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How to Say No
PER 2293

Today's Topics

- Saying No to an Authority Figure
- How Good Leaders Build Trust
- When Saying No Leads to Difficult Conversations
- Accepting Faculty Governance





Saying No



How many of you find it difficult to say no to an authority figure?

Why?



Is saying No a good thing?

Why?

When to Say No

- Policy
- Budget
- Time
- Opinion



How to Say No

- Competence
- Confidence



Competence

- Know your job
- Know your policies
 - No one likes policies. Understand why they are there.
- Know your leaders
 - What are their communication styles
- Know yourself
 - Myers Briggs, Geometric personality test, StrengthsFinder
- Know how others perceive you



Competence, part II

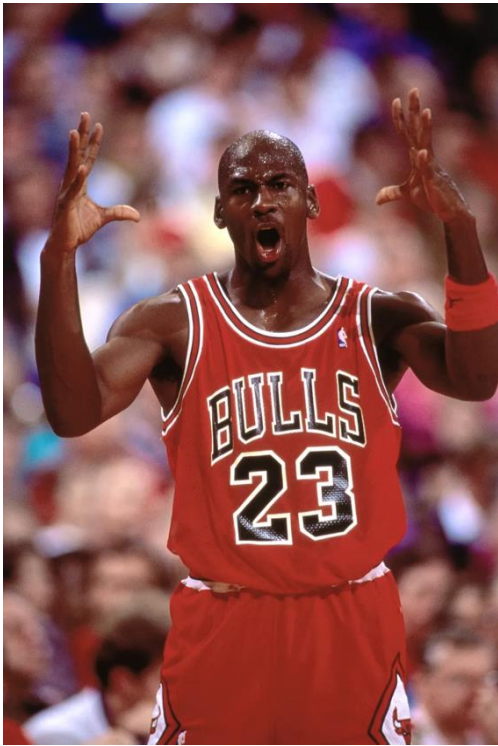
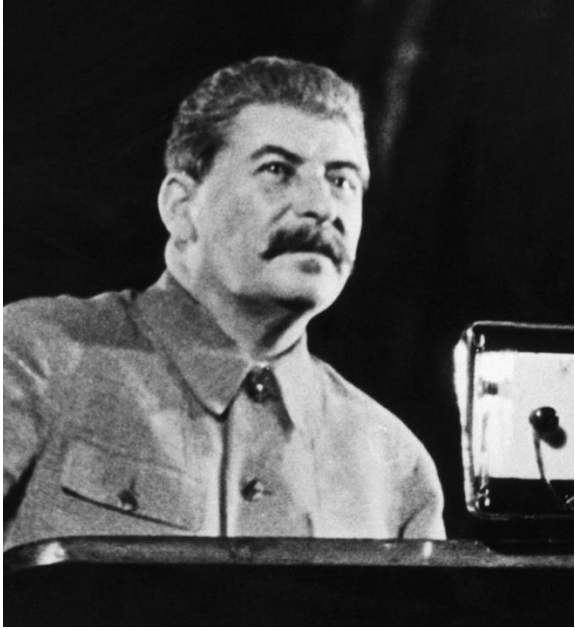
- Know who to call!!
 - Relationship building is a key to success!
- Learn the “Why”.
 - Why does your department do things the way it does



Confidence

- Everyone in this room has at least one thing that they know how to do well.
- Confidence is that belief in your abilities
- Know yourself, again
 - Know what tactical strengths and weaknesses you have
- Use your allies







What if they don't listen?



Building Trust

What is Trust?

- What does trust mean to you?
- What behaviors and actions accompany your definition of trust?



Definition of Trust

- "Simply put, trust means confidence. The opposite of trust - distrust - is suspicion. When you trust people, you have confidence in them - in their integrity and their abilities. When you distrust people, you are suspicious of them - of their integrity, their agenda, their capabilities, or their track record. It's that simple. - Stephen R. Covey
- Choosing to risk making something you value vulnerable to another person's actions. -Charles Feltman



Why is Trust Important?

- It reduces stress and increases well being.
- **The number one reason people leave a job is a bad relationship with their boss.** Organizations without trust pay a high cost.
- It forms the foundation for effective communication, motivation, and contribution.
- Trust makes almost everything easier to manage.
- Builds psychological safety.



How to Build Trust

- Build connections
- Listen Actively
- Encourage Transparency
- Show Appreciation
- Coach actions instead of dictating





Difficult Conversations

Active Listening

- Goal is to acquire knowledge, understand the situation before responding
- Be fully present
- Ask clarifying questions
- Mirror back responses
 - Check understanding
 - *"I hear you saying....."*
 - Show understanding
 - *"I can see this has been very frustrating for you..."*
- Guide towards solutions

Communication Matters

- Increased morale
- Clear expectations can lead to improved productivity and help all parties be on the same page
- Helps to build trust
- Fewer workplace conflicts

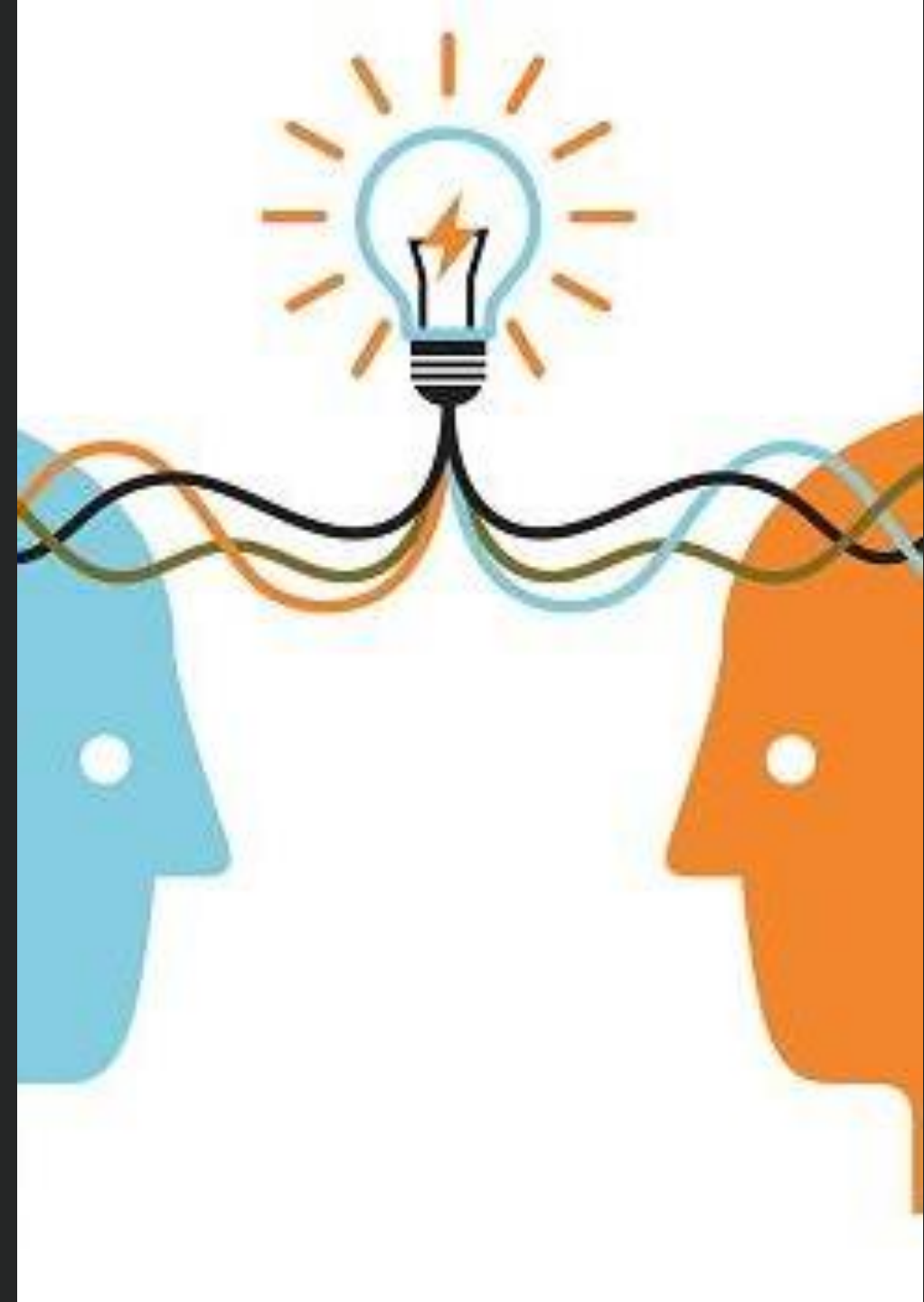
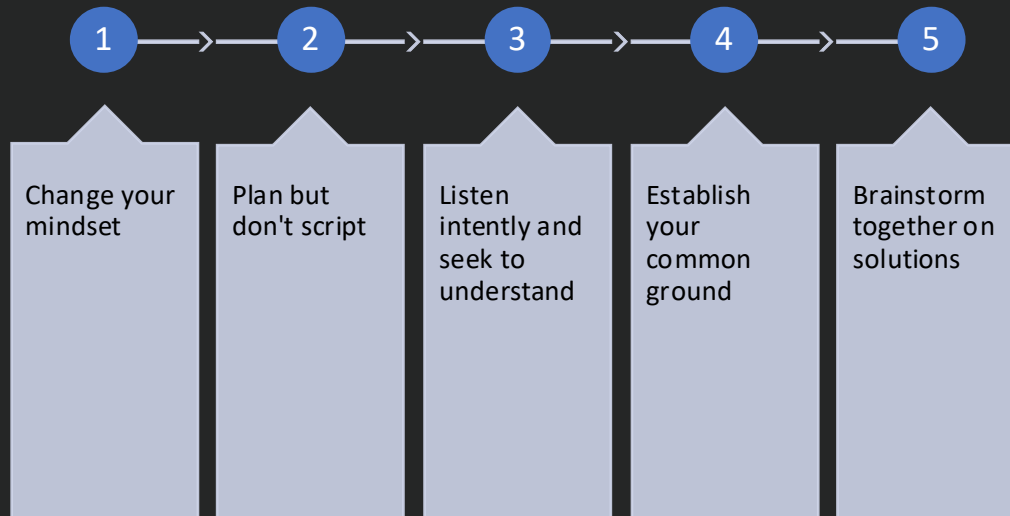


People just want to be heard....

And if you don't take the time to **HEAR** them , they will just get **LOUDER** until you do!

*Can
We
Talk?*

How to approach a difficult conversation



Scenario #1

Manager: You've heard from your peers that one of your direct reports is being a jerk to their fellow co-workers. They are interrupting others, derailing conversations, and hurting the morale of your team.

Employee: You are ready for a promotion. You are taking the lead in every conversation and pushing your teammates to excel. You are extremely direct in your conversations as you don't have time for feelings.



Scenario #2

- Manager: Your direct report has asked for an enormous raise. However, you do not believe they're ready for a compensation increase, as it would put them out of band (and much higher than their peers who are much more effective in their roles).
- Employee: You have a job offer from another company for a lot more money. You'd like to stay at this company if they can match the other offer.





Accepting Faculty Governance

Faculty Governance

- What to Expect
- How to Handle





What makes a good Finance person?



Today's topic is about how to say No. It is important to say no when necessary.

However, a good finance person's job is to find creative ways to say Yes.



Questions?



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