

OMBUDS for Faculty Presents:

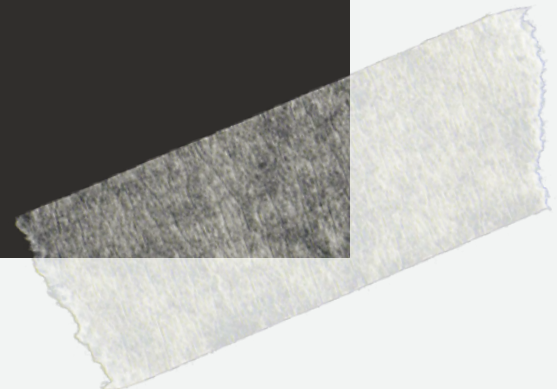
POWER AND THE POWER OF A POSITIVE "NO"

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TOPICS TO COVER

- Recognizing sources of power
 - Reclaiming our own power
 - Respecting ourselves and others through assertive communication
 - Steps to a positive "No"
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A photograph of a man with a beard and short hair, smiling broadly. He is wearing a dark suit jacket over a red, white, and blue checkered shirt. The background is slightly blurred, showing what appears to be a brick wall and a doorway. The photo is partially covered by a brown paper-like overlay on the right side.

Defining Power

- Power is the possession of authority, influence and certain skill over others.
- Power is not inherently bad or good.
- Power plays an important role in certain relationship dynamics, especially in the workplace but sometimes in other areas of our lives.



Recognizing sources of power

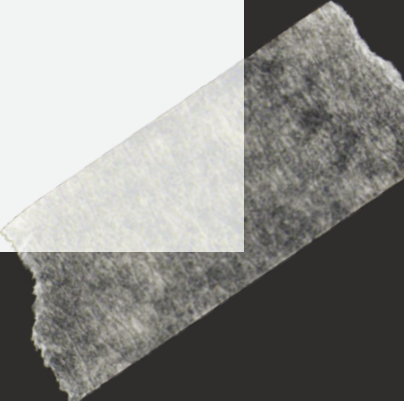
POWER COMES IN VARIOUS FORMS





Types of Power

LEGITIMATE
REWARD
COHERSIVE
REFERANT
EXPERT



LEGITIMATE POWER

- Power that is given to a person based on their position or role.
- This power emanates from an official position held by someone, be it in an organization, bureaucracy or government etc.
- The duration of this power is short lived as a person can use it only during the time he/she holds that position, as well as, the scope of the power is small as it is strictly defined by the position held.





REWARD POWER

As the name suggests, this type of power uses rewards, perks, new projects or training opportunities, better roles and monetary benefits to influence people.

However an interesting aspect of this type of power is that, it is not powerful enough in itself, as decisions related to rewards do not rest solely with the person promising them, because in organizations, a lot of other people come into play like senior managers and boards.

• COERCIVE POWER

This kind of power involves the usage of threat to make people do what one desires. In the organizational set up, it translates into threatening someone with transfer, firing, demotions etc. It basically forces people to submit to one's demand for the fear of losing something.





REFERENT POWER

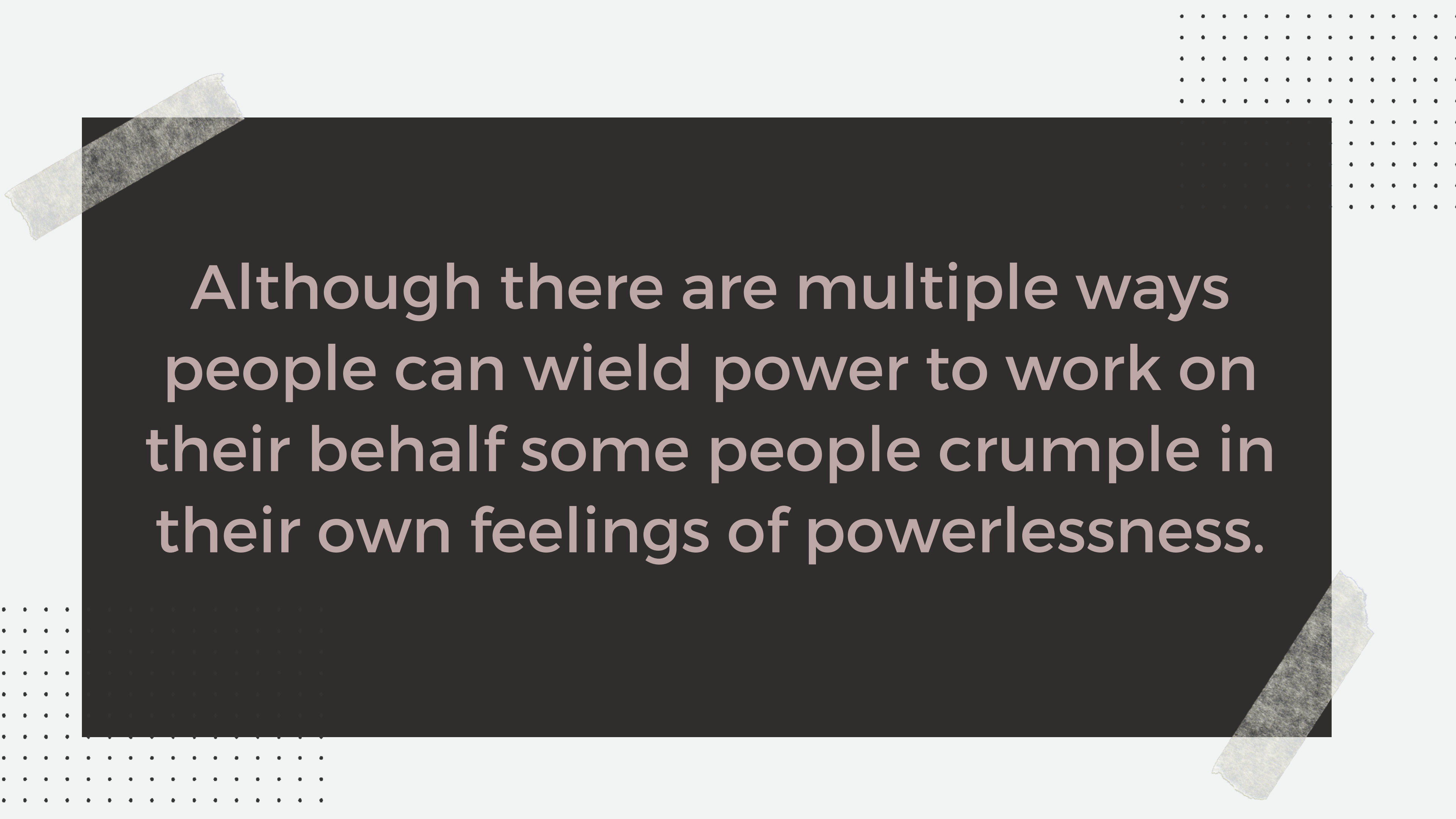
Referent power is a form of reverence gained by a leader who has strong interpersonal relationship skills. Referent power, as an aspect of personal power, becomes particularly important as organizational leadership becomes increasingly about collaboration and influence, rather than command and control.



EXPERT POWER

That kind of power which an employee has due to the knowledge and expertise that he/she possesses. Knowledge is wealth in academia. Specializations and extensive research work are highly valuable.



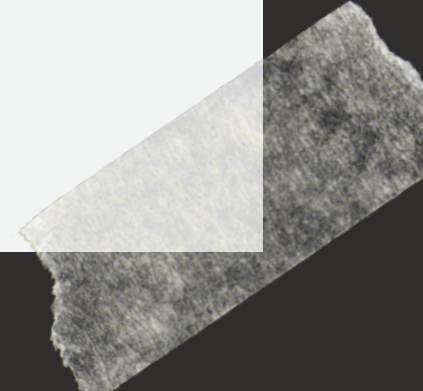



Although there are multiple ways
people can wield power to work on
their behalf some people crumple in
their own feelings of powerlessness.



People pleasing

A PERSON WHO HAS AN EMOTIONAL NEED TO PLEASE
OTHERS OFTEN AT THE EXPENSE OF HIS OR HER OWN NEEDS
OR DESIRES



SIGNS YOU MAY BE A PEOPLE PLEASER

You pretend to agree with everyone.

You feel responsible for how other people feel.

You apologize often.

You feel burdened by the things you have to do.

You can't say no.



You feel uncomfortable if someone is angry with
you.

You need praise to feel good.

You go to great lengths to avoid conflict.

You don't admit when your feelings are hurt.





Did you answer "yes" to more than three of those?

PERHAPS YOU MAY WANT TO RECLAIM SOME OF YOUR
POWER AND LEARN HOW TO DECLINE REQUESTS
ASSERTIVELY.



RECLAIMING YOUR OWN POWER

- For many, the eagerness to please stems from self-worth issues.
- People hope that saying yes to everything asked of them will help them feel accepted and liked.
- Over time, for them, people-pleasing became a way of life.
- Many people-pleasers confuse pleasing people with kindness.
- Consequently, they allow others to take advantage of them.
- It can be a hard habit to break.



BREAK THE PEOPLE PLEASING HABIT

Through assertive communication

You'll never reach your greatest potential if you're trying to be all things to all people.

Protect your passion from burnout by protecting your own time.

People-pleasing can be a serious problem, as it builds resentment and can take over your life and takes away from getting your own goals accomplished.



ASSERTIVE COMMUNICATION

Is the ability to express positive and negative ideas and feelings in an open, honest and direct way.

- It recognizes our rights while still respecting the rights of others.
- It allows us to take responsibility for ourselves and our actions without judging or blaming other people.



ASSERTIVENESS SKILLS IN COMMUNICATION

Advantages

- Helps us feel good about ourselves and others
- Leads to the development of mutual respect with others
- Increases our self-esteem
- Helps us achieve our goals
- Minimizes hurting and alienating other people
- Reduces anxiety
- Protects us from being taken advantage of by others
- Enables us to make decisions and free choices in life
- Enables us to express a wide range of feelings and thoughts

1. WHEN APPROPRIATE

thank the other
person for what they are asking you to do

4 STEPS TO A

POSITIVE NO

2. DIRECTLY

own that you are not
willing to agree to the request

3. STATE A GENERALIZED REASON FOR YOUR REFUSAL

but don't feel obligated to disclose something

4. WHEN POSSIBLE

identify an
alternative to the request

An example

A COLLEAGUE IS ORGANIZING AN INTERDEPARTMENTAL CONFERENCE AND ASKS YOU TO REVIEW SUBMISSION. YOU ARE ALREADY OVERLOADED WITH WORK AND PERSONAL ISSUES AND DONT THINK YOU WANT TO TAKE ON ANOTHER TASK.

Hello John, This is an exciting endeavor you are taking on.

Thank you for asking me to review submissions for the conference . I appreciate you asking me to do this,

Unfortunately I will not be able to, I will not have enough time to thoughtfully review the submissions. I will be able to participate as a respondent on one of the panels if that works.

Let me know and thank you again for asking.

Sincerely,

ADDITIONAL READINGS

- William Ury – The Power of a Positive No: How to Say No and Still Get to Yes
- William Ury – Getting Past No: Negotiating With Difficult People
- William Ury – Getting to Yes with Yourself (And Other Worthy Opponents)
- Judy Murphy - Assertiveness: How to Stand Up for Yourself and Still Win the Respect of Others
- Barbara Pachter - The Power of Positive Confrontation: The Skills You Need to Handle Conflicts at Work, at Home, Online, and in Life