



The power to say 'no'*

"I am sorry, my heart says yes, but my schedule says no." (Dharmesh Shah)

The thoughtful 'no'

- Feel flattered and show appreciation about the request, but don't say 'yes' immediately.
- Ask for time to think about it: 'Give me five minutes / give me a day.'
- Ask what actions are needed at what time and how much time each action will cost: does that fit in schedule? If it fits, then you can sincerely say 'yes'; if not: you know you have to say 'no'.
- Take your time, make the right choice, then have the conversation.

The truthful 'no'

- Explain your other priorities
- Don't use excuses; don't just say "I am too busy"
- Be honest

The positive 'no'

- Do not underestimate the value of your 'yes'; make sure it stays valuable by not giving it away too easily.
- What is the big 'yes' (priority) behind your 'no'?
- Feel connected to your big 'yes' when you feel you need to say 'no'; explain your big 'yes'.
- Don't soften your 'no', but see whether there is a third option: 'I am not writing that report, but am willing to read it in one hour and give you feedback.'

The non-verbal 'no'

- Go to a private place and make yourself big like Wonder Woman before you say 'no'. This is called the high-power pose.
- Feel confident about the reason why you need to say 'no'.