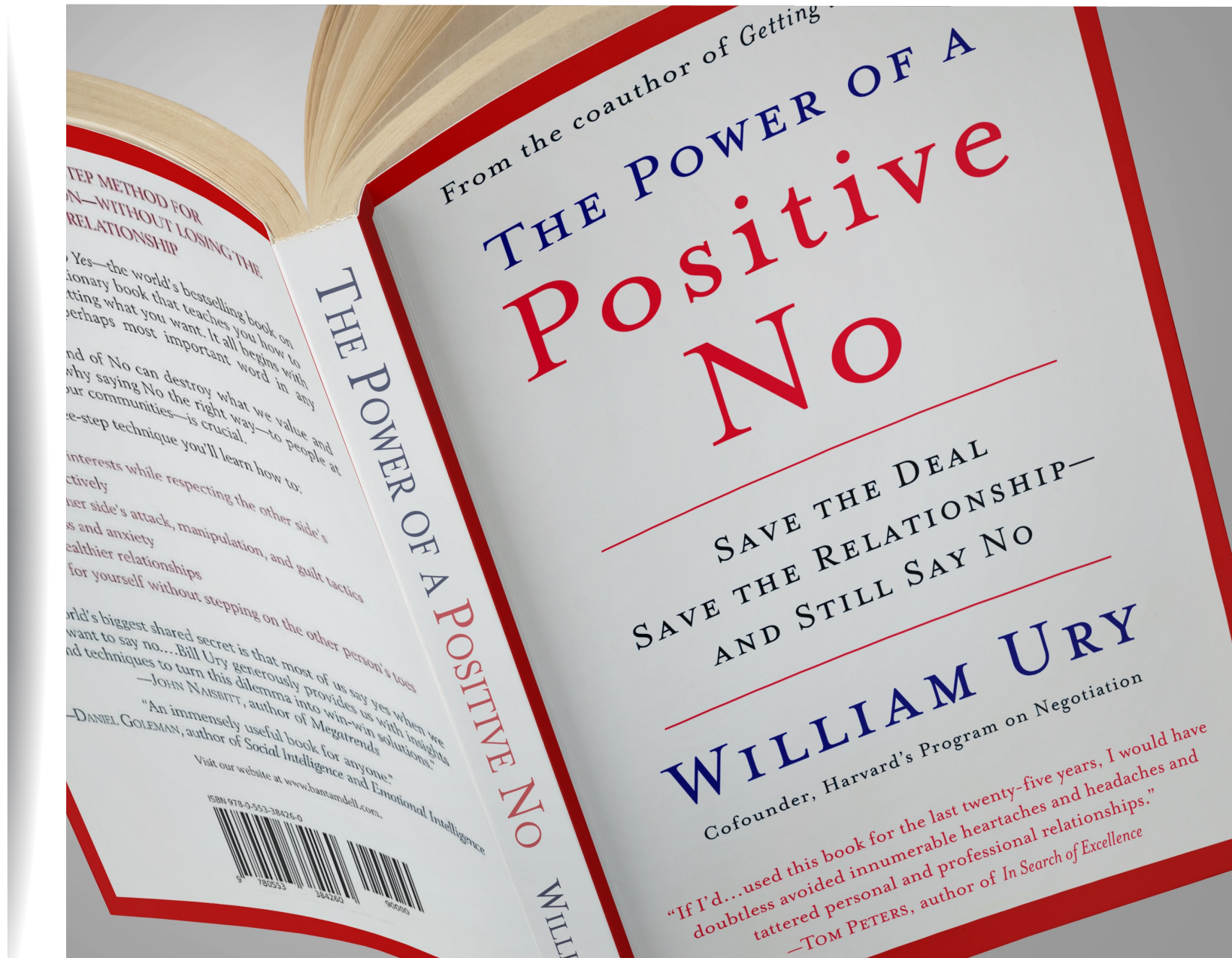


EPISODE 250

The Power of A Positive No By William Ury Part 2: Prepare



INSTRUCTIONAL
LEADERSHIP SHOW



Essential Question



How can we use William Ury's
Power of A Positive No
to prepare for conversations
in which we need to say no, but
still preserve the relationship?

Ury's Tree Metaphor



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

The Essence of a Positive No



"The essence of a Positive No is to *assert without rejecting*—to assert your interests without rejecting the other as a person. You stand on *your* feet not on *their* toes."

—P. 104

Preparing To Say No

- Uncover Your Yes
- Empower Your No
- Respect Your Way To Yes



Interests vs. Positions



Interests: What I ultimately care about

Positions: What I want now

1. Uncover Your Yes



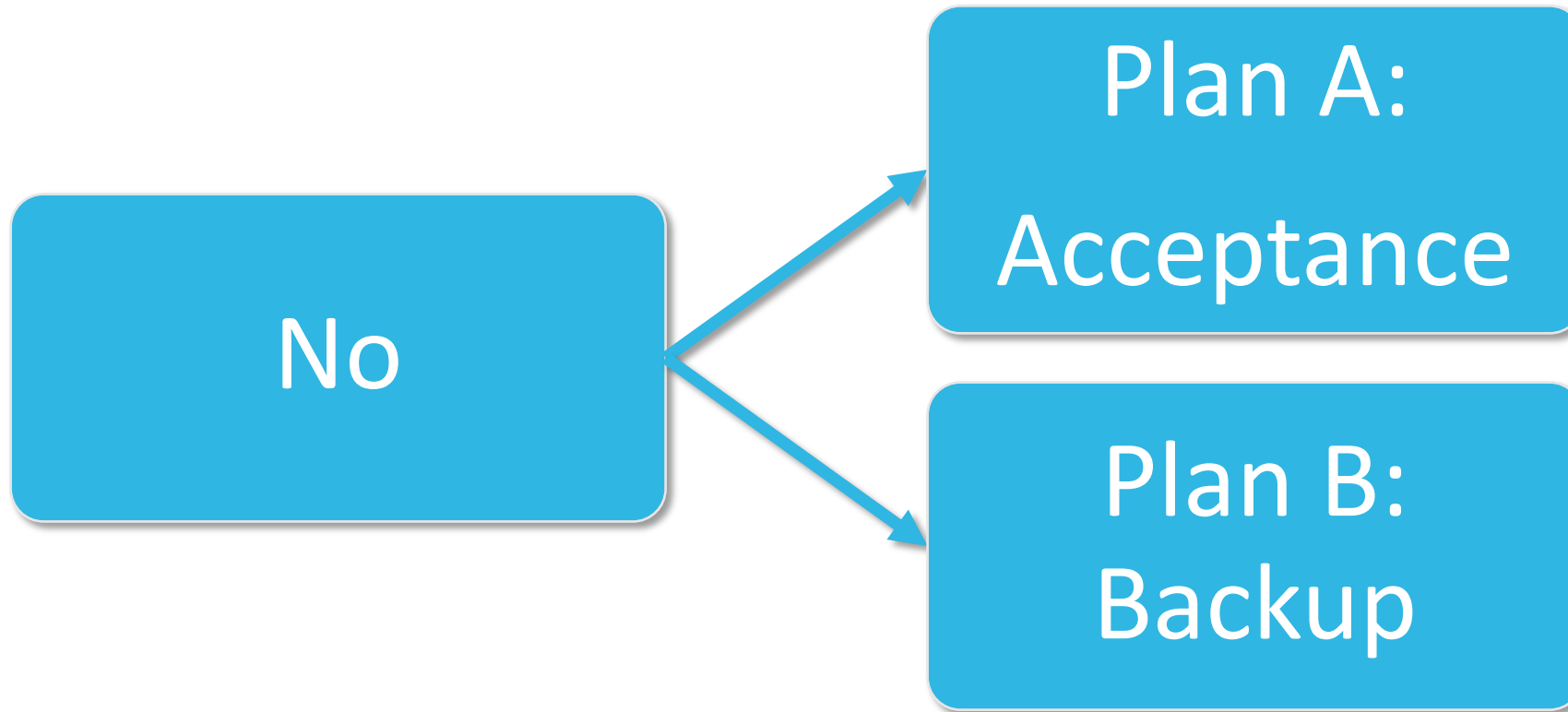
- “Go to the balcony”—try to get some perspective
- Buy yourself time to prepare—don’t answer immediately
- Identify your interests, needs, & values
- Get clear on what you must say “Yes!” to

Buying Yourself Time



- "Give me some time to think about this, and I will get back to you on __"
- "Let me look into this a bit further."
- "I will speak with __ and get back to you."
- "This is getting a bit heated and unproductive. Let's take a pause, and we can continue our discussion __."
- "I can see that we'll need to continue this discussion later."

Plan A & Plan B



2. Empower Your No



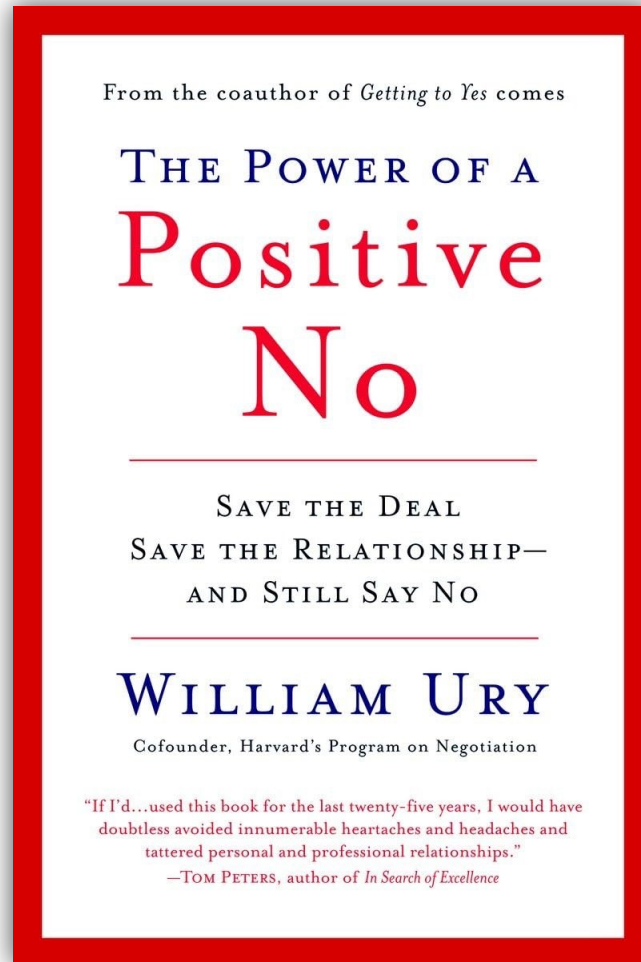
- Identify your “positive power” to protect your interests—not power to control or punish the other
- Strive for agreement, but prepare a Plan B you can execute no matter what the other does
- BATNA: Best Alternative To Negotiated Agreement—your backup plan
- Consider coalitions & taking the wind out of their sails
- Final check: interest, power, & right to say no

3. Respect Your Way To Yes



- Show genuine respect, rooted in respect for yourself
- Listen, clarify, paraphrase, and acknowledge
- Allow the other to save face
- Prepare your "Yes! No. Yes?" sandwich

Stay Tuned



- Get the book
- Reach out:
justin@principalcenter.com

