QUOTES & IDEAS FROM THE BOOK, “THE POWER OF A POSITIVE NO”  
(Ideas on negotiation and conflict management from Harvard Professor, William Ury)

- “If you can learn how to say No skillfully and wisely, you can create what you want, protect what you value, and change what doesn’t work.” (pg. 18)
- “The key to a Positive No is respect. What distinguishes a Positive No from accommodation is that you give respect to yourself and what is important to you. What distinguishes a Positive No from an attack is that you give respect to the other too as you say No to their demand or behavior. The Positive No works because … you stand on your feet, not on their toes.” (pg. 17)
- Become aware of your emotions. Hear people out, instead of immediately reacting and fighting. For example, “I hear your criticism of…. Let’s see if we can find a way to ….”
- There is surprising power in respecting people.
- “Respect is an expression of yourself and your values.” (pg. 81)
- “Respect does not mean liking the other personally—because you may not…. What respect does mean is simply to give value to the other as a human being just as you would like others to give value to you.
- “The word respect comes from the Latin re-, meaning “again” (as in rerun) and spectare, meaning “to look” (as in spectacles). To respect, in other words, means to look again, or, as the dictionary puts it, “to notice with attention.” That attention helps you to take a second look, to recognize the human being behind the aggravating behavior or objectionable demand.
- “When we respect the other, we are giving ourselves the opportunity to look again at someone whom fear and anger may have kept us from seeing fully. We are learning to observe people as they truly are, to listen for their underlying needs, to look for what is really going on inside them. To be respected means to be seen and to be heard—every human being deserves that chance.” (pg. 82)
- “There are two principle ways to demonstrate your positive attitude of respect: listening and acknowledging.” (pg. 85)
- “Show your respect by letting the other have their say.” (pg. 86)
- “Listen to understand, not to refute.” (pg. 86)
- “Being honest and straight with people can work well if you accompany the candor with empathy and respect…. Be hard on the problem, not the person.” (pg. 107)
- “In short, don’t blame, don’t shame. Speak your truth openly, but don’t do it with cruelty. Reserve your attack for the problem, not the person.” (pg. 109)
- “If your relationship has undergone strain or been damaged during the process of saying No, think about what you could do to repair the relationship. The process of healing helps restore a wounded relationship to wholeness. It is said that a bone, once broken, grows back even stronger. That is the possibility to work toward…. A sincere acknowledgement, apology, or expression of regret can go a long way…. In a busy world, it is all too common to take relationships for granted and to treat them as purely instrumental means of satisfying needs…. This is clearly a recipe for trouble. (pgs. 228-229)

Other great books to consider on the topic of “negotiation” and “conflict management”:

- **Crucial Conversations** (by Kerry Patterson)
- **Difficult Conversations** (by Douglas Stone)
- **How to Say No without Feeling Guilty** (by Patti Breitman)
- **The Power of Positive Confrontation** (by Barbara Pachter)
- **The Seven Habits of Highly Effective People** (by Stephen Covey)