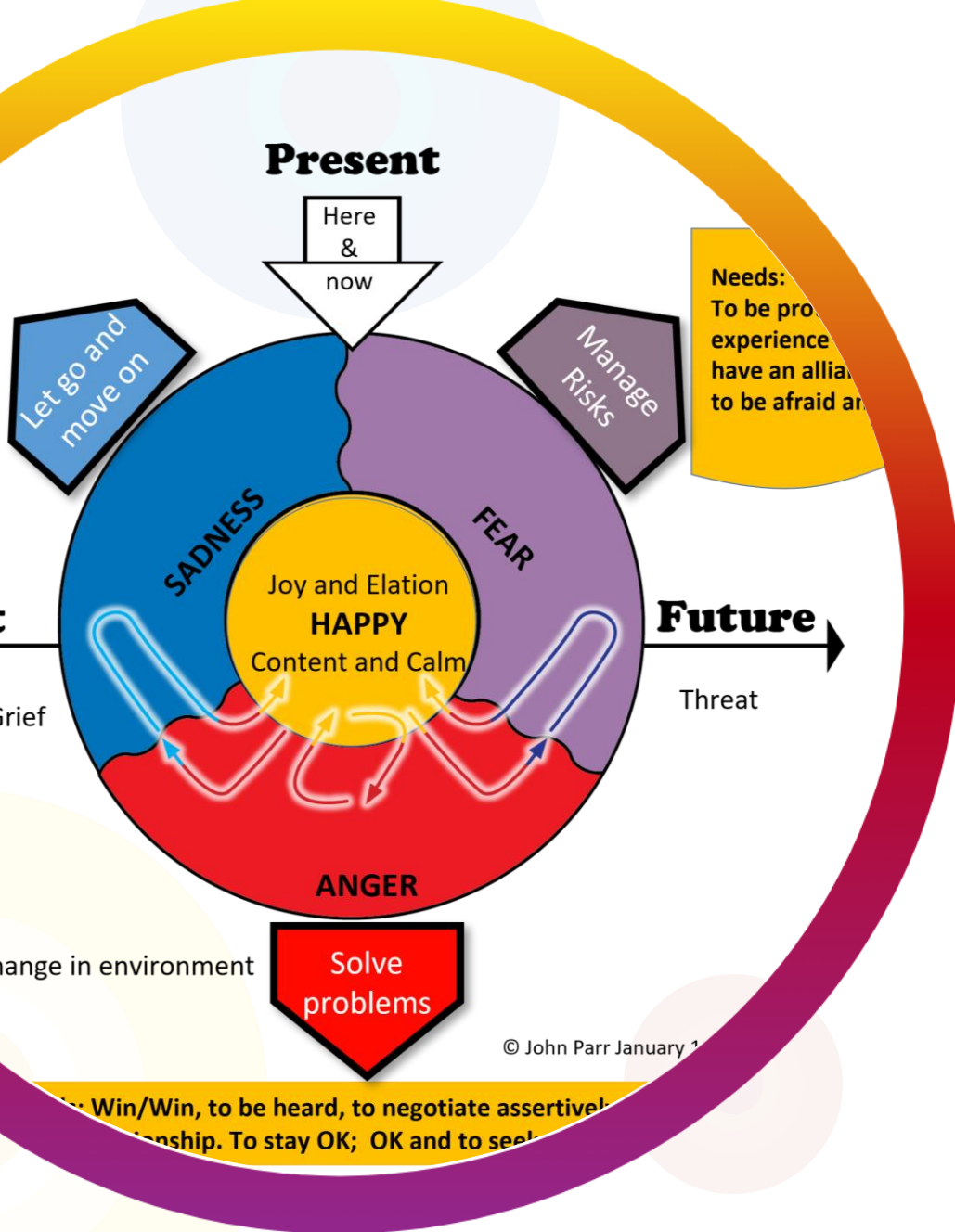
- You **DISCOVER** the role of Emotions
- You **ANALYSE** the quality of your stakeholder relationships
- **EXPLORE** your primary emotions
- **UNDERSTAND** how healthy relationships and boundaries work together
- **PRACTICE** creating better work agreements and setting boundaries

# Our Agenda for Today



- Emotions and Emotional Assertiveness (EA)
- Relational positions (the OK-OK Coral)
- A guide to our primary emotions (The EA Model)
- Healthy relationships and boundaries: The Core Emotional Assertiveness Formula
- Practice & reflection exercise
- Q&A

# Our Agenda for Today

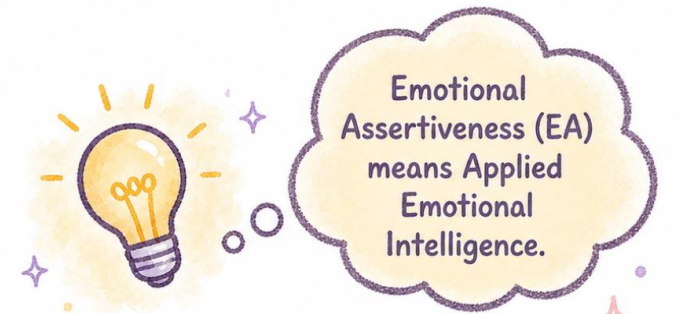


- **Emotions and Emotional Assertiveness (EA)**
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# The importance of Emotional Intelligence (EI) in professional success

👉 **EI as a skill is #1 predictor of job performance, and accounts for 58% of success across all types of jobs – TalentSmart** (success = higher pay, faster advancement, better relationships at work, faster adjustment to changes, etc.)

👉 **The demand for EI skills is projected to increase by 26% by 2030 – McKinsey** (several studies mention even higher percentages and connect EI to also becoming better at managing change and transformation).



# The 4 areas of Emotional Intelligence (EI)

- 👉 **Self-awareness**
- 👉 **Self-management**
- 👉 **Social awareness**
- 👉 **Relationship management**

# Why are Emotions so important?

- 👉 Emotions have a PR problem.
- 👉 Emotions are a **health mechanism**:
  - 👉 When well managed => **emotional and physical health.**
  - 👉 When ignored, suppressed, or misunderstood => **stress, burnout, chronic tension, anxiety, physical illness.**
  - 👉 **Emotions are messengers.**
- 👉 The key is to **combine emotions with clear thinking**

**"Emotions are our body's tools to staying happy through effective communication"**

**– John Parr**

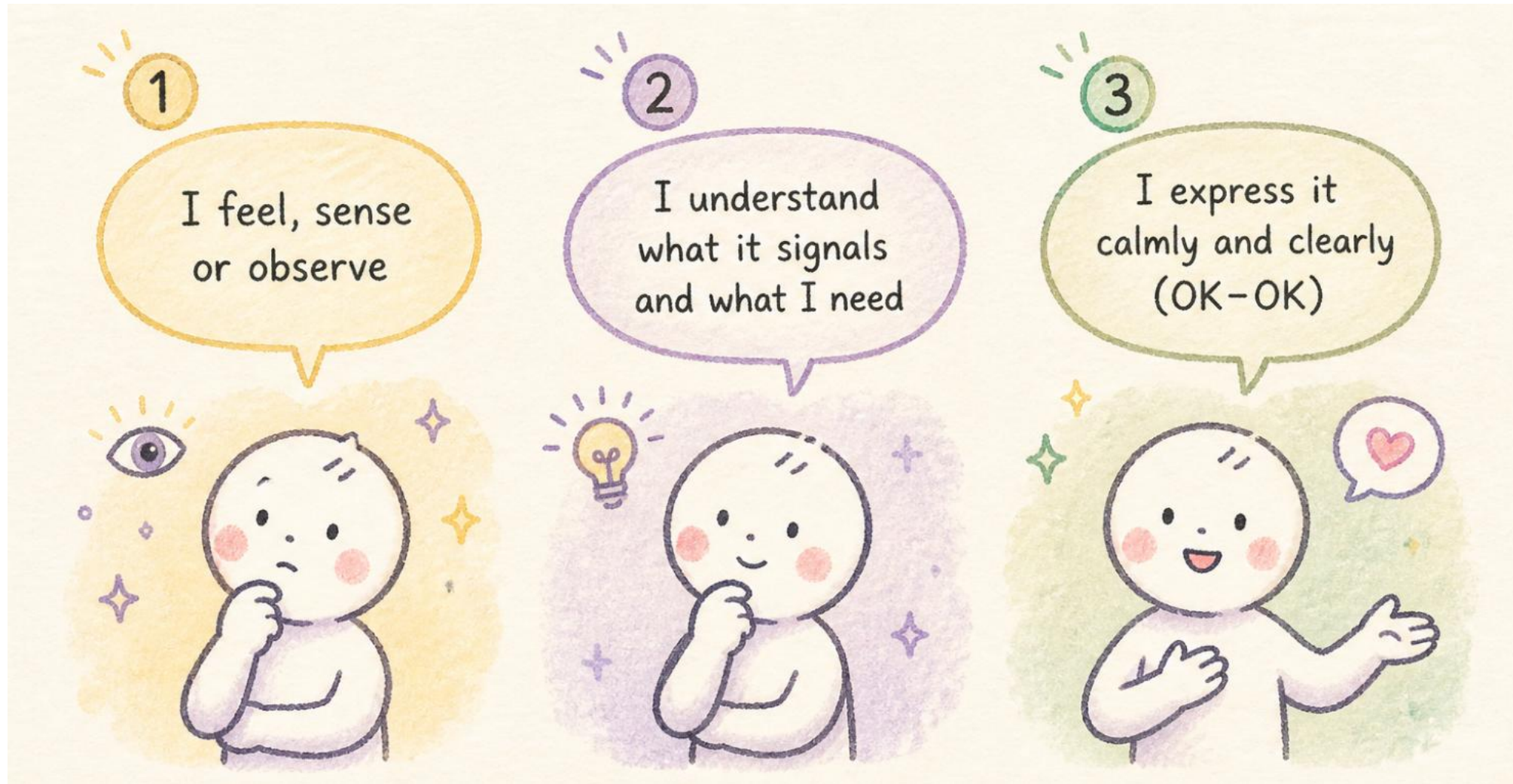
# Why are Emotions so important?

- 👉 Emotions come and go. This is normal.
- 👉 Different situations bring different emotions.
- 👉 When one emotion stays too long, it becomes a state.
- 👉 **Emotional states drive our actions and shape our results.**



**Emotional Assertiveness means noticing emotions early, understanding them, and responding in a healthy way, before they control us.**

# What is Emotional Assertiveness?



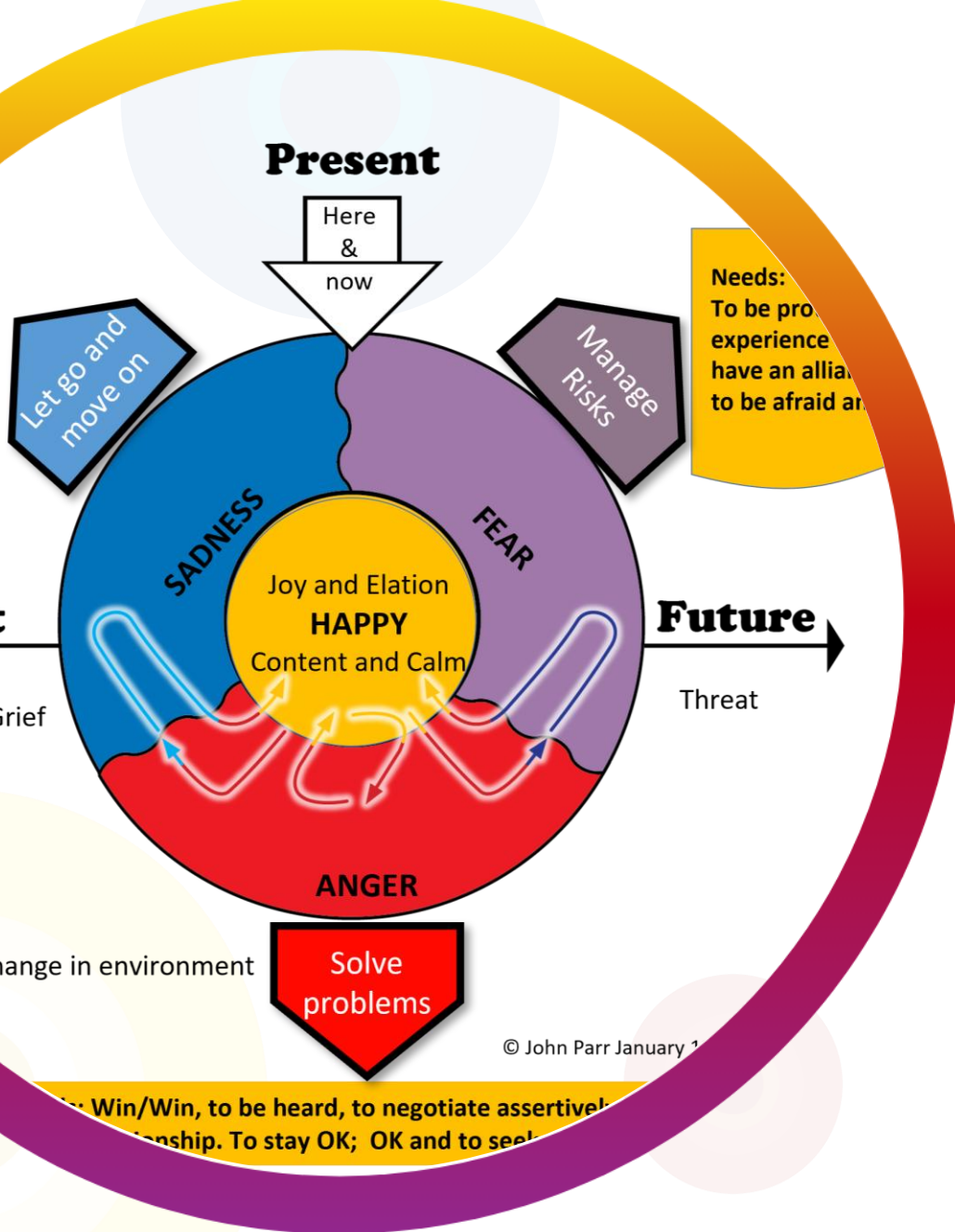
# Why Emotional Assertiveness?

**In complex stakeholder systems, pressure is normal**

**Emotional Assertiveness helps us:**

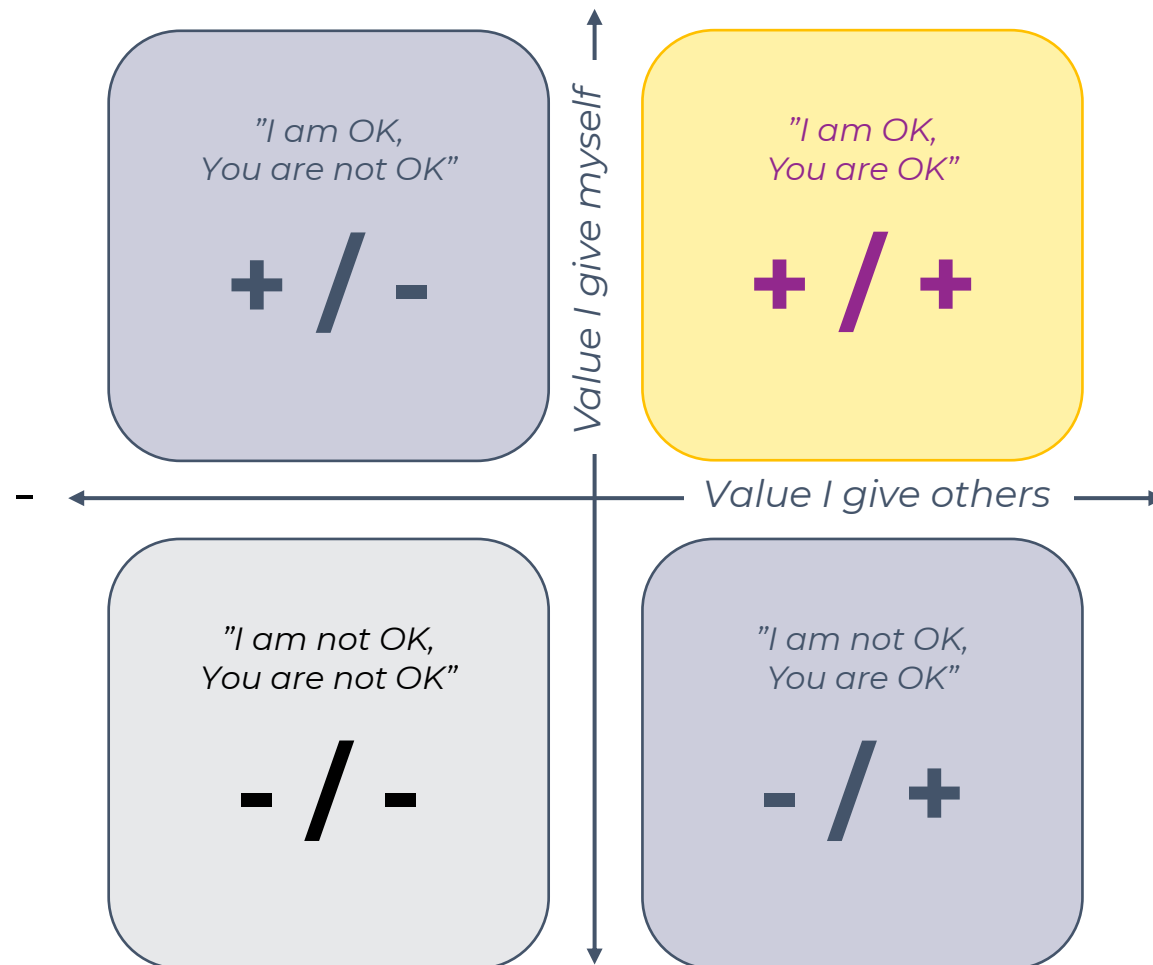
- 👉 Stay clear under pressure
- 👉 Say difficult things calmly
- 👉 Protect delivery without damaging relationships

# Our Agenda for Today



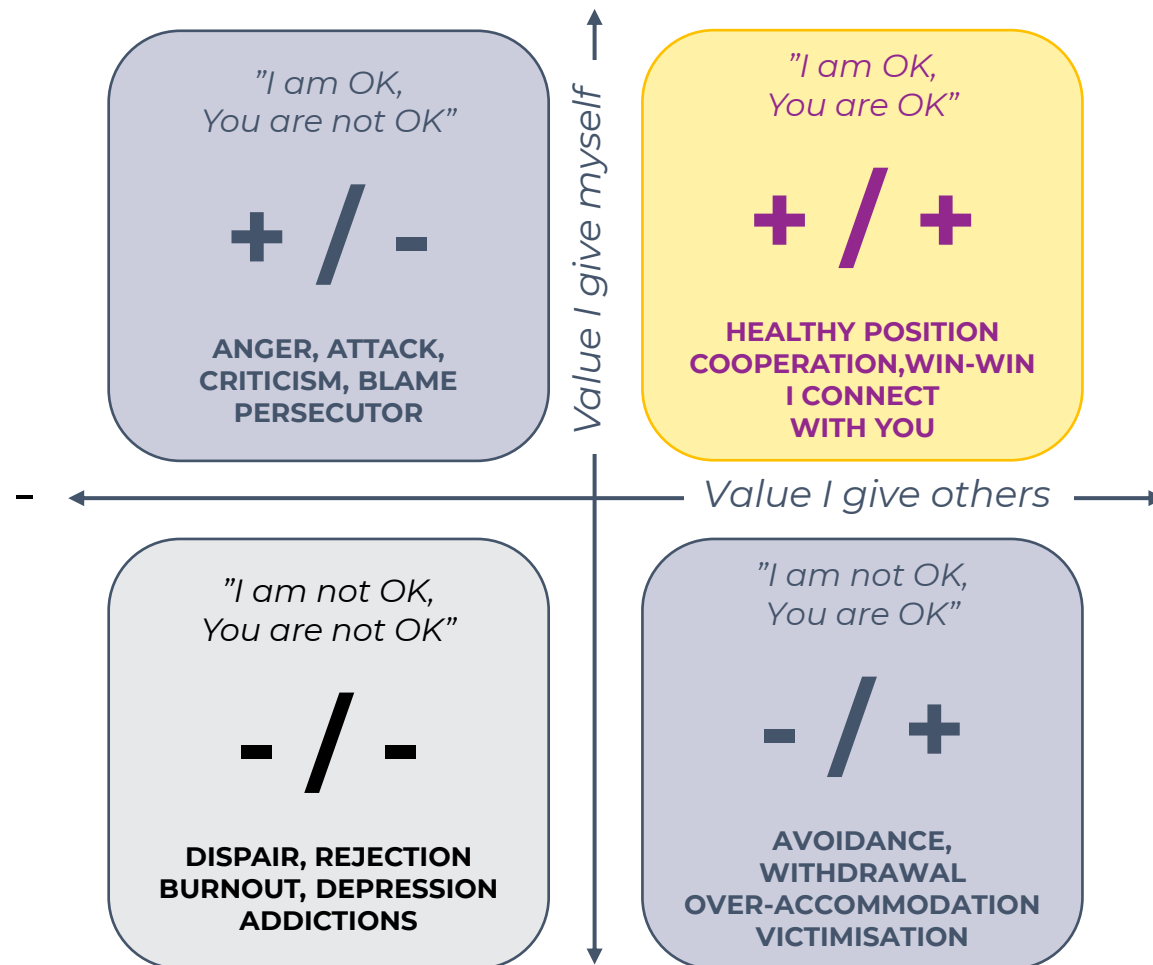
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# Relational positions – The OK-OK Coral



**Emotional assertiveness means staying in I'm OK – You're OK even when the situation is not OK**

# Relational positions – The OK/OK Coral



**Emotional assertiveness means staying in I'm OK – You're OK even when the situation is not OK**

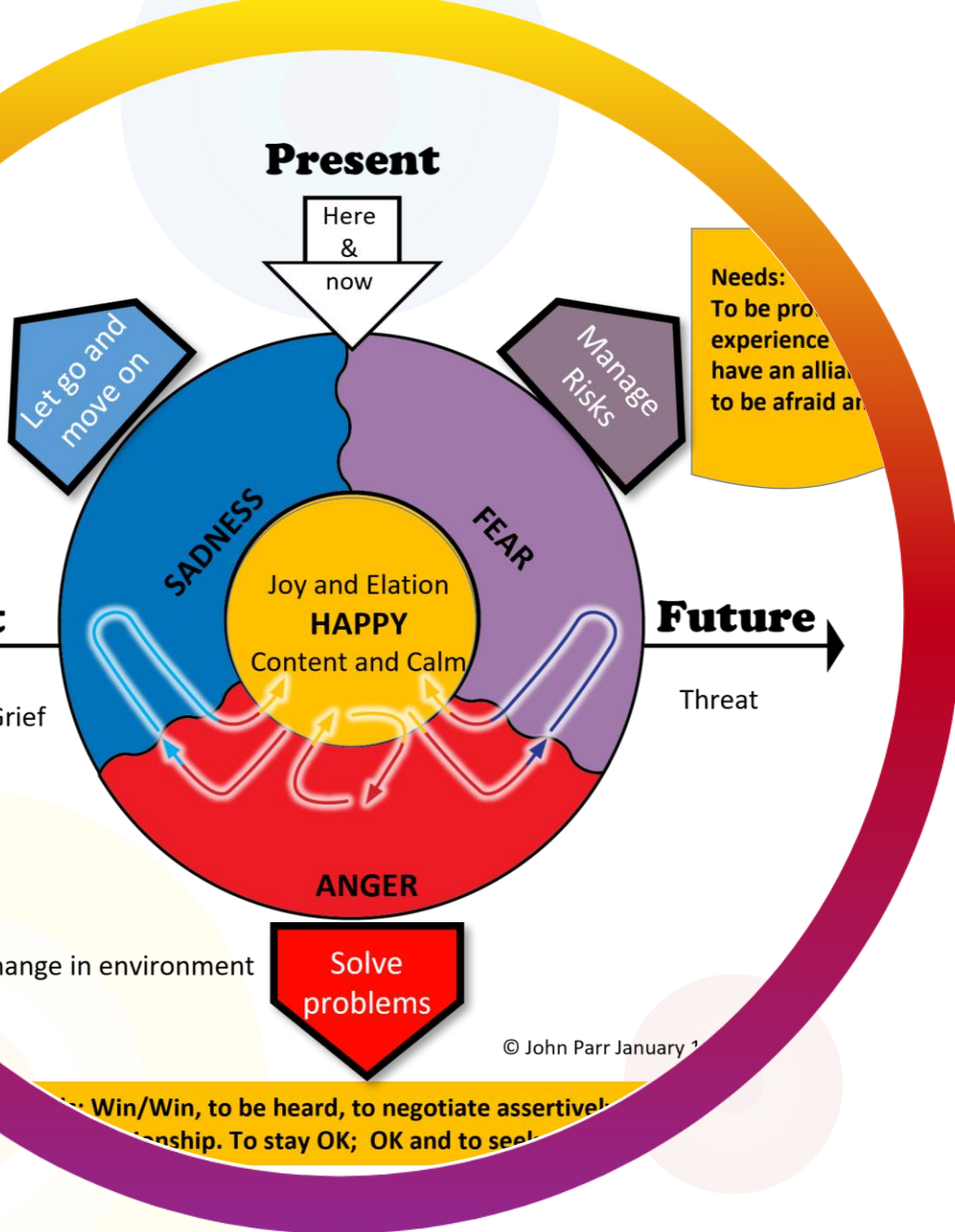
# Exercise



**5 minutes**

- ✎ Reflect on the relationship you have with one important stakeholder at work.
- ✎ Analyse what your predominant attitude (position) is in your relationship with them.
- ✎ Are you mostly in OK-OK? Are you rather in You're OK-I'm NOT OK or in I'm OK-You're NOT OK?
- ✎ If you are not in the OK-OK, reflect on what is causing this position and what can you do to shift into the "OK-OK".
- ✎ Write a summary sentence from this reflection: What do I do with this? Which action I choose to take?

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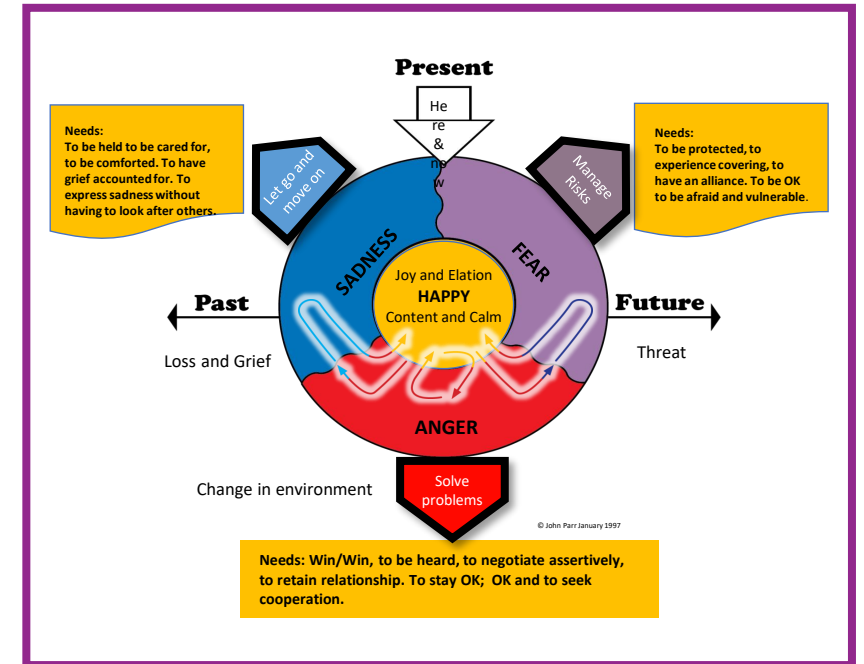
# Basic authentic emotions (primary emotions)

HAPPINESS 😊

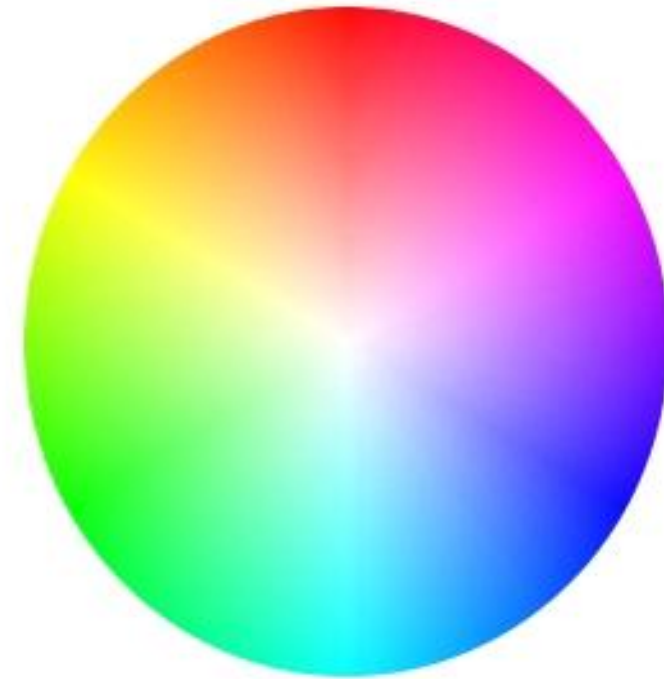
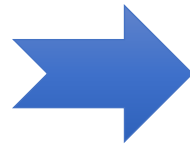
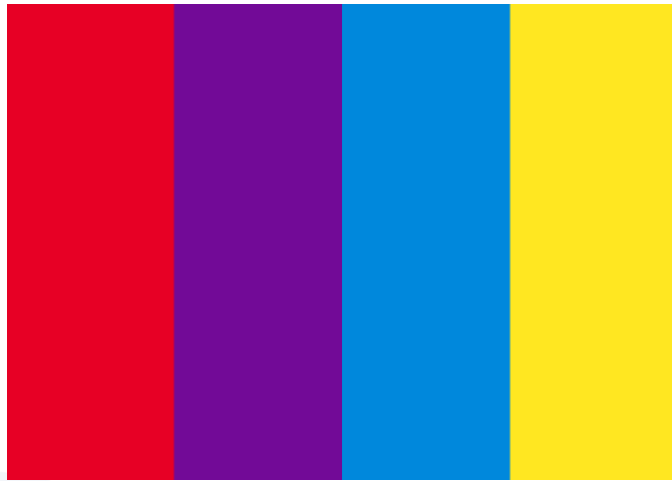
ANGER 😡

SADNESS 😞

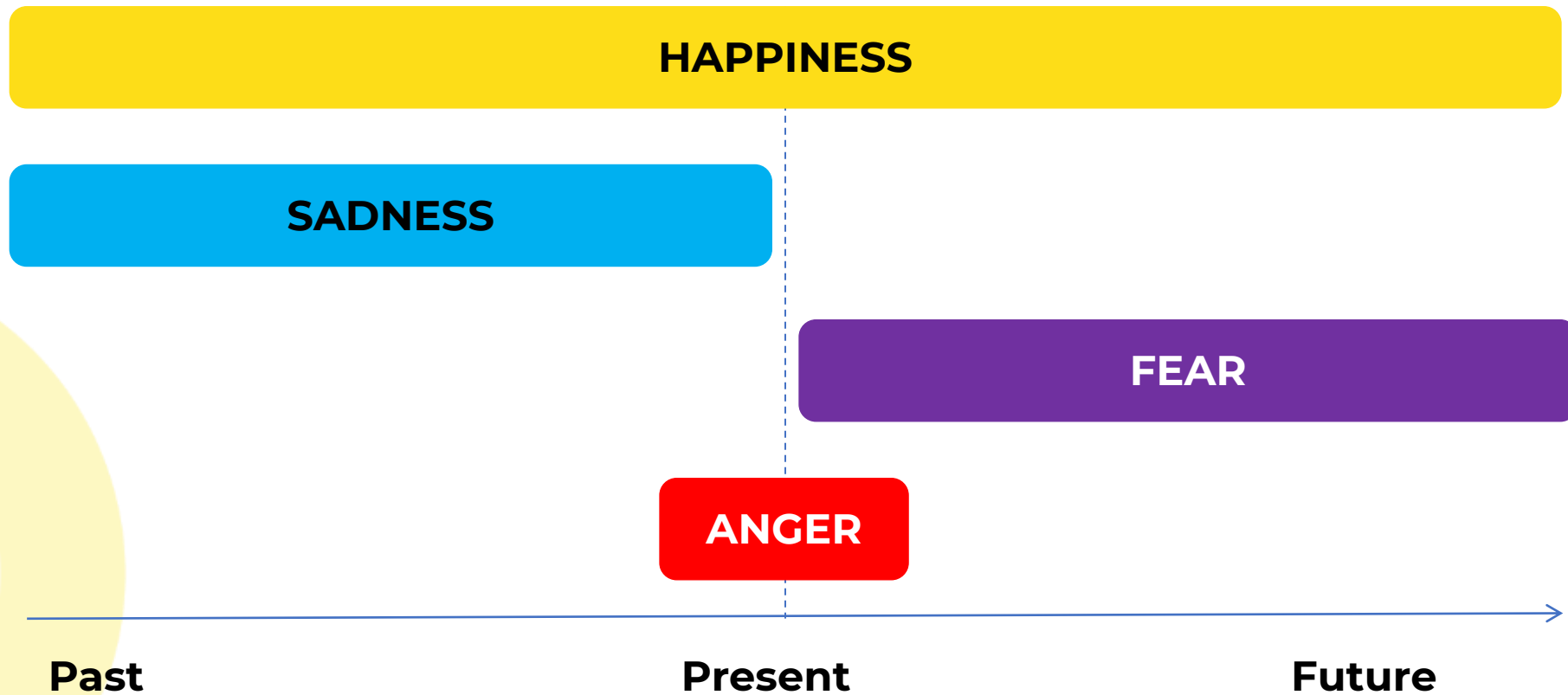
FEAR 😨

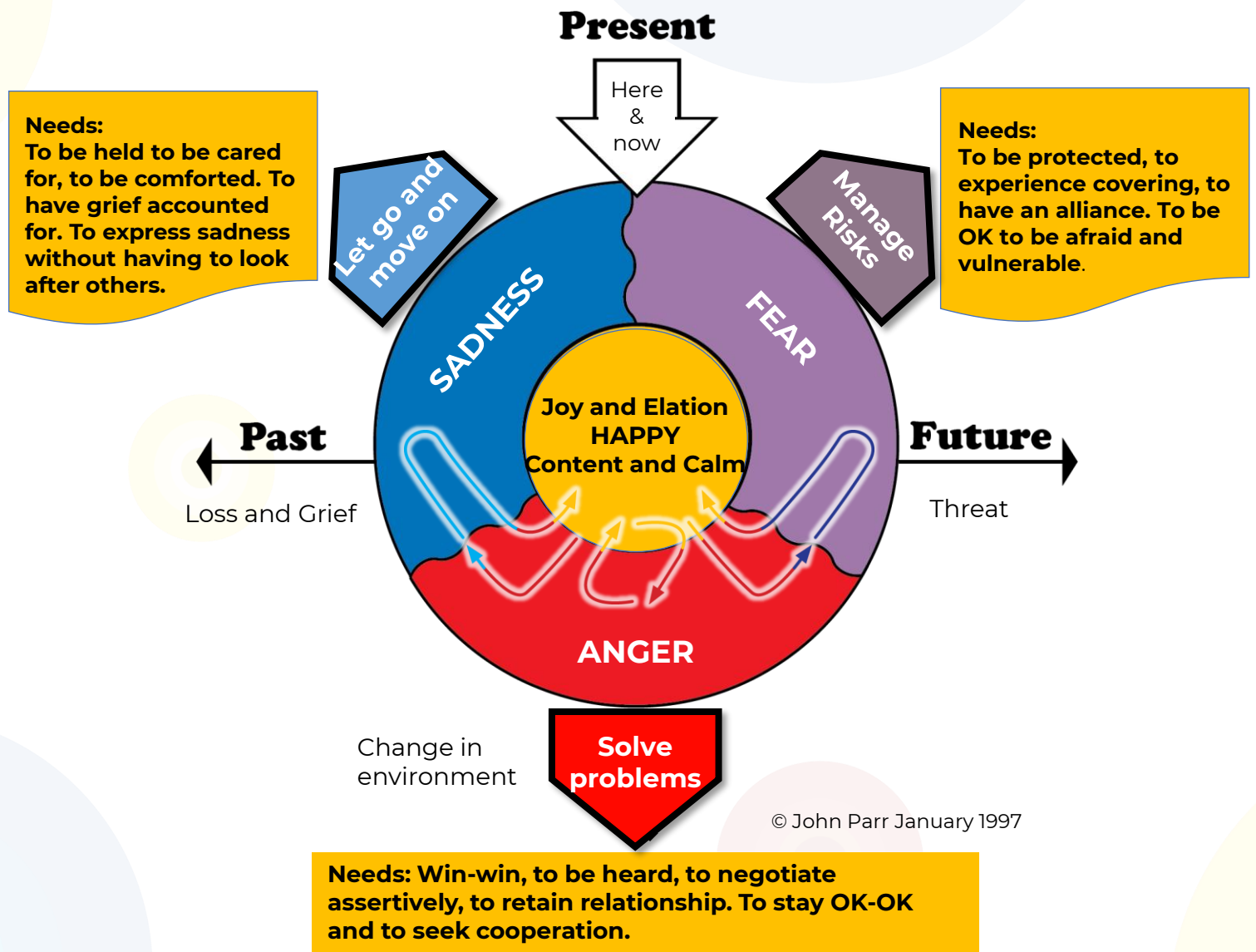


# Palette/wheel of emotions - shades or combinations of basic emotions



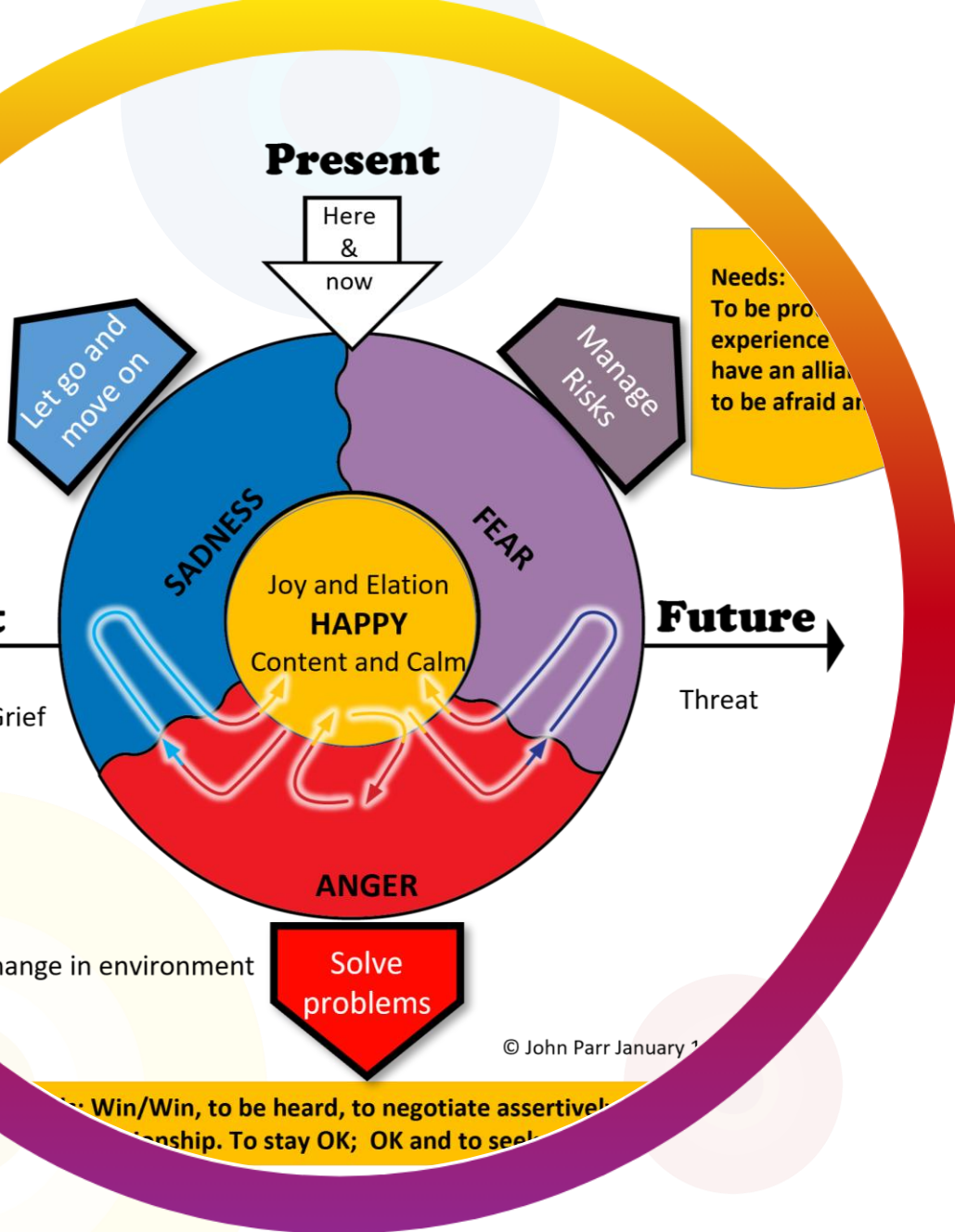
# The timeline of emotions





© John Parr January 1997

# Our Agenda for Today



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- **Healthy relationships and boundaries: The Core Emotional Assertiveness Formula**
- Practice & reflection exercise
- Q&A

# Healthy Relationship

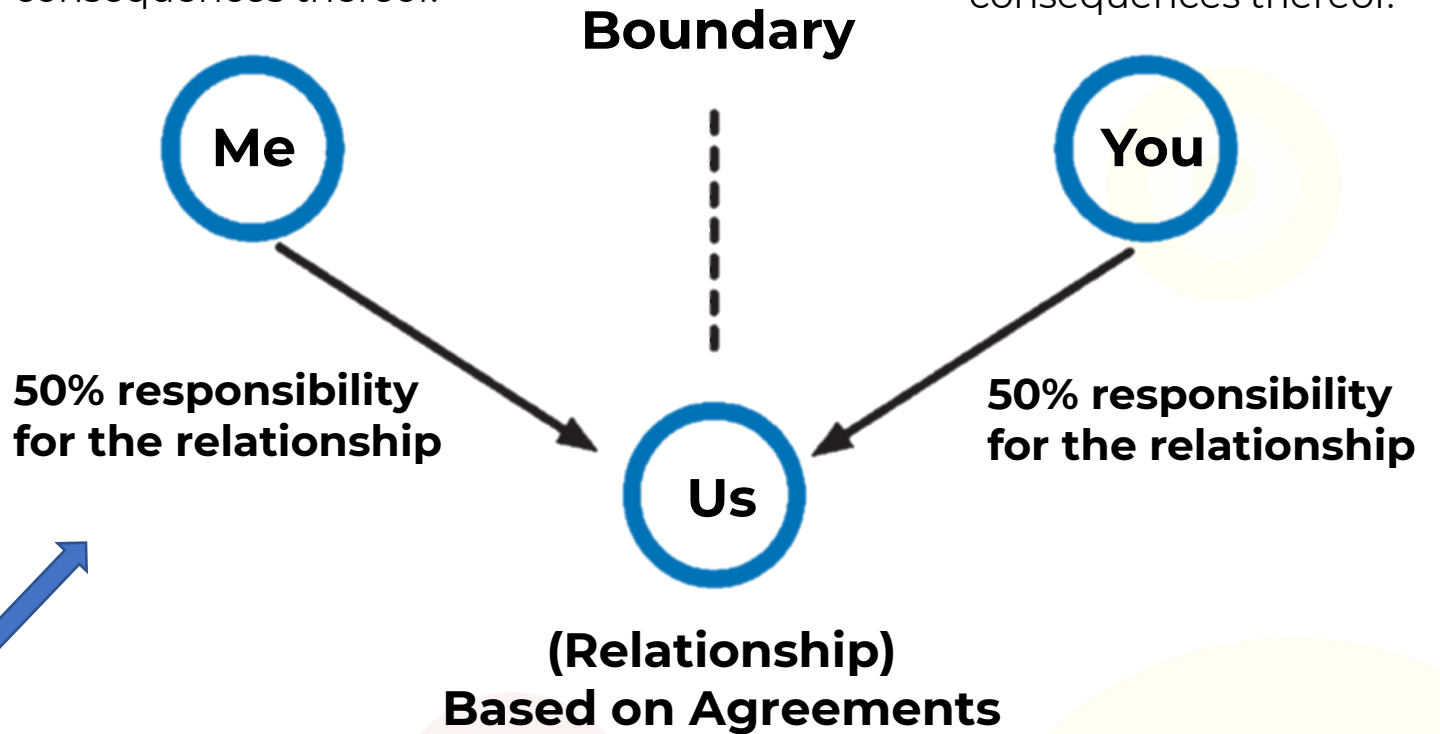
## I = You

### I am important

I am 100% responsible for my feelings, thoughts, actions, decisions, choices and consequences thereof.

### You are important

You are 100% responsible for your feelings, thoughts, actions, decisions, choices and consequences thereof.



- Expressing my needs
- Setting clear boundaries
- Engaging in constructive negotiation

# How to make an Agreement for healthy relationships

- 👉 **Awareness of my needs**
- 👉 **Awareness of my boundaries**
- 👉 I specify the **consequences** in case of non-compliance
- 👉 We seek a **workable compromise from the OK-OK**
- 👉 We reach an **Agreement**



## **The Core Emotional Assertiveness Formula**

**Needs + Boundaries + Consequences + Flexibility = Clear Work Agreement**

# Needs and Boundaries

## What is a Need?

- 👉 **A need is what I require to function effectively**
- 👉 Needs are valid and legitimate
- 👉 If unexpressed, they become frustration or stress
- 👉 💬 Example: “I need clarity.”



## What is a Boundary?

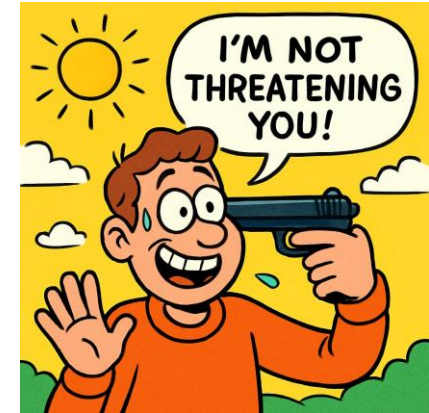
- 👉 **A boundary translates a need into observable behaviour**
- 👉 It answers: “How do I meet my need?”
- 👉 💬 Example: “We rank priorities clearly and keep them stable within a sprint.”



# Consequence and Flexible Negotiation

## What is a Consequence?

- 👉 **A consequence is not a threat**
- 👉 It is a natural, factual outcome
- 👉 Example: “If that doesn’t happen, the impact I see is that delivery timelines will be impacted.”



## What is a Negotiation?

- 👉 **The flexible zone**
- 👉 Where collaboration and co-creation happen
- 👉 Example: “What criteria justify a change?”



# The Assertive Formula

## The Core Emotional Assertiveness Formula

**Needs + Boundaries + Consequences + Flexibility = Clear Work Agreement**



Formula element	Recommended Phrasing	Practical Example
Needs	"I need..."	"I need clarity."
Boundaries	"For me, that means..."	"For me, that means we rank priorities clearly and keep them stable within a sprint."
Consequences	"If that doesn't happen, the impact I see is..."	"If that doesn't happen, the impact I see is that delivery timelines will be impacted."
Flexibility	"What/How..." (co-creation)	"What criteria justify a change?"

# Common Needs and Boundaries

## Common Needs

- 👉 Clarity
- 👉 Continuity
- 👉 Autonomy
- 👉 Clarity, structure
- 👉 Trust, recognition
- 👉 Clarity, predictability
- 👉 Effectiveness

## Common Boundaries (How we cover the needs)

- 👉 We keep priorities stable during the sprint
- 👉 Changes go through an agreed process
- 👉 Clear decision ownership
- 👉 Clearly defined roles and responsibilities
- 👉 Decisions in my scope aren't re-checked
- 👉 We align before shifting goals
- 👉 I get timely access to stakeholders



# The 4 Steps Formula

## ◆ Step 1: Identify Your Need

What do I need in this situation?

☞ .....

## ◆ Step 2: Define the Boundary

What does this need look like in concrete behaviour from others?

☞ .....

## ◆ Step 3: Clarify the Consequence

What will realistically happen if this boundary is not respected?

☞ .....

## ◆ Step 4: Open Negotiation

Where am I flexible? What can we co-create?

☞ .....

## ◆ Build Your Assertive Statement

"I need ....."

For me, that means ....."

If that doesn't happen, the impact I see ....."

What/How (flexible negotiation/co-creation) ....."



Let's put our authentic Anger to work

# Emotional Assertiveness at Work

## Need – Boundary – Consequence (OK-OK) – Negotiation/Co-creation

PO – Top priorities  
/ Most common



*"I need..."*

*"For me, that means..."*

*"If that doesn't happen, the impact I see is..."*

*"What?/How? (How do we make this work for both of us?)"*

Clarity (priorities), alignment	We rank priorities clearly and keep them stable within a sprint	Focus drops, delivery becomes less predictable	What criteria justify a change?
Autonomy, ownership	I decide within my scope	Decisions slow, ownership blurs, frustration and stress grow	How do we define clear decision ownership?
Respect, collaboration	We express disagreements respectfully and aim for solutions	Tension, delays, collaboration tightens	What agreements support constructive disagreements?
Clarity (roles), structure	We define roles and responsibilities upfront	Duplication, gaps, delays, frustration appear	How do we make roles and responsibilities clear?
Effectiveness, informed choice	We use data alongside experience in decisions	Risk and unpredictability increase	When do we rely on data vs. experience?

**Emotional Assertiveness = OK-OK + Clear + Respectful + Co-Creative**

# Emotional Assertiveness at Work

Need – Boundary – Consequence (OK-OK) – Negotiation/Co-creation

PO  
Necessary  
Agreements

**NEED**  
What I need

**BOUNDARY**  
What does that look like in practice

**CONSEQUENCE**  
(OK-OK positioning)

**NEGOTIATION**  
How we co-create

*"I need..."*

*"For me, that means..."*

*"If that doesn't happen, the impact I see is..."*

*"What?/How? (How do we make this work for both of us?)"*

Balance, sustainability	Commitments reflect real capacity	Pressure rises, quality drops	How do we plan for a sustainable pace?
Effectiveness, support	I get timely access to stakeholders	Delays and assumptions increase	What communication rhythm keeps decisions flowing?
Transparency, alignment	Strategic changes are shared early	Misalignment and rework increase	How do we share updates earlier?
Focus, continuity	We follow a clear process for mid-sprint changes	Flow breaks, focus drops, delays	How do we handle urgent requests?
Predictability, clarity	We align before shifting goals	Progress resets and clarity drops	When is it worth adapting goals?

**Emotional Assertiveness = OK-OK + Clear + Respectful + Co-Creative**

# Emotional Assertiveness at Work

Need + Boundaries + Consequence (OK-OK) + Negotiation/Co-creation

## Case study: Micro-management

Follow this meta-structure and use the table on the next slide to adapt based on your own needs and reality

- 👉 I want to deliver strong results and take full ownership
- 👉 For that, **I need** [autonomy / clarity / focus...]
- 👉 **What that looks like for me is [boundary]**
- 👉 When that's different, **the impact I see is [neutral consequence]**
- 👉 So **I'd like us to agree on [negotiation]**

# Emotional Assertiveness at Work

## Need – Boundary – Consequence (OK-OK) – Negotiation/Co-creation

Micro-management Examples

**NEED**  
What I need

**BOUNDARY**  
What does that look like in practice

**CONSEQUENCE**  
(OK-OK positioning)

**NEGOTIATION**  
How we co-create

*"I need..."*

*"For me, that means..."*

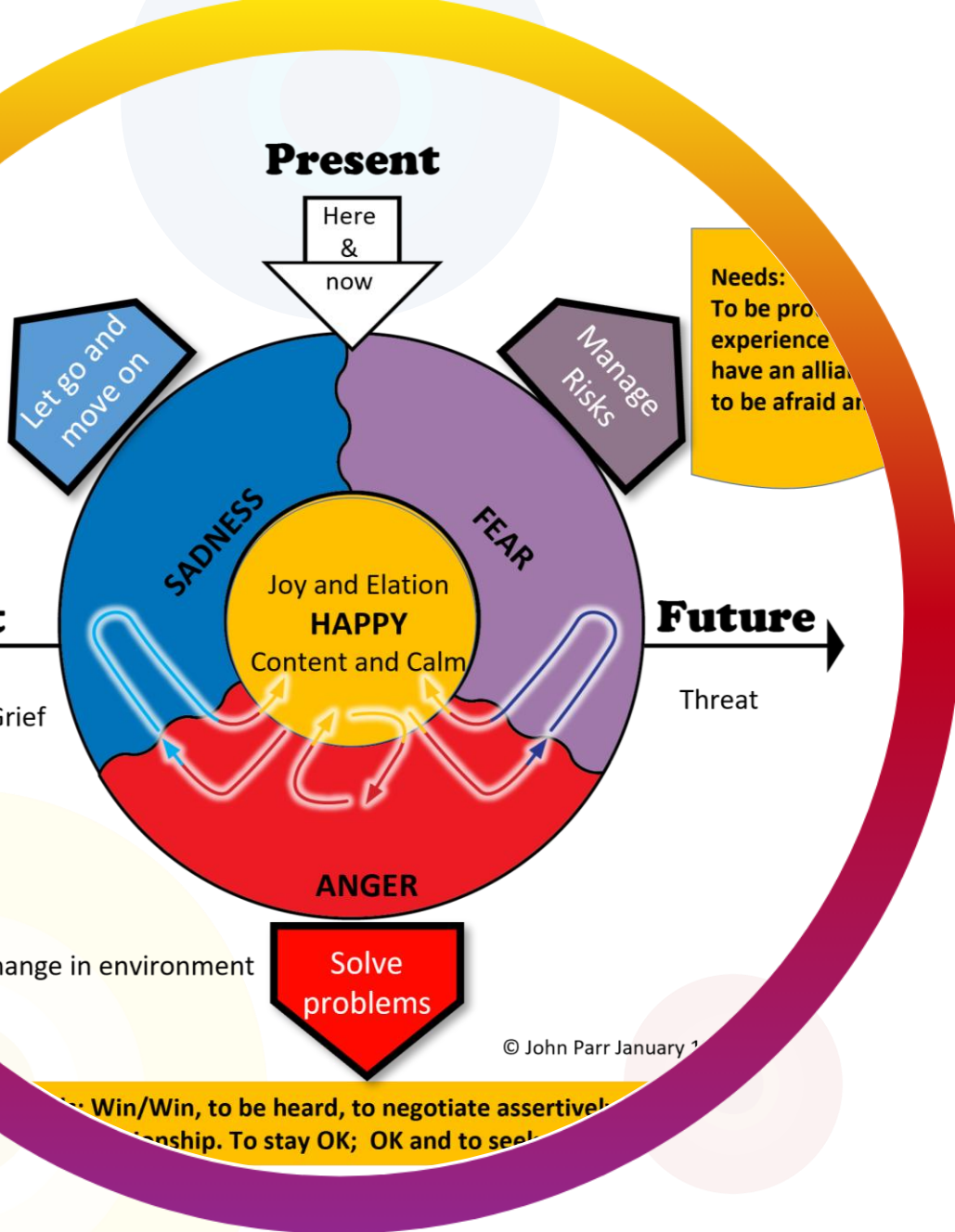
*"If that doesn't happen, the impact I see is..."*

*"What?/How? (flexible negotiation/co-creation)"*

Ownership, autonomy (outcome)	We define success together; I choose the method	Flexibility drops and problem-solving slows	How do we define success and check-ins?
Trust, recognition	You trust the decisions I make within my scope.	Momentum slows and ownership weakens	Where do you need visibility vs. full delegation?
Clarity, efficiency	We align expectations at the start	Rework and inefficiency increase	How do we strengthen upfront alignment?
Autonomy, ownership (execution)	I decide how to deliver within agreed outcomes	Ownership drops and progress slows	What visibility gives you confidence?
Trust, autonomy	I can try approaches without immediate correction	Initiative and motivation drop	What helps you feel safe giving more space?
Accountability, clarity	I own deliverables end-to-end	Accountability blurs and confusion grows	How do we stay informed while keeping ownership clear?
Clarity, continuity	We avoid course changes unless priorities truly shift	Lost progress and frustration	What justifies revisiting direction?

**Emotional Assertiveness = OK-OK + Clear + Respectful + Co-Creative**

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# Exercise: How can we work better together?



5 minutes

- ✎ Reflect on the relationship you have with one important stakeholder at work where there are **recurring frictions**.
- ✎ Write down the **facts/situations/recurring working patterns** that do not work for you.
- ✎ What are your **Needs** in that working relationship? What are your **Boundaries**?
- ✎ What are the potential **Consequences**?
- ✎ What is **Negotiable** and what is **Non-negotiable** for you? Where can you be flexible?
- ✎ Draft a conversation with them to create your **Clear Work Agreement**.
- ✎ Have that conversation when both you and them are in the **OK-OK position**.

## The Core Emotional Assertiveness Formula

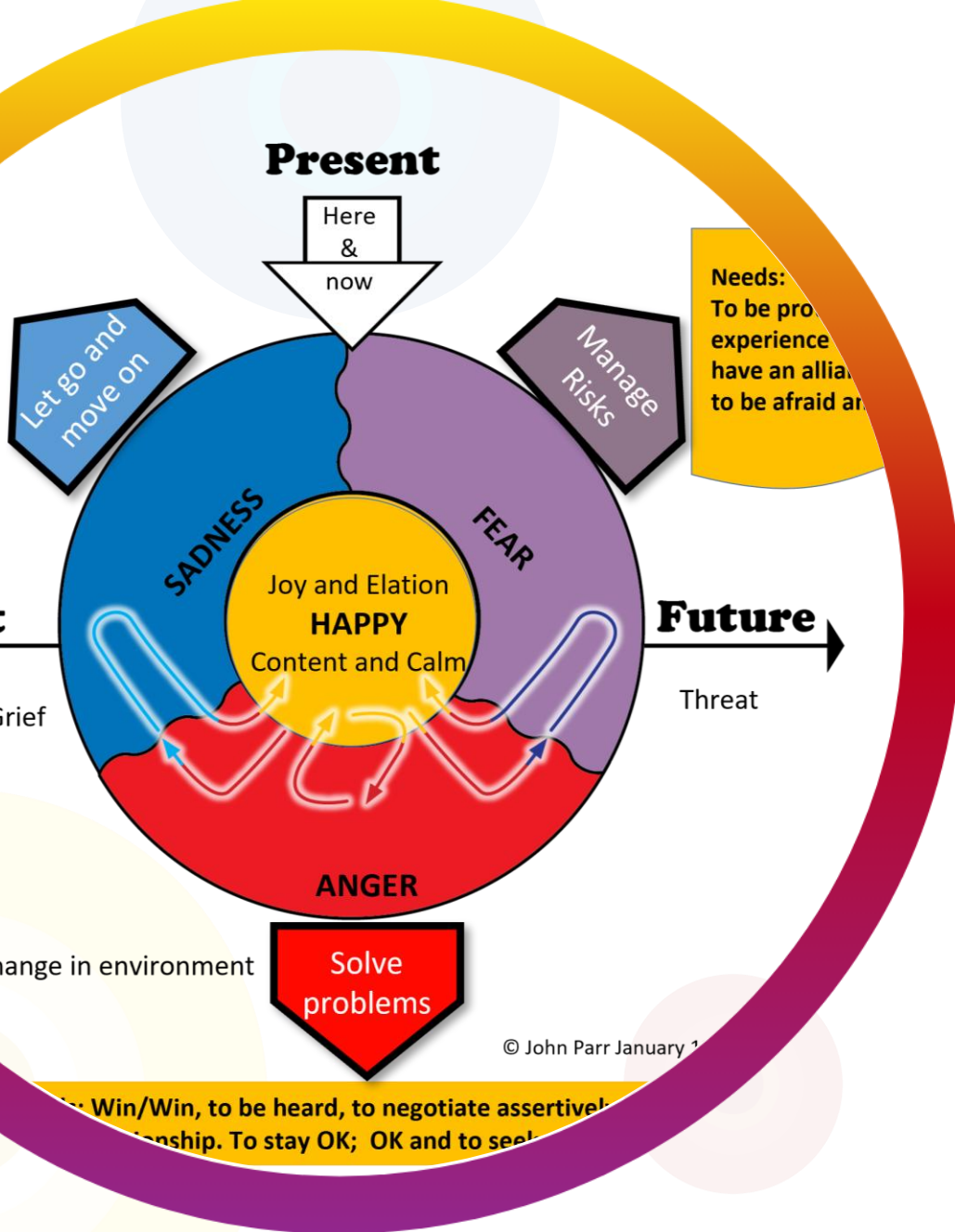
**Needs + Boundaries + Consequences + Flexibility = Clear Work Agreement**

# Quick reflection:

**Select one concrete action you will implement in one work relationship.**

**I invite you to share in the chat whatever you think might be useful for the others.**

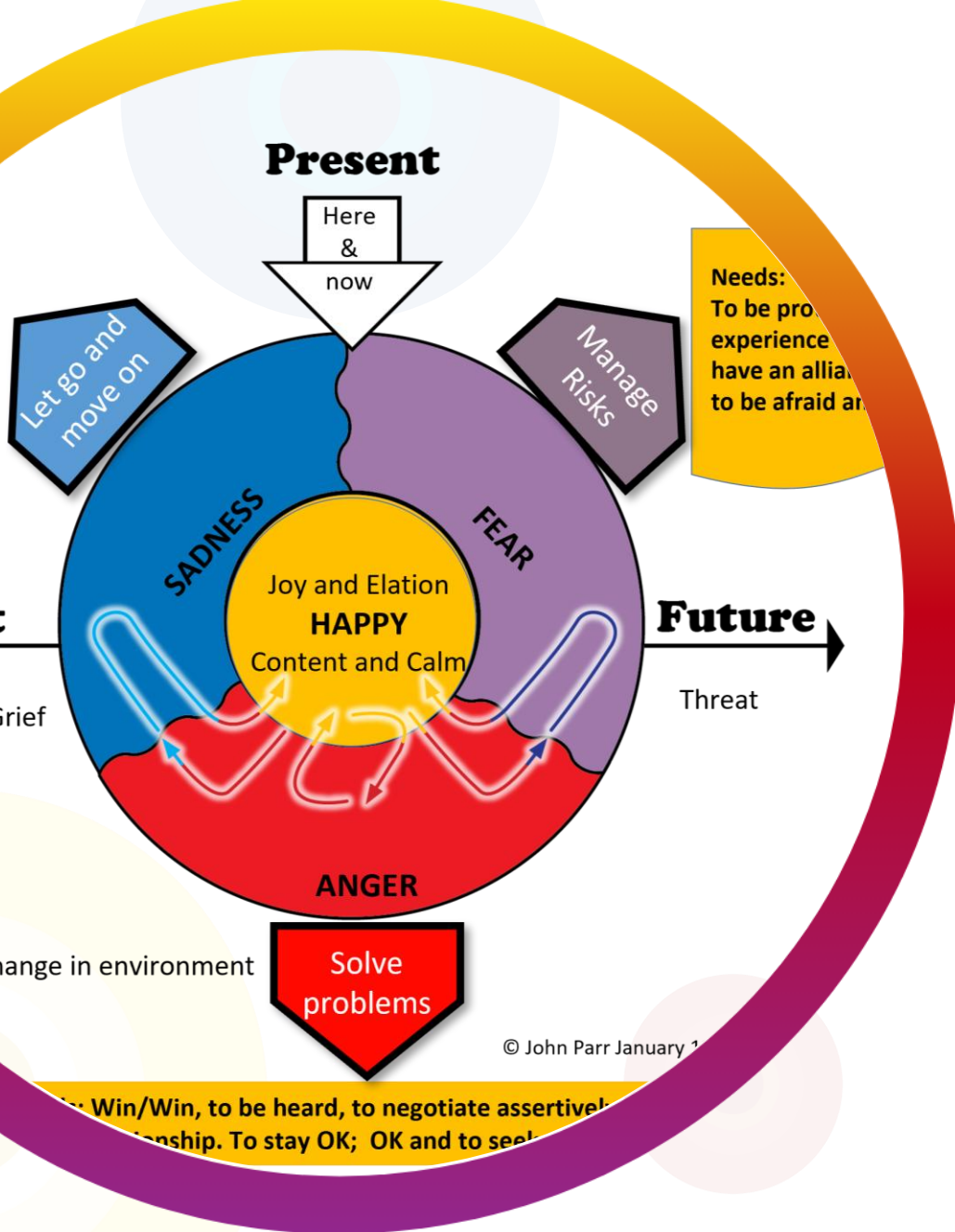
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# Q&A

# Our Journey Today



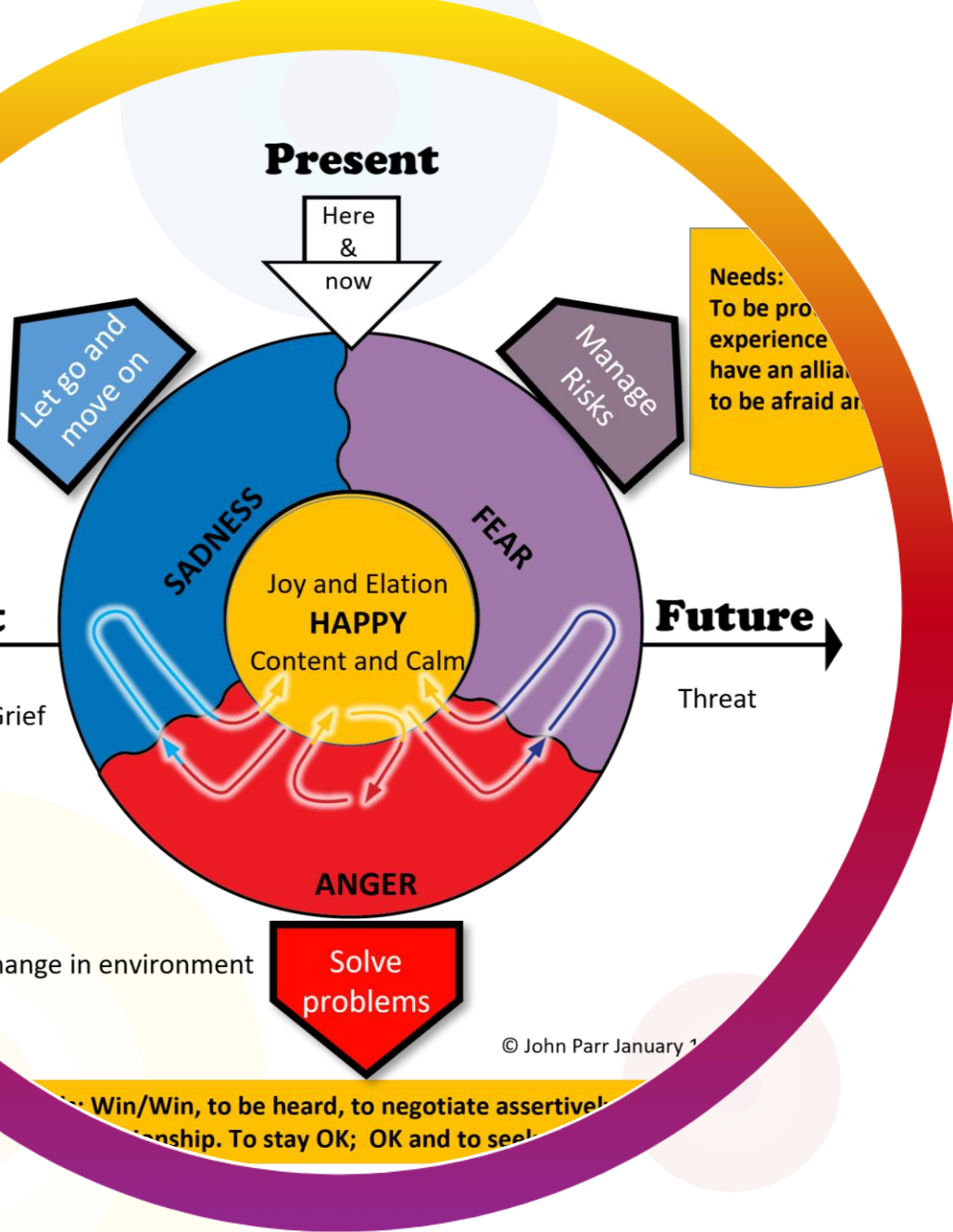
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# The Journey Continues

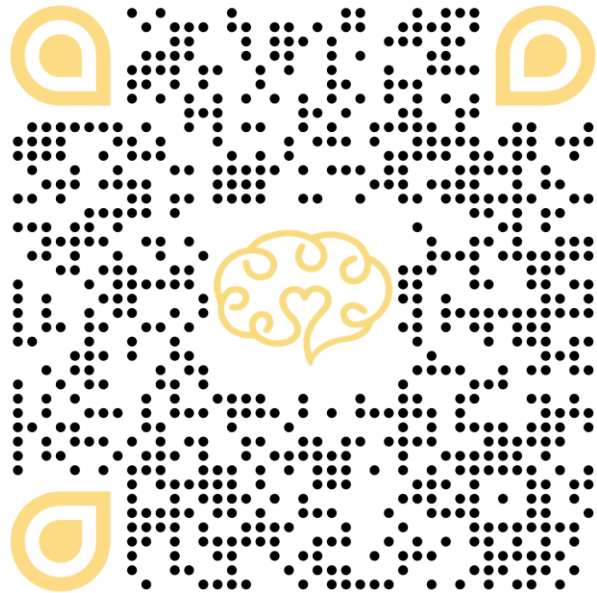
## The Emotional Assertiveness Learning Experience

A practical and customised learning journey of applying Emotional Assertiveness in your day-to-day

- Pre-training: EA Profiling Questionnaire
- 3-day in-person EA Training (customised)
- Post-training: 4 weekly homework emails
- Post-training: 1 follow-up integration call
- Post-training: EA Profiling Questionnaire
- Post-training (optional): EA Profiling Questionnaire (6 months later)



**Book a 20' follow-up call  
and/or  
Download my slides and the  
BONUS E-book here:**



**When Cooperation Gets Complicated  
Stay Clear and Set Boundaries**

A webinar based on the  
Emotional Assertiveness Model

**5 May 2026**


Magda Tabac  
Emotional Assertiveness Master Trainer  
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**Healthy Relationships  
and Boundaries**

A Framework for Emotional Intelligence



magda tabac

# EMOTIONAL ASSERTIVENESS WITH MAGDA: TESTIMONIALS



*"I've had the pleasure of working with Magda and can confidently say she is one of the most impactful trainers I've ever met. Her ability to quickly understand both the person and the context they're in is nothing short of remarkable. Magda combines deep insight with practical tools, helping you see things from a new perspective and move forward with clarity and confidence. What truly sets her apart, though, is her personality. She brings humour, warmth, and a sharp wit into every conversation, making even the toughest topics feel approachable. Sessions with her are both powerful and refreshingly human. You'll laugh, reflect, and leave each time with something valuable. If you're looking for a trainer who can challenge you, support you, and keep you smiling through the process, Magda is the one."*

Gero Beyerle, Head of Department @ Erste Digital



*"Learning how to deal in a healthy way with emotions and what can stand behind certain behaviors of yours or the other persons you interact with in the workplace is a huge add-on to building healthy relationships. Magda knows how to combine theory with deep practice, create a safe space for everyone to open up, share, and learn from each other through experiences and reflections, and connect the dots between theory and practice. Magda is a great trainer, a blend of tons of knowledge, high energy and a playful approach to teaching. If you want to get in touch with your own emotions, recognize when you are not authentic and what to do about it, but also recognize this in others and create healthy relationships, then attend Magda's Emotional Assertiveness training"*

Andra Stefanescu, Agile Coach | Playful Facilitator | NeuroMindfulness Coach | Trainer @ Erste Digital



*"I recently participated in Magda's Emotional Assertiveness training and I am grateful for this opportunity: the model is clear, very straightforward and at the same time very powerful. Magda is a thoughtful and respectful guide, and the group reflections and sharing she facilitated gave me a greater awareness of my emotional world and how I can listen to my emotions to recognize the message they carry, identify and address my deepest needs to build a happier life and further improve my relationships with others. I am already implementing what I have learned both in my personal and professional life, and the first results are amazing. Thank you Magda!"*


Monica Livan, Okness Coach and Trainer



*"I had the pleasure to meet Magda as my trainer for Emotional Assertiveness. Magda really knows how to present the complex topic around emotions in a way that makes you curious and eager to understand emotions better - your own and those of others around you. In addition, she creates a safe space in which us trainees were able to open up about our own experiences and feelings. This made the learning experience even more valuable. We spend 3 great days together, having a lot of fun even if emotions aren't always fun. I definitely recommend her as a trainer to anyone who's not afraid to reflect on their emotions and needs."*

Hannah Knor, Agile Coach



*"Energetic, inspiring and game changing - these are the words that come to mind when I think of Magda's training sessions. In her unique training space, she offers more than just exercises - she creates an atmosphere of openness where everyone is invited to explore and learn. It's a space where emotions are not only allowed but welcomed, a safe harbour where you can dare to be vulnerable. Under Magda's passionate guidance, I have learnt to recognise and expand my own boundaries to my authentic-self. With -felt recommendation, yours Elisabeth*

Elisabeth Petracs, Agile Coach @ Erste Digital

# Get in touch!



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