

STRATEGIES FOR SAYING NO

AND WHAT WE SHOULD SAY YES TO

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EXPERIENCING	1
REFLECTING	2
CONCEPTUALLY THINKING	3
ACTING	4
CONTINUING	5

EXPERIENCING | 1

REFLECTING | 2

CONCEPTUALLY THINKING | 3

ACTING | 4

CONTINUING | 5

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YES MAN

ONE WORD CAN CHANGE EVERYTHING.



WHY?

CONFLICT

I HATE SAYING “NO” TO PEOPLE.

SELF-AWARENESS

ENERGY DRAINS

WHAT ARE YOU DOING!?

FEELING	1
REFLECTING	2
CONCEPTUALLY THINKING	3
ACTING	4
NEXT	5

WHICH DIRECTION?



A GOOD SOLID NO CAN TRAVEL IN ANY DIRECTION

People think focus means saying “yes” to the thing you’ve got to focus on. But that’s not what it means at all. It means saying “no” to a hundred other good things. You have to pick carefully. I’m actually as proud of the things I haven’t done as the things I have done.

– Steve Jobs

priority | prɪˈɒrɪti |

noun (plural **priorities**) [*mass noun*]

the fact or condition of being regarded or treated as more important than others: *the safety of the country **takes priority over** any other matter.*

- [*count noun*] a thing that is regarded as more important than others: *playing football wasn't high on my list of priorities.*
- *British* the right to proceed before other traffic: *priority is given to traffic already on the roundabout.*

ORIGIN

late Middle English (denoting precedence in time or rank): from Old French **priorite**, from medieval Latin **prioritas**, from Latin **prior** 'former' (see [prior](#)¹).

THOUGHT OF THE DAY

*If it's not **urgent**,
and not **important**,
it's time to say no*

FEELING	1
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1. HAVE DEFINED VISION AND GOALS

**MATCH YOUR TASKS TO YOUR ORGANISATION'S
MISSION OR VISION STATEMENT**

SCRIPT

I'm focused on serving our company's best interest of [goal here]. With that in mind, no, it's not in our best interest for me to take on Z right now.

I'm happy to revisit it [next month, next quarter, next fiscal year]-do we want to put a check-in meeting on the calendar to look at it again then?

2. YES AND...

Script: Yes we can do this, and all we will need to do is delay the start of this other project that is currently on the road map.

3. ALMOST YES

Script: Give me time to think about it

4. NOT YET

Script: I can help you with X once you've done Y

5. DELEGATE

Script: I can't help you with this, but Bob can

6. CREATE POLICIES

*Script: Issues like this belong to the rostered support person,
this week that is...*

7. HELP ME SAY YES

Script: Ask more questions!!

8. APPEAL TO BUDGET

Script: we have 15 people from the team that would like to attend Rails Conf. This means x expense for the company...

9. RIP THE BANDAGE OFF

DEFINE CLEAR BOUNDARIES

10. EXPLAIN THE WHY

11. ACT TOGETHER AS A TEAM

*Your team is **collectively smarter** than you simply because there are more of them. More importantly, by including them in the decision process and creating a team where they feel they can say no, you're creating trust.*

– Michael Lopp, Managing Humans, p. 129

WORKING WITH PEOPLE PLEASERS

Script: you can pause working on X while you work on my new shiny feature...

SCENARIOS

Someone has asked you to do a task that isn't part of your normal responsibilities.

Scenario 1

Have defined vision and goals . 1

Yes and2

Almost yes .3

Not yet .4

Delegate .5

Create policies .6

Help me say yes .7

Appeal to budget .8

Rip the bandage off .9

Explain the why .10

Act together as a team .11

SCENARIOS

Your manager just asked you to do something that was not scheduled for this sprint. What do you say?

Scenario 2

Have defined vision and goals . 1

Yes and2

Almost yes .3

Not yet .4

Delegate .5

Create policies .6

Help me say yes .7

Appeal to budget .8

Rip the bandage off .9

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*Technical Vision is about saying “yes” to things.
Technical Strategy is about saying “no” to things*

stripe

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**SAYING YES TO
WHAT'S IMPORTANT**

SETTING GOALS

*Saying no is saying “stop,” and in a valley full of people who thrive on endless movement, the ability to **strategically** choose when it’s time to stop is the sign of **a manager willing to defy convention.***

– Michael Lopp, Managing Humans, p. 128

WHAT'S **WORTH** DOING?

What is urgent? and important?

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