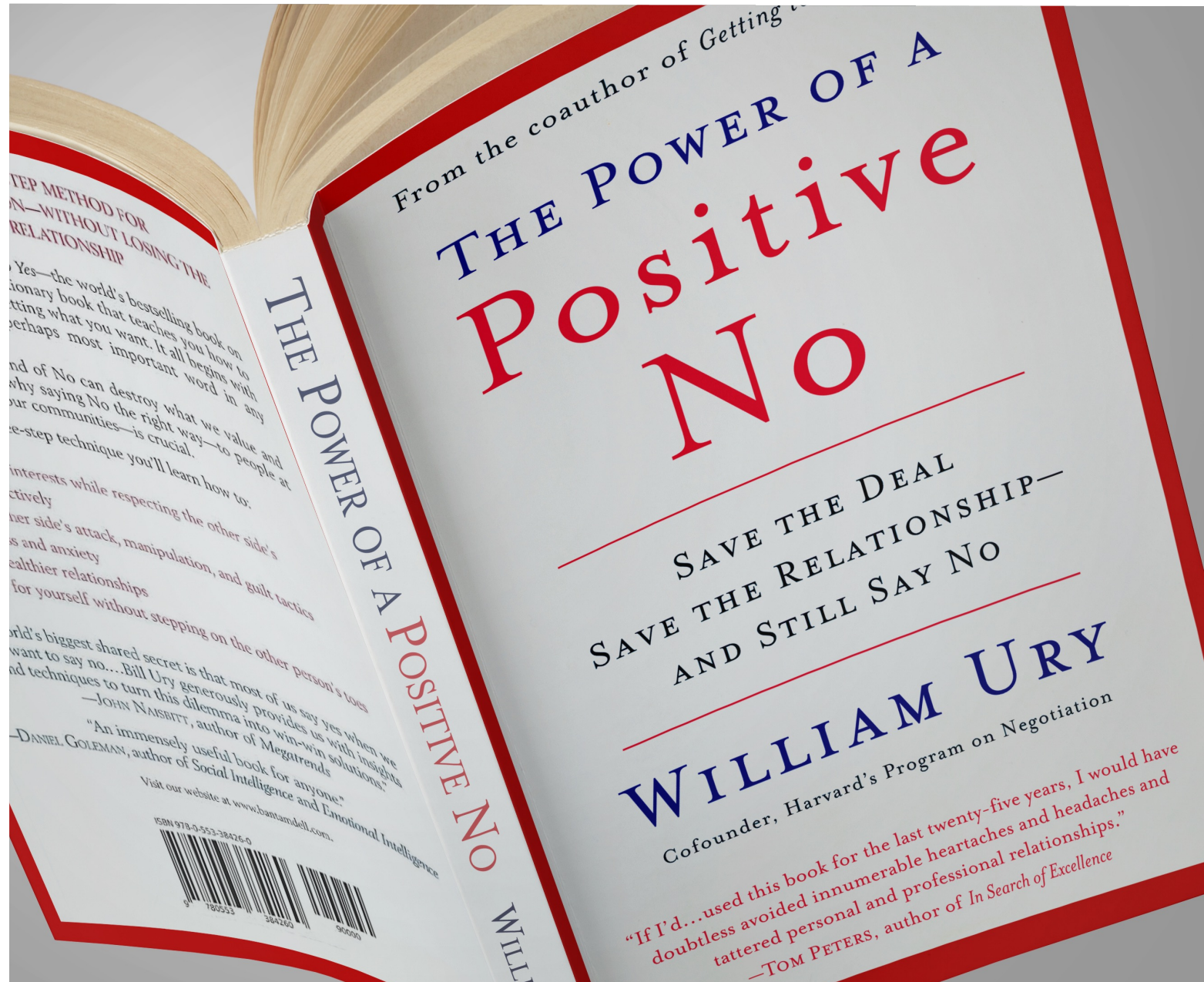


EPISODE 249

Introduction: *The Power of A Positive No* By William Ury



INSTRUCTIONAL
LEADERSHIP SHOW



Essential Question



How can we use William Ury's
Power of A Positive No
to hold the line on what
matters most in our schools?

About William Ury



- Trained as an anthropologist—Harvard PhD
- Co-founder of Harvard Negotiation Project, Program on Negotiation at Harvard Law School, and the International Negotiation Network with Jimmy Carter
- Author of 9 books, including *Getting to Yes*
- High-level negotiator on civil war, political conflict, and labor disputes

The “No” Imperative



- As school leaders, we must often tell people “No”
- They are often unhappy about it
- We have to hold the line, keep the peace, and help everyone move forward
- When a “No.” goes poorly, it creates extra work

Who Must We Say No To?

- Parents
- Staff members
- Students
- District
- Outsiders



What Must We Say No To?



- Unreasonable demands
- Endless initiatives
- Personal exceptions
- *Good* things that aren't the *main* thing

The 3 "A" Mistakes



- *Accommodate* the other person
- *Attack* the other person
- *Avoid* the situation

Ury's "Yes! No. Yes?"



1. Say "Yes!" to what matters to you
2. Say "No." to what isn't acceptable
3. Say "Yes?" to the other person

Why We Must Start with “Yes!”



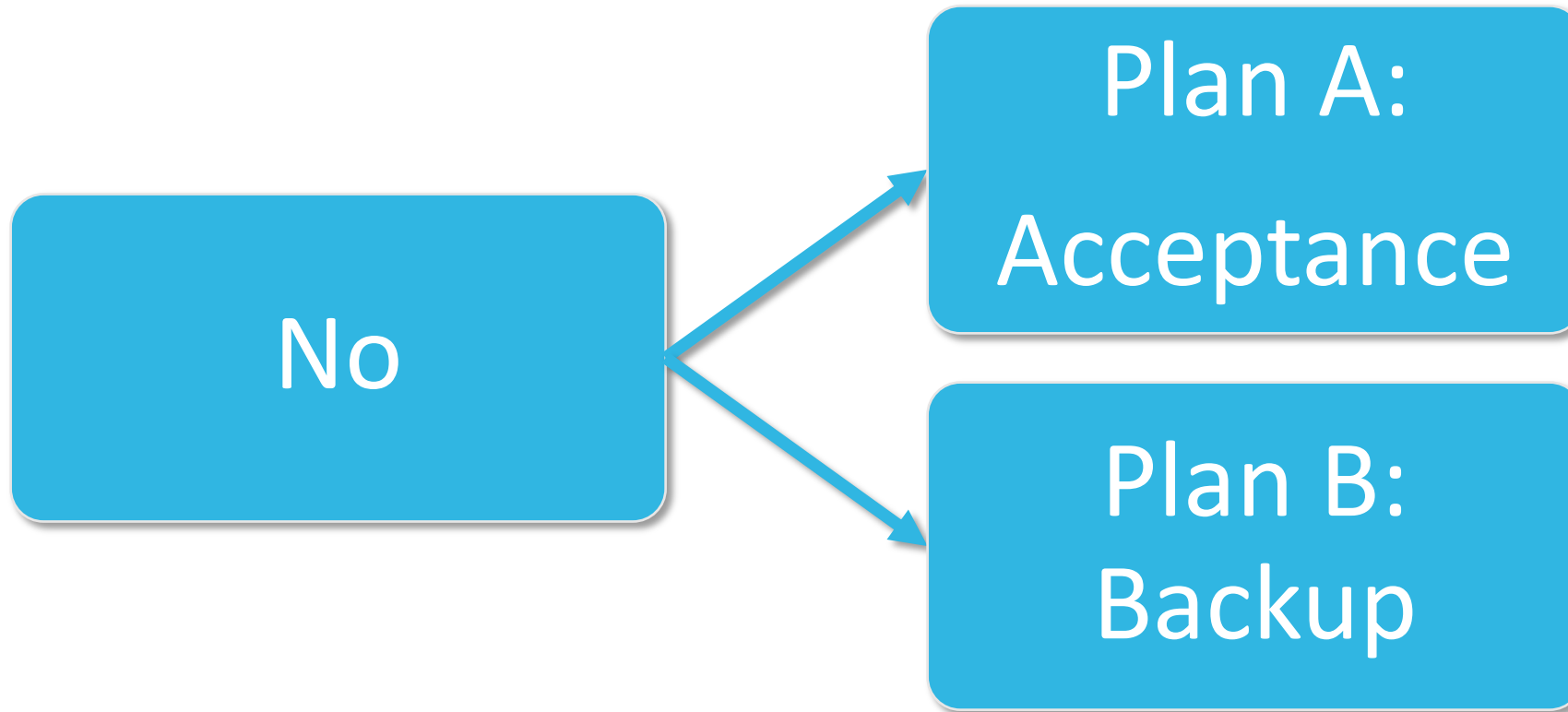
- Everything has an opportunity cost, e.g. time, money, focus, leadership capital
- Saying “Yes!” to what matters...requires saying “No.” to what interferes
- The Three “A” mistakes—Accommodate, Attack, Avoid—can seem more appealing in the short term

The Challenge for New Leaders



- When you are new in a role, you often don't have a clear sense of everything you need to say "Yes!" to
- This makes it difficult to say "No." to anything
- The desire to make a positive impression can lead to conflicting "Yes" decisions and overcommitment

Plan A & Plan B



Where The 3 "A" Mistakes Lead: The Other Person's Plan B



- Escalation to supervisor or board
- Bad publicity in news or social media
- Internal strife and conflict

The Book



Prepare

1. Uncover Your Yes
2. Empower Your No
3. Respect Your Way to Yes

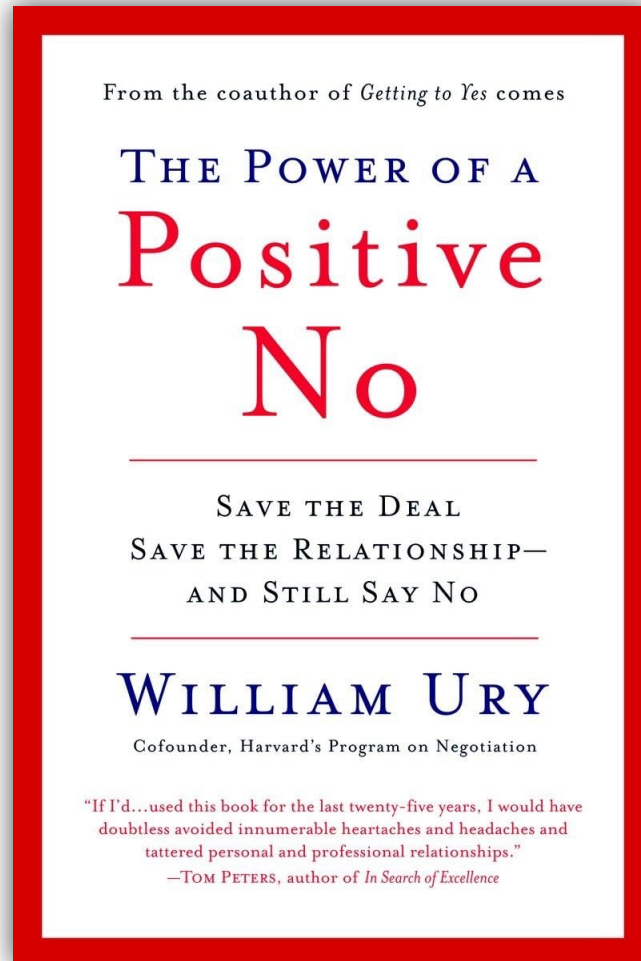
Deliver

4. Express Your Yes
5. Assert Your No
6. Propose a Yes

Follow Through

7. Stay True To Your Yes
8. Underscore Your No
9. Negotiate to Yes

Interested In More?



- Get the book
- Let me know:
justin@principalcenter.com

