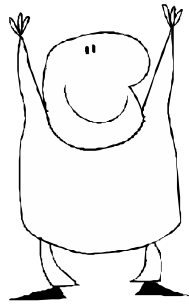


Saying 'No' With a Smile

DEVELOPING ASSERTIVENESS AND
SELF CONFIDENCE IN THE WORKPLACE



Presented by:
Keith McGregor, Director
Personnel Psychology NZ Ltd
www.ppnz.com



PERSONNEL PSYCHOLOGY NZ LTD

Assertiveness is ...

Giving – direct, honest, appropriate expression of your thoughts feelings, needs or rights

Taking – in what others say or feel without anger or defensiveness

It is what you **DO** not what you **ARE**



Alternatives

- Avoiding
- Accommodating
- Aggression - Active & Passive



PERSONNEL PSYCHOLOGY NZ LTD

You Have The Right To ...

1. Be your own ultimate judge - of your emotions, thinking and behaviour - and you are responsible for the initiation and consequences of what you feel, think and do.

"But you can't pull out – you'll just end up feeling stink and no-one may ever ask you again."

2. Offer no reasons or excuses to justify your behaviour.

"But why don't you want to come?"



PERSONNEL PSYCHOLOGY NZ LTD

You Have The Right To ...

3. Judge whether you are responsible for finding solutions to other people's problems.

"You'll just have to find someone else to take your place."

4. Change your mind.

"But you originally said you would come."

5. Make mistakes and be responsible for them.

"I think you are making one BIG mistake and you'll be sorry."



PERSONNEL PSYCHOLOGY NZ LTD

You Have The Right To ...

6. Say "I don't know".

"Well, what are we going to do if you pull out?"

7. Decide if you need the goodwill of others in order to cope.

"What are people going to say when it's your turn to organise something?"

8. Be illogical in making decisions.

"But it's just crazy, you love these functions."



PERSONNEL PSYCHOLOGY NZ LTD

You Have The Right To ...

9. Say "I don't understand".

"Surely you understand that if you don't come we will have to ask Sam, and that will create problems with Lee and Brooksie."

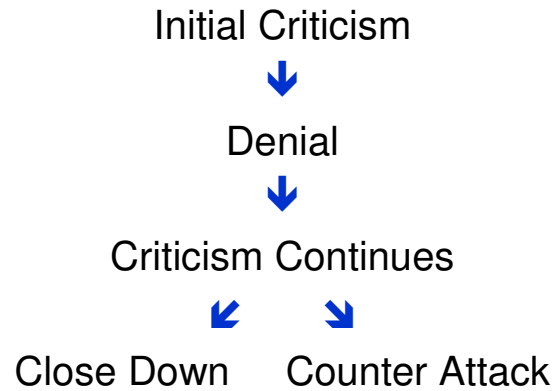
10. Say "I don't care".

"But it is going to put us to a lot of extra trouble and we will have to find someone else to take your place."



PERSONNEL PSYCHOLOGY NZ LTD

Common Responses to Criticism



Dealing with Criticism

1. Do you understand the criticism?
 - 1.If 'No' use **NEGATIVE INQUIRY** to clarify
 - 2.If 'Yes' decide if it is valid or manipulative
2. If Valid – use **NEGATIVE ASSERTION**
3. If Manipulative – use **FOGGING**



Assertively Managing Criticism

NEGATIVE INQUIRY – Actively seeking criticism.

“I’m sorry, I’m not clear, in what way am I a ‘small minded cretin’?”

NEGATIVE ASSERTION – Actively and openly identifying a weakness or mistake. *“You are right, I did get that wrong. I am sorry.”*

FOGGING – Calmly acknowledging the criticism may well be justified. *“Yes, I guess this outfit does look like it came from the op shop.”*



PERSONNEL PSYCHOLOGY NZ LTD

Dealing with Demands

1. Do you fully understand the demand?
 1. If ‘No’ use **QUESTIONING** to clarify
 2. If ‘Yes’ decide if it is reasonable
2. If Reasonable –
use **FREE INFORMATION**
3. If Unreasonable –
use **BROKEN RECORD**
or **WORKABLE COMPROMISE**



PERSONNEL PSYCHOLOGY NZ LTD

Assertively Managing Demands

FREE INFORMATION – Actively providing information about the demand. *“Yes, I will do that as soon as I finish this fax, call me around 4:30.”*

CRACKED RECORD – Calmly repeat back the request then restate your position. *“I understand you are in a hurry and I will sort that out tomorrow.”*

WORKABLE COMPROMISE – Look for ways to meet the interests of both parties. *“I can do that for you if you could take the banking to the bank for me.”*

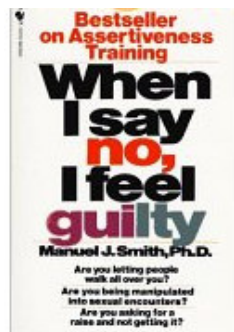


PERSONNEL PSYCHOLOGY NZ LTD

When I Say No, I Feel Guilty

by Manuel J Smith, Ph.D.

Bantam (Amazon - US\$7.99)



PERSONNEL PSYCHOLOGY NZ LTD

About PPNZ

Personnel Psychology NZ Ltd provides a comprehensive range of industrial and organisational psychology services.

- Specialist training (e.g. *'The Psychology of Management'*, *'Advanced Interview Skills'* and *'Managing Organisational Change'*)
- In-depth executive appointment screening
- Individual psychological assessment and counselling for executives
- Mentoring, coaching and supervision
- Organisational climate surveys and stress audits
- Psychometric test development (e.g. *Selector PA*, *Career Step*, *E Profiler*)
- Safety management

The director, Keith McGregor, is an industrial psychologist based in Lower Hutt, New Zealand. His background includes twelve years as an occupational psychologist in the Royal New Zealand Air Force and over twenty in private practice working with a wide range of private and public sector organisations in New Zealand and Australia.



PERSONNEL PSYCHOLOGY NZ LTD