

SET BOUNDARIES - HOW TO SAY NO

Delivering a "Positive No"

At times, requests from others may be important and need immediate attention. Often, however, these requests conflict with your area of responsibilities and deadlines. You are paid to keep you and your team focused on your responsibilities which may require you to deliver a "Positive No."

1. BE EMPATHETIC, THEN SAY NO:

Empathetically repeat the request in your own words, and then say no. Example: "I understand that you need me to help John finalize the PPT slides for tomorrow, but unfortunately I'm not going to be able to help you."

2. AN ALTERNATE SOLUTION ANOTHER PERSON PROVIDES:

Suggest another person who may be able to help. Example: "Unfortunately I don't have time given my current deadlines, but Amy may have some extra time this week since her trip got cancelled - why don't you check with her?"

3. AN ALTERNATE TIME YOU DESIGNATE:

Say no, and then give an alternative solution. Example: "I don't have time this week, but if you can wait until next week, call me on Monday and I'll see what I can do to help you."

4. ABSOLUTE NO:

Provide an assertive refusal and repeat it no matter what the person says. This approach may be most appropriate with aggressive or manipulative people and can be an effective strategy to control your emotions. Example: "I understand how you feel, but as I've explained, the answer is no."

** KEEP IN MIND THAT YOUR MANAGER WANTS AND EXPECTS YOU TO LET HIM/HER KNOW WHEN YOU HAVE MORE WORK THAN YOU CAN HANDLE. WORK WITH YOUR MANAGER TO PRIORITIZE AND MAKE DECISIONS ABOUT ASSIGNMENTS.



TIPS FROM CEO'S RE: MEETINGS

Send PPT decks in advance of meeting - spend time discussing, not rolling through slides. Swap who leads the mtgs each time.

Mike Hansen - Cengage Learning

Post agendas in Google Docs prior to meeting - people can add information or post questions. Liked by introverts :-)

Evaluate which meetings YOU should attend.

Dave Gilboa - Warby Parker

Maximum duration all meetings - **30 minutes**

Lance Neuhauser - 4C

Expects everyone to **be prepared** and anticipate tough questions.

Elon Musk - Tesla, SpaceX

Keep the number of participants very small so that decisions can be made quickly and efficiently

Steve Jobs - Apple

"Officer Training" - one person outside department at each mtg. for cross-training

Ian Small - Evernote Corp.

Designate a decision-maker for every meeting

Larry Paige - Alphabet

Create dashboard with key metrics for all divisions and managers - reviewed 1X month for 8 hours, 4-hour meetings other three weeks

Satya Nadella - Microsoft