STRATEGIES FOR SAYING NO

AND WHAT WE SHOULD SAY YES TO

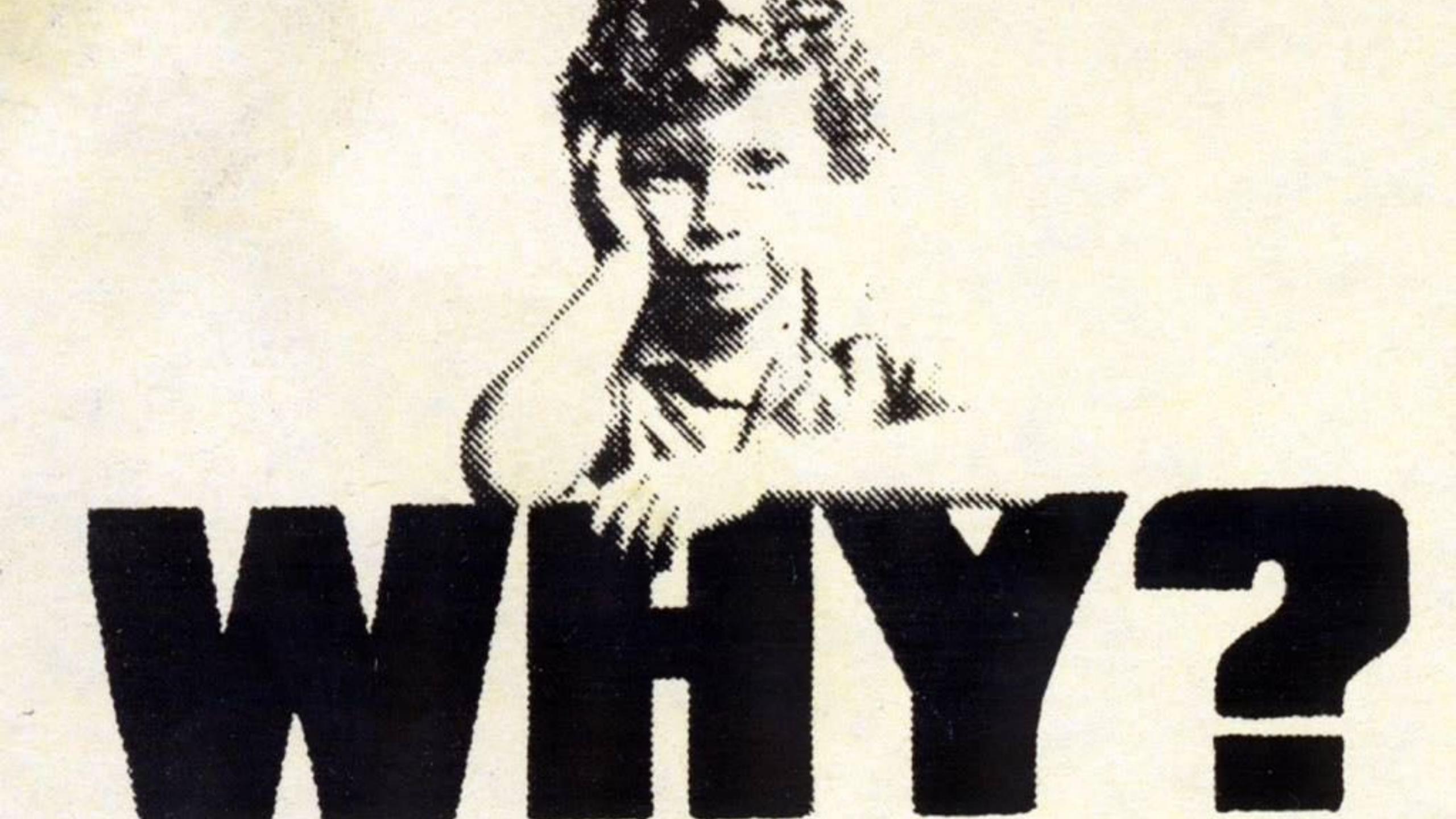
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EXPERIENCING REFLECTING CONCEPTUALLY THINKING 3 ACTING CONTINUING 5

EXPERIENCING REFLECTING CONCEPTUALLY THINKING ACTING CONTINUING 5

EXPERIENCING 1 REFLECTING 2 CONCEPTUALLY THINKING ACTING CONTINUING 5





CONFLICT

I HATE SAYING "NO" TO PEOPLE.

SELF-AWARENESS

ENERGY DRAINS

WHAT ARE YOU DOING!?

FEELING 1 REFLECTING 2 **CONCEPTUALLY THINKING**

WHICH 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 | praibriti |

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 prior¹).

THOUGHT OF THE DAY

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

FEELING 1 REFLECTING CONCEPTUALLY THINKING ACTING CONTINUING 5

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. YESAND...

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. ALMOSTYES

Script: Give me time to think about it

4. NOTYET

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 MESAYYES

Script: Ask more questions!!

8. APPEALTO 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

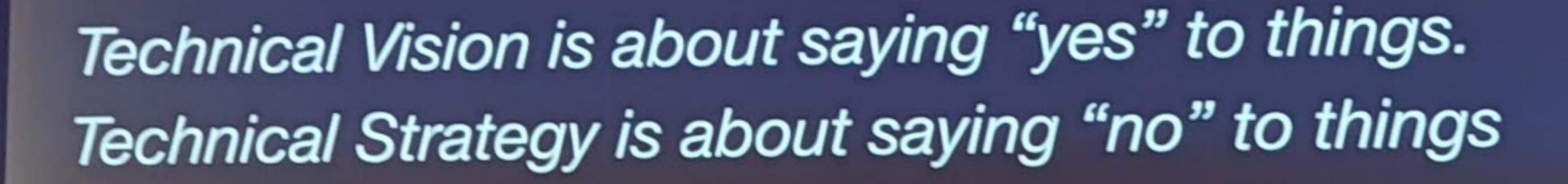
SCENARIOS

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
 - Explain the why .10
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FEELING 1 REFLECTING CONCEPTUALLY THINKING ACTING CONTINUING 5





stripe

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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