Courageous Conversations

Your guide to navigating and succeeding with tough conversations
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MESSAGE FROM MICHELLE

“Wisdom is the reward you get for a lifetime of listening when you’d have preferred to talk”.
Doug Larson, American writer

We all have people around us that we find hard to connect, engage and work with. They frustrate us. Annoy us. Consume unnecessary time. Hold us back from progressing as we’d like... and at times, impact us in many more ways.

Throughout my corporate career and in the work I do now, one of the most frequent complaints I hear from people are about the struggles they have with their co-workers, boss, colleagues, clients or stakeholders. Complaints and concerns about how hard they are to work, engage and collaborate with.

After they’ve shared their perspective, my next question is – ‘Have you talked to them about how you could better work together?’. The answer, sadly, is more often than not ‘No’.

We step away from conversations that are hard, difficult or uncomfortable for a range of reasons. By doing that, we step away from the opportunity to better understand the other person (and ourselves), and to forge a deeper, more meaningful connection.

At the same time, we’re likely to fail to make the progress we desire or secure the outcome we seek.

If you want to make progress – accelerated progress – and to build relationships that matter, then knowing how to engage in conversations that you’d rather walk away from is crucial.

And that’s exactly what this guide will do. It will give you a series of reflective activities and processes to consider, so you are ready to step up and into those conversations you’d rather avoid.

It won’t be easy, but with practice it will get easier.

Here’s to conversations, which are healthy, constructive and progressive.

Michelle Gibbings - The Workplace Expert

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INTRODUCTION

The respected former CEO of Intel, Andy Grove, once said:

“Just as you would not permit a fellow employee to steal a piece of office equipment, you shouldn’t let anyone walk away with the time of his fellow managers.”

In organisations this happens every day, when:

- Relationships are strained and people avoid interacting with one another, or go around each other to get an outcome;
- People engage in gossip – talking behind the person’s back rather than talking directly to try and resolve the issue;
- Politics dominates the agenda – people play politics for their own gain and to score an outcome that is all about the ‘me’; and
- Conversations become derailed and don’t occur in a way that is constructive and healthy.

It can be even worse if you’re the leader, because when your team members are ineffective in communicating, building relationships and negotiating outcomes, then more of your day will be consumed removing roadblocks, intervening in relationship disputes and arbitrating decisions.

At the same time, you are expected to deliver outcomes in a faster timeframe and with less resources. The end result is a working environment which is more complex and bureaucratic. There are endless meetings, countless stakeholders to consult and shifting goal posts – often with little progress to show.

These challenges are exacerbated if your communication is ineffective, ill-timed, poorly executed and tough conversations are avoided.
WHY THIS MATTERS

You know that the world of work is changing faster than it ever has before.

In his best-selling 2016 book Homo Deus: A History of Tomorrow, futurist and historian, Yuval Noah Harari wondered what will happen to the many millions of people who will enter what he calls the ‘useless class’ as computers take away our jobs. So too business leaders like Microsoft founder and philanthropist, Bill Gates, and Alibaba founder, Jack Ma.

Machines already surpass human performance in areas like image recognition and object detection, and these capabilities can be used to do amazing things like diagnose skin cancers. We’re also seeing an explosion in algorithmic capabilities, computing capacity, and data that’s enabling machines to have beyond-human capability.

This new digital and automated world is shifting emphasis on skills and capabilities. It prizes curiosity, creativity, problem solving, initiative, adaptability and EQ. To thrive you need to be able to operate in virtual and transitory partnerships and have a clear personal brand, while the fastest growing occupations are requiring higher level cognitive skills, and explicit social-emotional skills.

And yet that’s where we have huge gaps. In 2018, LinkedIn’s CEO, Jeff Weiner, was asked to specify the number one skills gap in business today. His answer, “communication”.

We all have people in our personal and professional life who we find challenging. We may label them as ‘precious’, ‘difficult’, the ‘problem child’ or ‘hard work’.

If they’re a colleague, the typical approach is to minimise the amount of time you spend with them and to find a way to work around them. If you’re their team leader, you may take a similar approach and actively seek to move them onto another team.

The first step, however, is to do the opposite and to actively seek to spend more time with them. When you spend more time with a person you have the opportunity to better understand their perspectives and what motivates and drives their behaviour.

Stephen Covey, the author of the Seven Habits of Highly Effective People, said: “Seek first to understand, then to be understood”.

That perspective is a great place to start.
We all interpret the world and what is happening through the lens of our own experience. Consequently, it’s very easy to misinterpret a person’s intent or think we know what a person is thinking or why they are behaving in a certain way. By seeking to understand a person we suspend judgement and drop the labels by being curious, open-minded and interested in them.

This approach puts you in a far better position to cultivate a healthy relationship with them, and to make the progress you are seeking.

CHECK YOUR REALITY

When a relationship isn’t working, it’s very easy to point the finger at the person across the table, or to your colleague and blame them, but what’s the role you’re playing? How much effort and energy are you putting in to having the right conversations, with the right people, at the right time?

Take a moment to think about your typical workday. Does it look like this?

You rush from meeting to meeting. Send a few emails. Make some phone calls. Have a conversation with a team member and update them on things you think they need to know, and then rush to your next meeting. But in your rush to communicate, the conversation is likely to be one-sided and you don’t have time to hear their thoughts and perspectives.

Sound familiar?

This is classic ‘dump and run’ in action. You have information in your head that you think someone needs to know. Naturally, you want to share it with them. The problem is when you’re rushing, it’s likely you’ll rush the conversation too. You’ll say what matters to you, with little to no time to hear the other person and their perspective. You’ll feel better because you think you’ve communicated, but the other person feels bewildered, annoyed, frustrated and totally disengaged.

Over time, the relationship gets more and more strained. Outcomes become harder to secure, and you can be left wondering why.
In these types of scenarios, which play out frequently at work, we think we’ve communicated, only to discover we haven’t. We may have talked, but we haven’t listened. We may have shared our perspective, but not taken the time to hear the other person’s perspective.

In practice, there are five levels of communication, as detailed in Exhibit 1.

Exhibit 1: The five levels of communication

- **Level 1 - DUMPING** – It’s a one-way conversation. You’re seeking an audience for your voice, and you are thinking (either subconsciously or consciously) ‘It’s all about me and what I need’. You are communicating to be heard, rather than to hear what the other person has to say, how they feel and what they need. Being on the receiving end of this type of conversation isn’t fun, and it does nothing to develop healthy relationships.

- **Level 2 - DEBATING** – Is a contest of words and ideas between the people talking. Each person is seeking to ‘win’ the conversation or have the ‘last word’. At this level, the focus is on facts and data, with the assumption that you can win if you are the most effective orator and can most persuasively put your point across. Whilst you may secure your outcome this time, it’s not a good long-term strategy if you want a sustainable and healthy relationship.
Level 3 - CLARIFYING – Is where the conversation starts to become more curious and less judgemental. Both parties are starting to wonder and are seeking ideas and answers. The conversation is much more about the ‘us’, than the ‘me’. At this level you are starting to explore different ideas and how your approach can meet the needs of the other person (and vice versa). You ask questions and ensure that you understand, rather than assume.

Level 4 - SENSE MAKING – Is an open-hearted conversation where both parties are pushing their thinking and conversation into new territory. Each person is seeking to generate understanding, knowledge and insights; knowing that the deeper the conversation, the richer the insight and the better the outcome.

You are seeking to make sense of your perspective and their perspective. You are seeking to understand the alternatives and why they can and can’t work. You recognise and accept that you don’t have all the answers.

Level 5 - ADAPTING – Is the hardest of all five levels to achieve. It’s hard to admit you don’t have all the answers. What’s even harder is accepting that for progress to be made you need to change first, before you expect others to change. Conversations of this nature are about exploring possibilities and making decisions that are not just about the ‘me’ (individual), or the ‘us’ (those involved in the conversation), but about the ‘we’ (the collective and broader group of stakeholders who may be impacted).
Think about a recent conversation you had with a key stakeholder, colleague or your boss and reflect on how it went.

- Who was involved?

- How did the conversation unfold?

- What was the desired outcome?

- What was the actual outcome?

- What was going on for you during the conversation? How were you feeling? What were you saying and doing?

- Were your words and actions inconsistent in any way?
• Referencing the five levels of communication, at what level were you communicating?
   How did this help or hinder your progress?

• How much effort did you put into planning and having the conversation?

• In reflecting on the conversation, what are your key learnings?

• What would you do differently next time? What would you continue doing?
PREPARATION IS KEY

Abraham Lincoln, recognised as one of the world’s best communicators, said:

“When I get ready to talk to people, I spend two thirds of the time thinking what they want to hear and one third thinking about what I want to say”.

Communicating effectively isn’t just about the words you use. It’s about:

- When you say it - the time of day you hold the conversation;
- Where you say it - location;
- How you say it - emotion, tone of voice, body language and medium (written, verbal, face to face, remote and so on);
- What you do and don’t say – the content you use;
- What the audience needs to hear – their needs and perspectives; and
- What you need to say – your needs and perspectives.

As a result, good communication, communication that secures the outcome you are seeking and enhances, rather than detracts from the relationship and your reputation takes time, patience and practice.

There are three key phases:

1. The preparation you put in before the conversation is held;
2. The effort you put in while having the conversation; and
3. Lastly, your reflection after the conversation has been held.

Let’s have a look at each of these phases.
PHASE 1 - BEFORE THE CONVERSATION

“By failing to prepare, you are prepared to fail”
Anonymous

Preparation is key. It won’t guarantee success, but it will guarantee that you are likely to get a better outcome. When you’re prepared, you’ll feel more mentally ready (and that’s often half the battle).

Know the needs

• Who was involved and what are their needs?

• What is on the table for discussion?

• What is your desired outcome?

• What is the (potential) desired outcome of other people who are involved?
• What are your concerns, assumptions or pre-conceived ideas about the people involved and the conversation?

• How are you likely to feel about this conversation?

• How are they potentially going to feel about this conversation?

Curate the content

• Craft your opening comments focusing on the key points you want to get across:
  ○ Remember, how you frame the conversation will anchor it
  ○ Be clear on the objectives you want to achieve
  ○ Avoid ‘us’ and ‘them’ language that can be seen as adversarial

• Map out how the conversation could go. Do this from multiple angles:
  ○ If it goes how you want it to go
  ○ If it goes how you don’t want it to go
  ○ If it goes completely off course
Ask yourself:

- What are the biggest hurdles that will prevent this conversation from being successful?

- What are the biggest opportunities for me in this conversation?

- How much do I care about this conversation (i.e. the person, the outcome) – none, a little, a lot?

- Does that impact my desire to have this conversation? If so, in what way?

- What will happen if I don’t have this conversation?
Practice the delivery

There are four key elements to consider:

a. Practice your opening comments and how you might respond to objections and different perspectives;
b. Consider learning your opening comments so that you don’t need to refer to notes;
c. Practice with a buddy and get feedback; and
d. Redraft and practice again, if needed.

Note: Research shows that more than 50% of our communication is expressed non-verbally. Recent research (from a US based company, Quantified Communications) found that the sound of person's voice was twice as important as the content of the message.

Another reminder why content is important - and so too how you present and engage with the other person.
Perfect the timing

• Make sure you are mentally prepared for the conversation. Don’t carry out difficult conversations when you are tired, hungry or stressed. What timing works best?

• Write down the steps you need to take to ensure your mindset is open and ready.

• Pick a conducive location noting the details below. Consider:
  ○ Time of day
  ○ Onsite or offsite, indoors or outdoors
  ○ Noise levels
  ○ Need for privacy
  ○ Facilities required
  ○ Other issues that may cause distraction
  ○ Allow enough time for the meeting. Make sure you aren’t going to be disturbed

Ask yourself:

• Where will you have this conversation?

• When will you have this conversation?

• What else do you need to consider in terms of venue and timing?
PHASE 2 - DURING THE CONVERSATION

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.”
Former US President, Barack Obama

In this phase, you have the conversation. You’ve done the preparation and you are ready for it. Now it’s time to act.

During the conversation you will be checking that your mindset is focused, your message is on point and you are paying attention to what is being said and not said.

Mindset - Focus your energy and be fully present

Be prepared for the mental challenges that happen during the conversation. Your mind will be pushed and pulled in many directions. It’s helpful if you go into the situation expecting this to happen.

Practise slowing your mind down so that it doesn’t over-react to unexpected situations. This is where mindfulness techniques can come to the fore. If you can maintain a calm demeanour, and manage your internal feelings your mind will be much more able to handle the discussion. If your pre-frontal cortex – the rational and reasoning part of the brain - is overpowered by the emotional brain’s ‘fight or flight’ mechanism you will be less able to make a reasoned and well thought through response and decision. Part of this involves being emotionally detached from the outcome. This can be really hard to do, particularly if the issue really matters to you. However, the more attached you are to a predetermined outcome the harder it will be to have the conversation, and successfully reach a conclusion.

Remember to:
• Breathe;
• Slow down your mind;
• Respond mindfully and match your energy level in a way that is constructive;
• Notice what is going on for those involved in the conversation and what they are reacting to; and
• Notice what is going on for you during the conversation and how you are reacting: physically, emotionally and verbally.
When you feel frustrated or annoyed by the actions of others, it’s important to challenge your immediate reaction. A reactive response is usually not done from the wisest mindset, and is therefore potentially harmful for your health, relationships and leadership brand.

A considered response is one where you are naturally curious as to what is happening, what may be triggering your emotional reaction and why you are feeling or wanting to react in a specific way.

This approach isn’t about ignoring how you feel. Instead, it’s about making sense of your feelings and acknowledging them. It’s accepting the fact that in many cases, the cause of the frustration is less important than the meaning you place on it and what you decide to do about it.

Consider:
• Why are you feeling like this?

• What has been triggered in you?

• Why does it matter to you?

• What meaning are you giving to this situation?

• What else could it mean?

• What would a wise response be?
• Are your expectations of the other person realistic and fair?

When you have this understanding, you’ll be better positioned to effectively respond and act.

This means there may be times during the conversation that you need to pause the conversation, take a time-out and come back to the conversation later. This is particularly important if the conversation becomes heated.

**Message – Turn your filters off**

During the conversation you want to probe, clarify, validate, normalise, and make them feel heard. This means you turn your filters off! You ask lots of questions and discuss what matters to them. You are interested in their concerns and ideas. You are patient. You express your thoughts clearly and sincerely, and most importantly, you mean what you say. It can be easy to spot when a person’s words don’t match their demeanour.

You want to use language that is inclusive, non-judgemental and expands, rather than contracts the conversation.

Phrases to consider using:

• “I’m wondering…”
• “I want to make sure I understand…”
• “I’m really keen to understand what this means for you…”
• “Can I clarify my understanding…”
• “I can see this is really important to you…”
• “I understand how you could see it like that…”
• “I get that this means a lot to you…”
• “I really value our relationship…”
• “I’m keen to hear more…”
Ask yourself:

What mental model are you applying to the discussion? Are you adopting a fixed or a growth mindset?

Are you thinking ‘my gain’:
- I’m right - they’re wrong?
- I understand what’s going on - they don’t?
- I’m being logical and rational - they’re not?

Or are you thinking ‘mutual gain’:
- I don’t have all the answers?
- I’m willing to shift my position?
- I’m happy to test assumptions, share ideas and find common ground?

The stance you take matters. If you approach the conversation thinking ‘It’s all about me’, you’re more likely to end up with conflict, misunderstanding and poor outcomes. If you broaden your perspective and assume the good intent of others, you are more likely to have reduced conflict, heightened understanding and better outcomes.
Attention – Listen with intent

Ever wondered how many words the average person speaks a day? Turns out it’s around 16,000 for women, and 15,500 for men. Curiously, there’s no research on how much of what we say is listened to or heard by the person or people it’s intended for.

Research on this topic would be valuable because as humans we can talk a lot, but we are not so good at listening. We are often much more focused on what we want to say than what the other person is saying. And yet, listening is crucial to building sustainable and healthy relationships.

People want to feel they have been heard and their needs listened to. When they don’t feel heard they’ll either withdraw from the conversation or find ways to destabilise or disrupt it.

In contrast, when a person feels heard they feel valued and that they matter to you. This is because they know that their point of view has been considered and you’re not only interested in what they have to say, but you are interested in them.

Being heard doesn’t mean you need to agree with the other person’s perspective. It means you are fully present when the person is talking to you. You are focused on them, and only them. You ignore distractions such as a ringing mobile (or better yet it is on silent) or incoming emails.

You are genuinely interested and curious as to what they are saying (and not saying). You ask questions and seek to clarify before sharing your ideas or providing a solution. You listen empathetically and with compassion because you are seeking to understand what they need in a non-judgemental manner. By doing this you acknowledge how they are feel and recognise what they need.

You also use silence wisely.

There are six levels at which people listen, or should I say, pretend to listen (if they are at the low end of the scale).

It looks like this...
Exhibit 2: The six levels of listening

- **Level 1:** Rejected listening
  - “I can’t be bothered”
  - Switched off. Not listening and mind is thinking about other things.

- **Level 2:** Distracted listening
  - “I’m too busy”
  - Drifting in and out of the conversation. Focused on other things, and not really interested.

- **Level 3:** Selfish listening
  - “I’m really important”
  - Listening to formulate a response (comment or question). Eager to share what you know.

- **Level 4:** Focused listening
  - “I’m interested”
  - Paying attention and focusing energy on the person and what is being said.

- **Level 5:** Empathetic listening
  - “I’m here for you”
  - Seeking to understand the person’s frame of reference and to see the world through their eyes.

- **Level 6:** Conscious listening
  - “I’m fully present”
  - Mindfully aware of the conversation’s impact on you, and how your response is impacting those around you.

Ask yourself:

- At what level do you typically listen during a conversation?

- Does the level shift depending on who you are talking to?

- Does the level shift depending on the time of day that the conversation is held?
• What distracts you and how can they be removed/avoided?

• What do you need to consciously do to elevate your listening?
PHASE 3 - AFTER THE CONVERSATION

“When you stop expecting people to be perfect, you can like them for who they are”. 
American Author, Donald Miller

The conversation has occurred. It may have gone well – better than expected, or perhaps it went off the rails. Whatever the outcome, now is the time to reflect and learn.

Reflection is important.

It can be easy to replay the conversation in your head – again and again. But that replay and rumination doesn’t help you learn; particularly in situations where the conversation didn’t go according to plan.

Whilst both practices – reflection and rumination - require you to look back, the emphasis and focus is different.

It’s easy to ruminate. You run the scenario in your head multiple times, trying to rewrite how the event unfolded. It becomes like a broken record, which keeps spinning and there is no off switch. When you ruminate, you aren’t being productive with your thoughts because the thinking process is never-ending and doesn’t reach a conclusion. Research reveals that rumination can lead to a range of negative outcomes: depression, anxiety, and over-eating and drinking, for example.

As the brilliant psychologist and author of Thinking Fast and Slow, Daniel Kahneman said, “Nothing in life is as important as you think it is, while you are thinking about it”.

While ruminating stops you from moving forward, reflecting helps because it is focused on learning.

When you reflect you think about the situation, focus on uncovering what you have learned, how you were feeling and identifying what you would do differently next time. It requires a growth mindset so you can generate insights as to the cause of the situation and is outcome focused.

Researchers Giada Di Stefano, Francesca Gino, Gary Pisano and Bradley Staats have examined how reflecting improves learning.

Their research was conducted in a large business process outsourcing company, and whilst it focused on examining how reflective learning practices improves how people learn, it provides useful insight in this context.
They found that performance differed when a person’s learning is coupled with reflection. They wrote: “Articulating and codifying prior experience does entail the high opportunity cost of one’s time, yet… thinking after completing tasks is no idle pursuit; It can powerfully enhance the learning process, and it does so more than the accumulation of additional experience on the same task”.

Consider:

• How prepared were you?

• What did you do?

• What happened?

• What was going on for you at the time?

• How did you feel at the beginning, during and end of the event/conversation?

• What drove those feelings?
• How did those feelings impact what you said and did?

• Were your behaviours authentic and values-driven?

• What do you think was going on for the other person/people involved? How do you think they felt?

• What was the outcome? Did you achieve what you set out to achieve?

• How did you feel at the end of the conversation? Were you proud of your behaviour?

• What would you do differently next time?

• Are there any follow up /next steps required?
NEXT STEPS

“The single biggest problem in communication is the illusion that it has taken place”
George Bernard Shaw, Author

It’s likely you have read this guide end to end, and so the next step for you is to set aside the time to plan the conversation you need to have, and to then have it.

If that’s the case, the next step for you is to plan, act and then reflect.

This guide has been written as a handy reference tool, and it won’t be useful unless you put the outlined steps into action.

Taking that first step is hard; I know from experience. I’ve been there – many times. What I also know is that the best things in life are often the ones that are the hardest. It can be hard to step into tough and challenging conversations, but you won’t get what you want in life by standing back. You get it by having the courage to step forward and step up.

Each time you do this it becomes easier. Practice makes it easier. Experience gives you confidence, as you learn from each interaction. This doesn’t mean the conversations become any less uncomfortable. It’s accepting that uncomfortable conversations are good for you, and the fact that you are concerned about the outcome demonstrates you are human and you care.

So what are you waiting for?

Here’s to your next step.
ABOUT MICHELLE GIBBINGS

Michelle is the workplace expert. Comfortable with getting uncomfortable, she’s at the forefront of creating workplace success by helping people to embrace the unknown and fall in love with change.

Her key to cultivating thriving environments is working with people through three lenses: as an individual, a leader, and in their wider role (and influence) within their organisation. Tapping into each of these facets, she brings self-awareness to the forefront, empowering people to work with those around them in a way that is productive, healthy and happy.

In a time of unprecedented change, organisations need leaders at every level, inspiring progress by harnessing the energy and capability of its people. No matter the organisational system, Michelle works to equip you with a practical toolkit so you are able to take the pragmatic and purposeful steps needed to identify, harness and leverage unseen opportunities.

Speaking internationally about better ways to lead, Michelle is in high demand as an innovative keynote speaker, advisor and executive mentor of choice, with her best-selling books a must-have for employees and managers alike - ‘Step Up: How to Build Your Influence at Work’, ‘Career Leap: How to Reinvent and Liberate your Career’, and most recently ‘Bad Boss: What to do if you work for one, manage one, or are one’.

From her penmanship to her captivating keynotes, Michelle’s relentless pursuit to empower people is palpable. She is on a mission to change workplaces for the better – helping people to step ahead, step up and leap into their brilliant future.
CONTACT DETAILS

Want to know more? Interested in working with Michelle in a team setting or one-on-one? We’d love to hear from you.

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