

Facilitator's Guide  
for Video  
Training Program



*A Tale of Triumph over Negativity*

Lives in the Land of

**N**

**O**

by bestselling authors  
**BJ Gallagher**

*A Peacock in the Land of Penguins  
& Steve Ventura*

*Walk Awhile in MY Shoes*



**WORKPLACE**  
*Publishing*



**Lives in the Land of NO**


**Authors:**

BJ Gallagher  
Steve Ventura

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For permission contact: [FindingYES@aol.com](mailto:FindingYES@aol.com)  
Workplace Publishing  
4039 Sunnyhill Drive  
Carlsbad, CA 92008  
800-344-0451  
[www.workplacepublishing.com](http://www.workplacepublishing.com)



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## Introduction

It's no secret that we live in a world full of negativity. It seems like everywhere we turn, we're confronted by difficult, negative people, with their shaking heads, thumbs down, brush-offs, closed doors, and put-downs. Negativity surrounds us — in our workplaces, in our communities and places of worship, in government, in social settings, in schools, and even within our families. Dealing with negative individuals is one of the most common problems that people complain about.

But that's only half the story ... sometimes it's our own negativity that stands between us and success. Our pessimistic thinking, apathy, and over-cautiousness can be bigger barriers than everyone else's negativity combined!

Some days we wonder, "Why bother?" Trying to find happiness and success in an endless landscape of negativity is just too hard, it often seems.

Sound familiar? If so, we have good news for you: Help has arrived!

Understanding the sources of negativity — both our own and others' — is essential for people to work together effectively. This video-based training program is designed to help workshop participants develop skills for their own journeys in the Land of NO — overcoming others' resistance, roadblocks, and rebuffs.

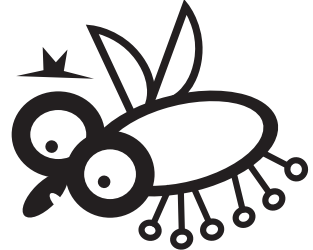
The video provides simple, how-to instruction that's both practical and entertaining. It will help participants deal with negativity faster, more effectively, and with a lot less discouragement and despair.





## How to Use This Video

“YES Lives in the Land of NO” is a versatile video-based training package that can be used effectively in a variety of different delivery formats:



### **Training Sessions and Workshops**

This video and Facilitator’s Guide will make it easy to conduct training sessions and workshops designed to help people improve their personal effectiveness on (and away from) the job. In a classroom setting, participants will learn how to deal with difficult people — getting what they need from others, and building strong relationships at the same time. And they’ll discover how to overcome their own negative feelings, worries, and counterproductive habits of thinking and acting.

### **Staff and Team Meetings**

Don’t have the time or ability to pull people together for extended training sessions? Then break down the material in this Facilitator’s Guide and create one or more shorter training modules that you present at staff or team meetings. You don’t need to be an experienced trainer to use this package. Any team leader, group supervisor, or line manager can utilize these materials to enhance the effectiveness of a group or team.

### **Project Team Kickoffs**

Start your groups off on the right foot by presenting this material at the beginning of team or task-force projects. Use the video to prepare everyone for challenges they may face, and to encourage them to work together in overcoming potential obstacles of negativity.

To be sure, finding YES in the Land of NO is easiest when undertaken as a group endeavor. Teaming up with others in order to cut through red tape, get things done, garner approvals, and secure budgets is almost always more effective than trying to go it alone.

### **Sales Meetings and Product Launches**

Re-energize your key revenue producers by presenting this material at sales meetings and new-product launches.

No one hears NO more often than salespeople. Rejection and rebuffs are just business as usual for those responsible for selling your products and services. This video package is the perfect training and motivational resource for any sales team — reminding them of the importance of planning and preparation, the key element of timing, and the most essential key to sales success: perseverance.

### **Individual Self-Study**

Make the video available for individual employees to borrow and view on their own.

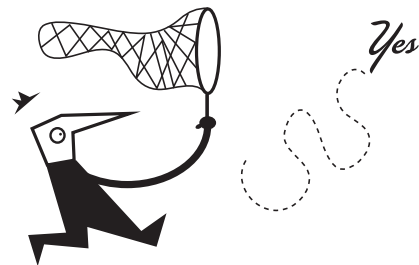
We all need an occasional pep talk to stimulate initiative, keep us going when the going is tough, and remind us not to give up before reaching our goals. “YES Lives in the Land of NO” can serve as a quick and effective self-study course on how to persevere in order to succeed — at work and in life.





## Key Learning Points of the Video

- **The Land of NO is everywhere** — in organizations both large and small, in government, in schools and universities, in hospitals, in communities, in nonprofit groups, and yes, even in families.
- **We can't simply avoid negative people** — we must learn how to deal with them effectively.
- **People who seem to be negative all the time are not bad people** — it's just easier and safer to say NO.
- **Not all NOs are created equal.** We must understand why someone is saying NO if we hope to turn that NO into a YES.
- **Often, we can avoid getting rebuffed or rejected if we do our homework,** plan and prepare carefully, pick the appropriate time and place, and understand the wants and needs of the person from whom we seek a YES.
- **Helping others find a way to say YES is largely a function of helping them to see what's in it for them.**
- **Sometimes the Land of NO is not our environment — it's inside our own heads!** Apathy, cynicism, and poor self-esteem sometimes lead people to give up before they even try to find YES.
- **Attitude is everything.** Attitude is what makes the difference between people who are successful and those who never even give it a try.
- **Success in life is very often not a function of talent, intelligence, or education — it is a function of determination, tenacity, perseverance, and willingness** to hang in there for what you really want.
- **Finding YES in the Land of NO is not something you have to do alone.** Teaming up with like-minded others increases your likelihood of success.
- **For inspiration and instruction on finding YES in the Land of NO, look around you for people who are already doing it.** Learn from them. You don't have to reinvent the wheel. Ask them to teach you what they've learned about finding YES.

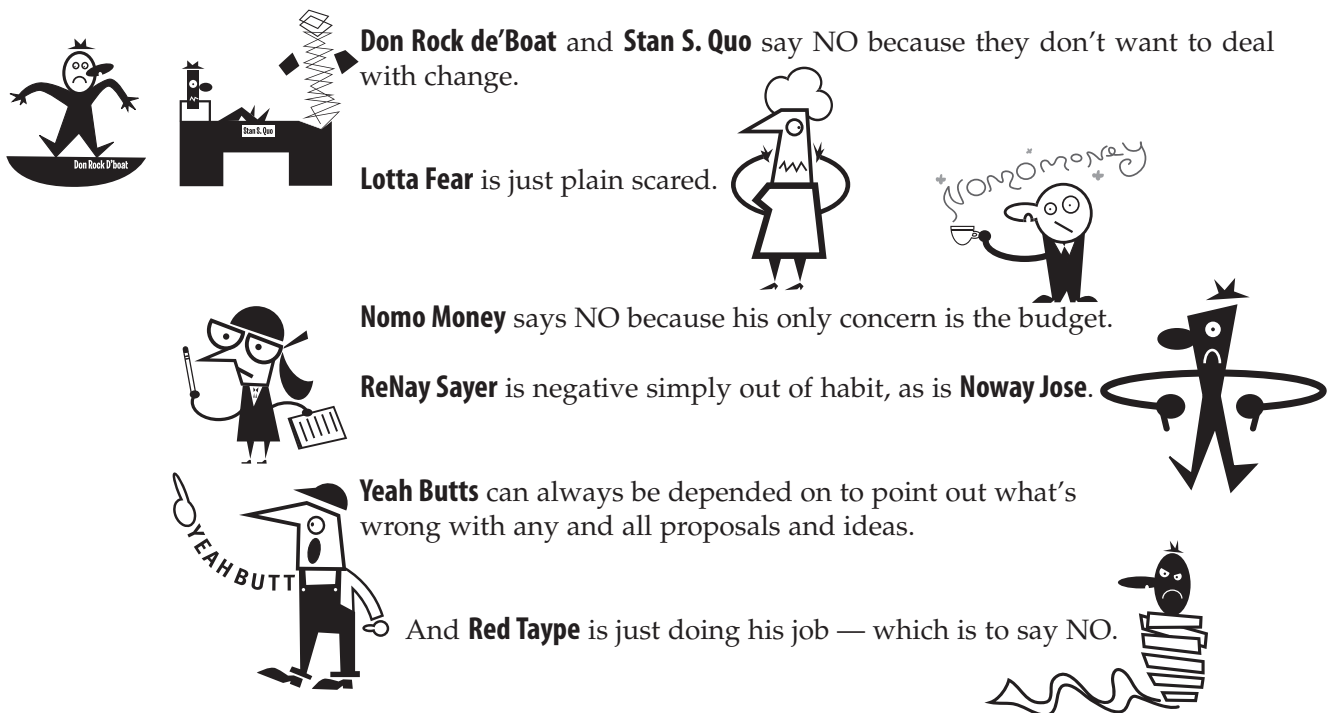


# **Lives in the Land of NO**

## Synopsis of the Video

Our story opens in the Land of NO, a dark and dreary place populated by negative characters, naysayers, obstructionists, and generally grumpy people. As the narrator gives us the lay of the land, we get a good sense of just how challenging and discouraging it can be to live and/or work in the Land of NO.

A litany of woes awaits our hero as he ventures forth into the Land of NO. The negative characters he encounters are people most of us will recognize from our own experiences:



These characters are not bad people — they've just learned that it's always easier and safer to say NO.

The video poses this question to the viewer: Why would anyone want to spend time in the Land of NO? The answer: Because that's where YES lives. In other words, you have to deal with a lot of rejection on your way to achieving your goals. If you want to be successful, you must journey through the Land of NO.

The video then addresses a second question: How? How do we find our YES in the Land of NO? The narrator points out that, first and foremost, finding YES is an inside job — inside us, that is. It begins with having the right attitude. What is in your head is crucial to the kinds of results you'll get. We see, onscreen, how people with negative attitudes get stopped cold by a couple of NOs. Then we watch as other characters with positive attitudes overcome the NOs, and go on to be successful.



# YES Lives in the Land of NO

The video outlines the steps to take in order to help ensure your success: Do your homework and plan your approach; pick your time and place carefully; know your audience and prepare for objections. We then take another look at each of the negative characters from earlier in the story, and one by one we analyze what it takes to turn their NOs into YESes.

We discover that when dealing with Lotta Fear, you must reassure her that her worries and concerns can be addressed.

If Nomo Money is the obstacle, you must do your homework, crunch your numbers, and show how saying YES is actually more cost-effective than saying NO.

When you're dealing with Yeah Butts, you need to anticipate his objections so that you can counter them persuasively.

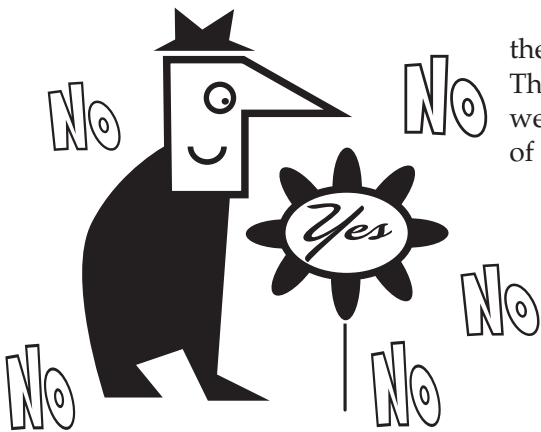
If Don Rock de'Boat and Stan S. Quo are your problems, point out to them how the world is changing and that your organization must change to meet the new challenges.

With Red Taype, you'll need to show him how cutting the red tape will make his job easier, not harder.

As the video draws to a close, we see how helping others find a way to say YES is the key to achieving what we want at work and in life. How do we do that? By showing others what's in it for them to say YES!

And we don't have to do it alone. We can learn from others who've been successful in finding YES in the Land of NO — we can team up with others who have similar goals. We see that in the story as our hero follows the example of others and aligns himself with those who have found their YES.

In closing, we discover that (contrary to first impressions) the Land of NO is not a place to be avoided. Just the opposite. The Land of NO is the perfect place to be, because that is where we'll find our YES ... that's where we'll experience the benefits of persevering to achieve the results we seek.





## A Few Tips for Trainers

- Familiarize yourself thoroughly with the video and Facilitator's Guide.
- Make sure you have all the materials you'll need for your workshop or meeting (flip charts, markers, DVD player and monitor, handouts, and so on).
- Test the DVD player and monitor ahead of time to make sure you don't have technical problems. Adjust the sound level for the size of the room.
- Make sure you know where the restrooms are located so that you can inform the participants.
- If refreshments are in the room, put them in a convenient place where people can help themselves without disrupting the group.
- Commit to starting on time and ending on time.
- Ask participants to silence pagers, beepers, and other electronic devices.
- Remind everyone that it's OK to disagree. Encourage lots of interaction; invite questions and comments throughout the session. The more people participate, the more they will learn and retain.

### **A special note about room arrangements:**

*The key to an effective seminar is PARTICIPATION. Your room arrangements can make all the difference between a boring presentation and a lively, interactive learning experience. Round tables are the best for encouraging small-group discussion — they should always be your first choice. If you can't get round tables, go for small square or rectangular tables around which a small group can be seated. If no tables are available, that's fine — people can move their chairs and cluster in small groups. Above all, avoid classroom style (straight rows of tables and chairs) or theater style (rows of chairs) all facing the front — those arrangements encourage passivity in your participants and make it harder for people to interact and learn.*





Notes:



## Training Design: Dealing Effectively with Negative People — at Work and in Life (1.5 hours)

### Materials needed:

- Video or DVD of “YES Lives in the Land of NO”
- DVD player or VHS and monitor
- Flip charts and stands — enough of them so that each small group can have a flip chart to use, and you will have one as well
- Felt-tip markers
- Copies of Handouts #2 through #6
- Copies of the book, YES Lives in the Land of NO, for all participants

### Trainer to the group:

Let’s begin our session with a virtual “field trip” to a place that is undoubtedly familiar to us all — the Land of NO. We’ve all spent time there — because it’s everywhere. So as you watch the video, make a note to yourself when you recognize a situation that you’ve personally experienced. And see if any of the characters portrayed in the story resemble actual people you’ve encountered in the past.



### Instructions to trainer:

- Introduce yourself to the group.
- Ask participants to introduce themselves to the group.
- Outline the objectives for the session:
  - To learn how to deal with people who exhibit negativity
  - To understand the effect that others’ negativity has on you
  - To explore ways to get what you want and need in spite of rejection and roadblocks
  - To experience tenacity, persistence, patience, and resilience
- Explain how the group will work together.
  - The session will be interactive, with lots of participation.
  - This is NOT a lecture; it’s a 90-minute workshop.
  - It’s OK to ask questions, disagree on issues, and have different perspectives, and to jump right in with comments, ideas, and
  - Point out refreshments if they are available, and remind people of the locations of the restrooms.
  - Ask everyone to turn off their cell phones, pagers, and other devices.
- Express your commitment to ending the session on time.

Show the video, “YES Lives in the Land of NO” (nine minutes), and then immediately proceed to the following exercises.





# YES Lives in the Land of NO

## Exercise 1:

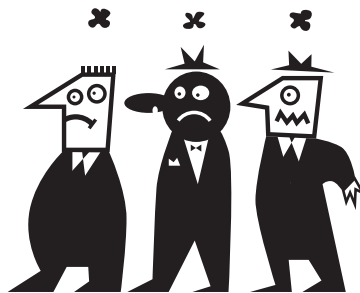
**Where do you find negative people in your life, and how does their negativity show up?**

**Trainer to the group:** Judging from your laughter, I'd guess that some of those situations and negative people resonated with you. Let's take a few minutes and consider all the different ways that NO shows up in your lives.

I'm going to ask you to break into small groups and discuss the behaviors of negative people you have to deal with. You'll have five minutes to discuss the question. And you'll need to identify one person in each group to take notes and present your results. You can use the flip chart for this. Each group will have a different question to consider, so listen carefully to the instructions.

Break the big group into small groups, giving each group one of the following topics to discuss:

1. Do I have negative people in my family, and if so, what does their negativity look like? (For example, always saying NO when I have an idea; rejecting my suggestions for family trips or holidays.)
2. Are there negative people among my friends, and what are the ways in which they express their negativity? (For example, always pointing out what's wrong with other people; automatically rejecting others' points of view; closed-mindedness.)
3. Without naming names or positions, are there negative people in other work groups or departments where I work? If yes, how does their negativity show up? (For example, refusing others' good suggestions; not being open to change.)
4. Without naming names or positions, do people exhibit negative behaviors in my own department or work team? (For example, rejecting others' ideas out of hand; always pointing out the flaws in others.)



(Note: Make up more questions if you have more than four small groups.)

### **Instructions to trainer:**

Give them five minutes to discuss their questions; then stop them.

Ask one person from each group to report what the group came up with, using the list they made on their flip chart. You can comment on some of their answers if you like, and you can refer them to Handout #2, "The Language of NO." But don't spend too much time on this. You want to move on to the solution, not dwell too long on the problem.

### **Instructions to trainer:**

Break the group into pairs. If you have a person left without a partner, you can partner with that person yourself, OR you can create one group of three, in which they each share with the other two.

After three minutes, stop the discussion and get the group's attention again. Ask a handful of people to share with the rest of the group. What's the toughest NO behavior they have to deal with? Is it NO at work? Is it NO in their personal lives? When does NO stop them cold? List their answers on your flip chart and spend a few minutes discussing their answers.



## Lives in the Land of NO

### Exercise II:

**Who is your toughest type of negative person?  
What kind of NO stops you cold?**

**Trainer to the group:** As you can tell by the discussion so far, some negative people are hard to deal with; others less so. But they all present challenges to you in getting what you want out of work and out of life. And while you may have learned how to deal with some of these folks, there are others who will stop you cold.

This time, partner up into pairs ... just turn to the person next to you and compare notes on the NO behavior that is toughest for you to deal with. You have only three minutes for this — so don't get into long stories. Just think about who your toughest naysayer is and — without naming names or positions — share that with your partner. I will let you know when a minute and a half have passed so that you can switch, if you haven't already.

#### **Instructions to trainer:**

*This question is for the whole group to consider. Keep them in a big group at this time, fielding their answers as they give them to you and writing their answers on your flip chart in the front of the room. You can comment on a few of the items, if you want. You can also refer them to Handout #3, "Some of the Many Reasons People Say NO."*



### Exercise III:

**What lies behind NO? What influences someone's negativity?**

**Trainer to the group:** Not all NOs are created equal. Different people have different reasons for responding negatively to our ideas, plans, and suggestions. What are some of the reasons you can think of for people to be negative? (Help prompt the group if they seem stuck: things like fear, ego, control, lack of budget, bad experiences in the past, perfectionism, fear of making a mistake, or no time.)

OK, you've listed several reasons for why people say NO so often. Which ones do you think are the most common?

#### **Instructions to trainer:**

*Lead a brief discussion of this question and circle the top four or five reasons that the group feels are the most common. You don't have to be precise about this — just a general sense is fine. Fear is probably the most common reason for people to be negative. Ego might be another. Perhaps budget. Circle the top four or five, and in the next segment you're going to break them into small groups to discuss ways to address these negative influences.*





# YES Lives in the Land of NO

## Exercise IV:

### What do YOU hear when someone says NO? How do you react to negative people?

Trainer to the group: Sometimes, the way we react to someone else's negativity is even more problematic than the negativity itself. It all depends on what you hear when someone says NO to you ... what you think their rejection means about you ... what you ultimately DO!

This is probably the biggest difference between people who are highly successful and those who aren't. How you handle negative people, rejection, and difficult personalities will determine whether or not you're able to achieve your goals — both at work and in your personal life.

#### *Instructions to trainer:*

Refer participants to Handout #4, "What Do You Hear When Someone Says NO?" and explain it to them.

## Exercise V:

### How can you turn NOs into YESes? What can you do to deal effectively with these negative people?

**Trainer to group:** OK, now we're coming to the real meat of our session. Given that negative people are everywhere, how do we deal with them? How do we NOT let others' negativity and rejection make us negative as well?

I'm going to break up the big group into four or five smaller groups and ask each group to consider one of the factors that breeds negativity.

**Group #1,** you take FEAR. If FEAR is why the other person is being negative, how can you address his or her worries and concerns?

**Group #2,** you take BUDGET. If funding concerns are the primary reason someone is saying NO, how can you counter that?



#### *Instructions to trainer:*

You have discretion in choosing the top five reasons that people are negative. If fear, budget, ego, habit, and time don't seem to be the most common in the group's experience, then you pick the ones that will be most useful to your group.

Give them seven to eight minutes to discuss their question. Remind someone to take notes for each group. At the end of seven to eight minutes, stop the groups and ask someone from each group to report what they came up with. Encourage everyone in the larger group to make some notes for themselves, for we are now getting into solving the problem of negativity in others.

Also, you can refer them to Handout #5, "Learning from NO." Remind participants that sometimes we learn more from negative people than we do from positive people!

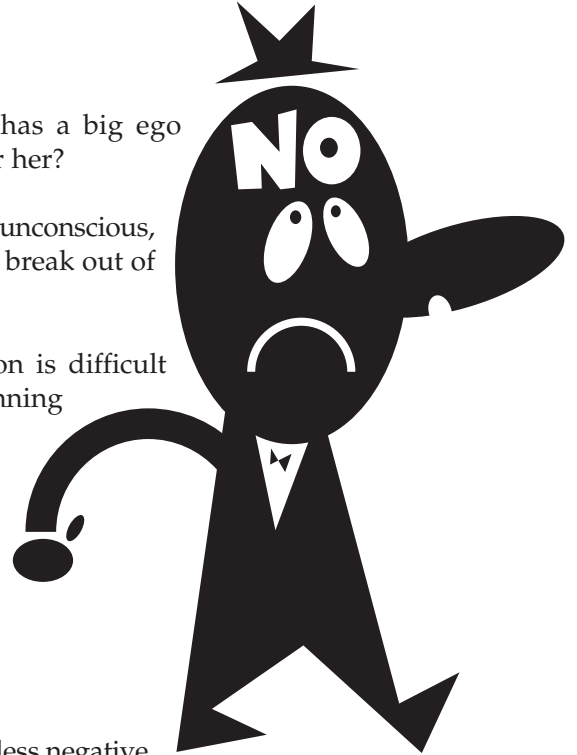


## Lives in the Land of NO

**Group #3**, you've got EGO. If the negative person has a big ego that's getting in the way, how might you handle him or her?

**Group #4**, you take HABIT. If saying NO has become an unconscious, automatic response, how can you help the other person break out of that habit?

**And Group #5**, you take TIME. If the negative person is difficult because he or she is always rushed, swamped, running behind, and so on, what can you do to deal with that?



**Exercise VI:**  
**Where do we start?**

**Trainer to group:** But remember, if we want other people to be less negative, the most important thing we need to do is be less negative ourselves!



As Gandhi said so eloquently,  
*"We must be the change we wish to see in the world."*

In other words, overcoming negativity in others begins with overcoming negativity in ourselves.

Let's take a few minutes to discuss the ideas and suggestions provided in Handout #6, "Creating a World of YES Wherever You Are."



*(Review the list with the group. Remind them that in every moment, we each have a choice: We can be part of the problem of negativity, OR we can be part of the solution to negativity.)*



# YES Lives in the Land of NO

## Conclusion

*Instructions to trainer: Summarize the key learning points from the session. Thank everyone for their participation. Wish them well in their own journeys through the Land of NO. And finish the workshop by reading them an inspiring quote — choose from the following:*



**I think a hero is an ordinary individual who finds strength to persevere and endure in spite of overwhelming obstacles.**

— *Christopher Reeve, actor who played Superman and became a quadriplegic after a horse-riding accident*

**Against criticism a man can neither protest nor defend himself; he must act in spite of it, and then it will gradually yield to him.**

— *Johann Wolfgang von Goethe, German poet and playwright, noted for his retelling of the classic “Faust” legend*

**Don't be discouraged by a failure. It can be a positive experience. Failure is, in a sense, the highway to success, inasmuch as every discovery of what is false leads us to seek earnestly after what is true, and every fresh experience points out some form of error which we shall afterwards carefully avoid.**

— *John Keats, British Romantic poet*

**You are not afraid of rejection. You are afraid of what you believe will happen if you are rejected. Identify the roots of that fear.**

— *Azriela Jaffe, therapist, author*

**When you make a mistake or get rejected, look at mistakes as learning experiences, and ridicule as ignorance. Look at rejection as part of one performance, not as a turn down of the performer.**

— *Denis Waitley, inspirational speaker and author of “The Psychology of Winning”*

**We keep going back, stronger, not weaker, because we will not allow rejection to beat us down. It will only strengthen our resolve. To be successful there is no other way.**

— *Earl G. Graves, businessman, entrepreneur, activist, publisher of “Black Enterprise” magazine*

**Fortunate is the person who has developed the self-control to steer a straight course toward his objective in life, without being swayed from his purpose by either commendation or condemnation.**

— *Napoleon Hill, author of “Think and Grow Rich”*



## Self-Study: Changing Your Own Negative Thinking — Developing a YES! Attitude

One of the characters in the “YES Lives in the Land of NO” video is a sad little guy named Wy Trye. He never ventures into the Land of NO ... because the biggest NO is inside his own head! He rejects his own ideas before others can. He puts himself down with his negative self-talk. He doesn’t take initiative because he thinks it’s hopeless. He thinks HE is hopeless!

We’ve all had times in our lives when we felt like the Wy Trye character. “Why try?” we ask ourselves, “I’ll never be successful at that.” Or, “They don’t want ideas from me.” Or, “I’m not very smart/creative/talented ... there’s no point in making an effort.”

As humans, we naturally get discouraged sometimes, and even feel like giving up on occasion. But if you STAY discouraged most of the time, and you give up on things without even trying, then you’ve got a problem. Because what you’re really giving up on is YOURSELF.



**Handout #8, “YES! Attitude Assessment,”** is designed to give you an opportunity to take an honest look at how frequently you say NO to yourself, and how loud that NO in your head is.

Grab a pen or pencil and take a few minutes to respond to the 15 statements in Handout #8, and find out whether or not the Land of NO exists in your own head.

Be candid. Answer honestly. You don’t have to show your scores to anyone else. This is just for you to take a look at your own level of negative attitudes and beliefs. Awareness is the first step to developing more YES in your life.

Once you’ve completed the assessment, go back and review your responses. Then, circle two or three attitudes or behaviors you most want to improve. Give them some thought.

What are you willing to do differently in order to feel and act more positively — in your job? In your personal life? With your friends? With your family? Make a commitment to begin working on the changes you want and need — starting NOW.

Read **Handout #7, “Changing Your OWN Negativity,”** if you’d like some suggestions on how to change in order to strengthen your YES! attitude.





Notes:



# YES Lives in the Land of NO

## 30- to 45-Minute Meeting Discussion: Creating a Culture of YES in Our Workplace

### Materials needed:

- Video or DVD of “YES Lives in the Land of NO”
- DVD player or VHS and monitor
- Flip chart and stand
- Felt-tip markers
- Copies of **Handout #1, “Do You Work in the Land of NO?”** for all participants

### Instructions to meeting leader:

- Welcome everyone to the meeting.
- Ask participants to introduce themselves to the group, if they don't know one another already.
- Outline the objectives for the session:
  - To learn how to identify barriers and roadblocks in your workplace
  - To develop interpersonal skills that will help you deal with these negative challenges
  - To understand the important of tenacity, persistence, patience, and resilience in achieving success
  - To explore ways to reduce the natural negativity that exists in every workplace
  - To examine each individual's responsibility in creating a Culture of YES
- Explain how the group will work together:
  - The session will be interactive, with lots of participation.
  - This is **NOT** a lecture, it's a brief meeting to focus on ways to increase our effectiveness — both individual and collective.
  - It's OK to ask questions, disagree on issues, have different perspectives, and jump right in with comments, ideas, and experiences.
  - Ask everyone to turn off their cell phones, pagers, and other devices.
  - Express your commitment to ending the session on time.



### Meeting leader to the group:

Let's begin our session with a quick evaluation of our workplace. (Use **Handout #1, “Do You Work in the Land of NO?”**) This is a ten-question assessment, designed to give us a rough, subjective feel for the level of negativity that may or may not exist in our department or organization. It's a simple “culture audit” to help us understand how difficult, or easy, it is to get things done, take initiative in proposing new ideas, implement change, and respond to problems. Please take two or three minutes to answer these ten questions. Please be candid. Call it like you see it. This isn't an indictment of any person or group — it's just a tool to help us all understand our workplace better.

**Note to meeting leader:**  
Give them two or three minutes to answer the ten questions. Then find out what their scores are by asking for a quick show of hands.





# YES Lives in the Land of NO

**Meeting leader to the group:** Did anyone answer “YES” to all ten questions? How many people answered “NO” to one to four questions? How many answered “NO” on five to seven questions? How many had “NO” for eight to ten questions?

*Record the group’s scores on a flip chart.*

**Ask the group:** What do you think when you look at these scores? Any thoughts? Feelings? Surprises?

Well, let’s take a short “virtual field trip” to a place that just might bear a little similarity to our own workplace ... might give us a few ideas about how to address some of the challenges. We’re going to visit the Land of NO. And I’d like you to pay particular attention to the second part of the video, to see if there are some tips and strategies that might help us.

**Show the video, “YES Lives in the Land of NO” (nine minutes).**

**Debrief the video by asking some or all of the following questions:**

1. Were any of the NO characters familiar to you? Do we have similar characters in our organization? (No names, please.) Have you experienced any of these folks in other places outside of work?
2. Did you see YOURSELF in any of the characters in the video?
3. Why do you think these “NO” characters act as they do? What did you learn from the video about how to handle some of them?
4. Are there policies and procedures here that make it seem like a Land of NO? If there are, why do you suppose they exist? How necessary are they? Can they be changed?  
Is that something we want to try to do?
5. Do we have any traditions, habits, or unwritten rules that seem like obstacles to getting our jobs done well?
6. What strategies have you tried that have worked well in dealing with some of these negative challenges? Have you tried things that didn’t work so well?
7. What advice would you give a new employee on how to be successful in dealing with the NOs we have here?
8. What’s the most important thing you’ve learned about how to get things done in the Land of NO? What will you do differently/better as a result of our field trip to the Land of NO?
9. If you could give management and/or your coworkers some suggestions about creating a Culture of YES in our organization, what would you tell them?
10. What’s YOUR part? What one action or behavior will you commit to doing — on an ongoing basis — to help build and maintain that same Culture of YES?



**Note to meeting leader:**

*Thank the group for their thoughtful comments and honest discussion. Offer to be available as a resource to them whenever they need help in dealing with the Land of NO. Close the meeting.*



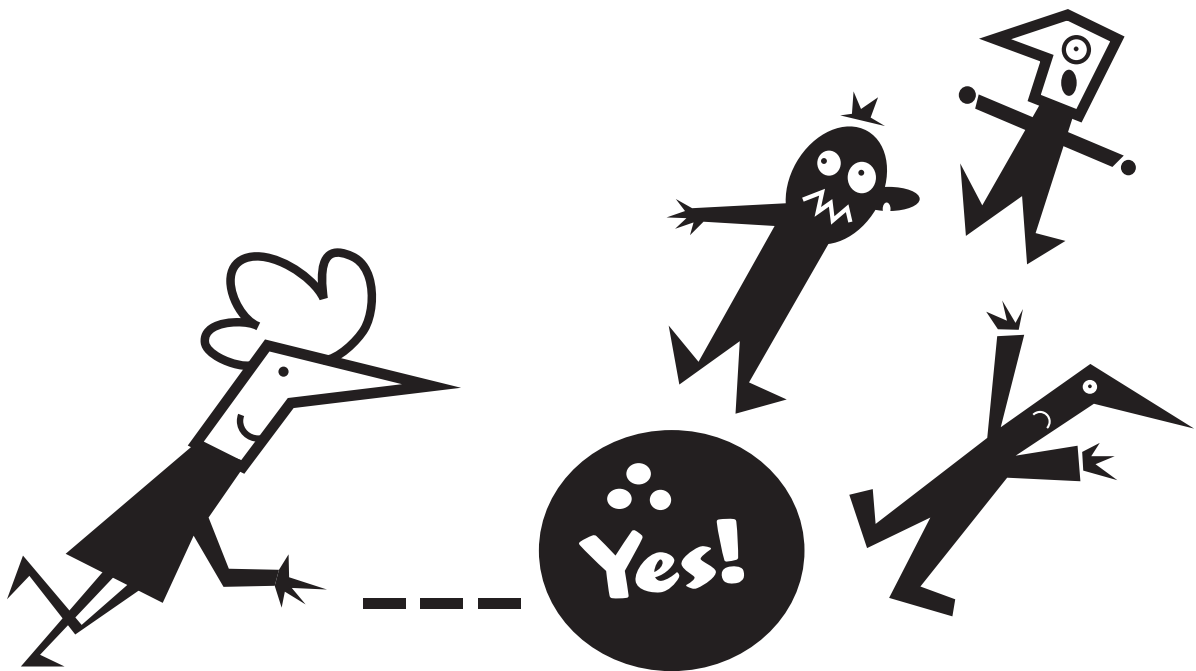
## HANDOUTS

**Handout #1** is designed to be used in staff and team meetings.

**Handouts #2 through #6** are designed to be used in training workshops and seminars.

**Handouts #7 and #8** are designed to be used for self-study.

Of course, you are welcome to pick and choose which handouts will work best for your group and its objectives.





Notes:



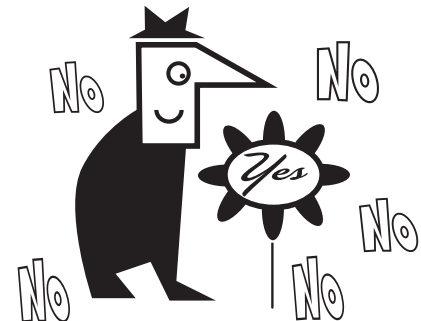
# Lives in the Land of NO

Handout #1:

## Do You Work in the Land of NO?

Read each of the statements below and decide whether or not it describes your working environment. Select YES if the statement is generally true and accurate, or NO if the statement is not true and accurate.

YES	NO	
___	___	1. New ideas are welcomed and appreciated where I work.
___	___	2. Taking initiative to change things for the better usually wins support from others in our organization.
___	___	3. Most of the time, it's easy to get ideas and recommendations approved where I work.
___	___	4. Questioning the status quo is encouraged at all levels in our organization.
___	___	5. Trying new things, launching pilot projects, and conducting experiments are regular parts of how we operate.
___	___	6. Risk-taking is typically encouraged. A certain amount of failure is accepted as a part of how we grow, both individually and collectively.
___	___	7. Most everyone operates by the unwritten motto: "Find a way to say YES."
___	___	8. Organizational leaders set the tone for the rest of us — seeking input from all levels, giving new ideas fair and timely consideration, and keeping red tape to a minimum.
___	___	9. Coworkers and teammates are usually open to one another's suggestions and ideas.
___	___	10. Organizational policies and procedures are flexible enough to allow for exceptions and are changed when they impede innovation and adaptability.
___	___	TOTALS
<b>YES</b>	<b>NO</b>	





## SCORING:

If you answered YES to all ten statements, congratulations! You're very fortunate. You don't work in the Land of NO.



The more NOs you indicated, the greater the existence of negativity in your workplace — and the harder you'll have to work to find a YES for your projects, your ideas, and your proposals.

If you answered NO to one to three statements, your organization is a pretty positive place to work. You have just a little bit of negativity to deal with.

If you answered NO to four to six statements, your workplace is a mixed bag — some negative elements counterbalanced by some positive elements.

If you answered NO to seven to ten statements, it's pretty hard to find much to be positive about — negativity dominates your corporate culture. You definitely work in the Land of NO. Tips and strategies in this video and workshop will be especially helpful to you. Take heart ...



Handout #2:

## The Language of NO

Every group, every community, every organization has its own vocabulary and language. The Land of NO is no exception. Here are some common expressions of negativity. Which ones do you encounter in your daily life?

- "That will never work."
- "We've tried that before."
- "They'll never let us do that."
- "Now is not the time."
- "Let's think about it for a while."
- "It's too risky."
- "We can't do that."
- "It will be too much work."
- "There must be a reason that no one has done it before."
- "What evidence do you have that it will work?"
- "There must be an easier way."
- "We're too busy."
- "It'll never fly."
- "It's not my job."
- "That's not the way we do things here."
- "We can't afford it."
- "That's great, but who's going do it?"
- "Let's table it for now."
- "Sorry, no budget for it."
- "It's not my fault ..."
- "That's not exactly what I had in mind."
- "The last person who tried something like that ..."
- "I like my idea much better."
- "Maybe next year."
- "Yeah, but ..."
- "No way."



And nonverbal NOs, like rolling eyes, heavy sighs, tapping fingers on the desk, looking at watch, frowning, scowling, looking exasperated, and so on.

What's the negative expression you encounter most frequently?

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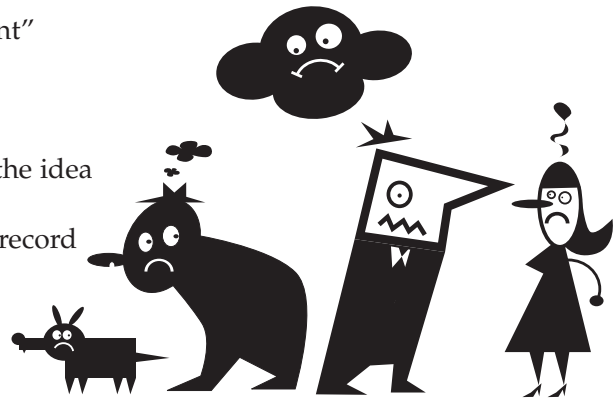


Notes:

# **Lives in the Land of NO**

## Handout #3: Some of the Many Reasons Why People Say NO ...

- NO** perceived need
- NO** perceived benefits
- NO** clear understanding
- NO** time or resources to “experiment”
- NO** involvement in the idea
- NO** credibility for the person with the idea
- NO** positive past experience/track record
- NO** perceived flexibility
- NO** perceived freedom to fail
- NO** authority on the part of the decision-maker



What are some other reasons you can think of?

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Pick the top three reasons for NO that you encounter most frequently and mark them with an X. As you read on, you can strategize what to do to start shifting some of those NOs into YESes.



Notes:



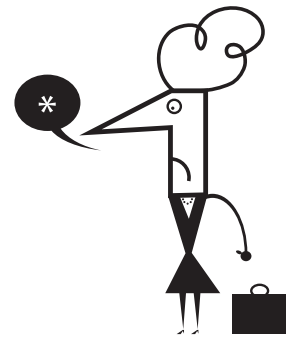
Handout #4

## What Do You Hear When Someone Says NO?

What we hear when someone says NO is largely a function of who we are, rather than of the NO itself. Our level of self-esteem, confidence, and optimism or pessimism colors how we hear and interpret NO from others.

Some people hear:

- “You’re stupid. Why on earth did you bring this to me?”
- “What were you thinking?”
- “You’re a loser.”
- “I don’t like you.”
- “You’ll never amount to anything in this organization.”
- “Who do you think you are?”
- “If I want you to have good ideas, I’ll give them to you!”



These people personalize every NO — interpreting rejection as a sign of personal incompetence, stupidity, and sometimes even worthlessness. They suffer greatly in the face of NO, and are not inclined to persist, risking yet more rejection and potential humiliation.

Other people hear:

- “Not now. Ask again another time.”
- “It doesn’t fit with my priorities or the organization’s plans.”
- “I’m the wrong person to ask.”
- “This would mean more work for me. Make it easier.”
- “I’m not sold yet. Bring me more convincing data.”
- “It’s too expensive. See if you can bring the cost down and we’ll talk.”
- “I won’t sign on until I know my boss would like it.”
- “Tell me how it can make a difference.”

These people encounter NO but hear different messages entirely — interpreting rejection as simply a temporary setback. They retreat and regroup in order to try again another day. They won’t be deterred from their desired goal.

What do you hear when you encounter NO?

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Notes:



Handout #5:  
Learning from NO

While none of us likes to be on the receiving end of NO, there are sometimes things to be learned from our negative encounters:

- **NO** can teach us where others' boundaries and limits are.
- **NO** can show us how to be more persuasive in making our case.
- **NO** sometimes shows us where our blind spots are.
- **NO** helps us to develop patience, tenacity, and character.
- **NO** can make us reconsider and reevaluate our own position.
- **NO** can help us to see others' points of view more clearly.
- **NO** can show us where we might be wrong.
- **NO** can be a clue that others are challenged and stressed, and could use a bit more sensitivity from us.
- **NO** can push us to work harder for something we really want.
- **NO** sometimes mirrors our own fears and doubts.
- **NO** teaches us to try another way, becoming more creative and resourceful.
- **NO** can help make us develop thicker skin and not take things so personally.
- **NO** can challenge us to do better.
- **NO** can make the eventual YES more meaningful ... and sweeter!



**NO can be a valuable teacher, if you're willing to learn from it.  
Sometimes it's good to be grateful to NO.**





Notes:



Handout #6:

## Creating a World of YES Wherever You Are

While we're each looking to find more YESes in the Land of NO where we live and work, we mustn't forget that others may be wanting a YES from us as well. How can each of us contribute to transforming the Land of NO into a World of YES? What can we do to find ways to say YES more often?

- **Look for what you like in people, places, situations, and ideas.** For many of us, our natural inclination is to first notice what we don't like. It's simply a habit — and habits can be changed. Make it a point to actively look for what you like, both at work and at home. Say, "YES, I like that," more often.
- **Piggyback on other people's YESes.** Instead of saying, "YES, but ...," learn to say, "YES, and here's how I can see that working," or "YES, and here's how I can help make that idea or project even better."
- **When you feel the urge to say NO to someone, stop yourself and take a break to reflect before you speak.** What are your motives in wanting to say NO? What is getting in the way of your saying YES? Have a conversation with the person who's asking for YES and share your concerns; see if he or she can address your issues to help change your NO to YES.
- **Model the behaviors you seek from others.** If you want them to do their homework before bringing an idea to you, do the same with them. If you want coworkers, family members, and friends to say YES to you, look for every opportunity to say YES to them. Remember: What goes around comes around.
- **Be resourceful in finding ways to say YES.** Don't hide behind policies or tradition to say, "NO, it can't be done," or "NO, we've never done that before." It's easy and safe to say NO — it takes courage to say YES. Be courageous. If someone has a good idea, help him or her make it happen.
- **Recognize others who are positive influences in the Land of NO.** Tell them how much you admire and respect their can-do attitude. Express your appreciation for all the ways they say YES. Let them know how much you enjoy being around them and/or working with them.

Whether your Land of NO is at work, at home, in school, in personal relationships, or in your community, you can make a significant difference in lowering the level of negativity. Your YESes will add up. Other YESes will join yours. YES is contagious; it feels good.

**Start now — right where you are. Find more ways to say YES.**





Notes:



Handout #7:

## Changing Your OWN Negativity

Sometimes the NOs we carry around in our own minds can be far more formidable than the NOs we might experience from others. Some of us received a lot of negative messages from parents, teachers, ministers, or other authority figures:

- “What’s wrong with you? Can’t you do anything right?”
- “Why can’t you be more like your brother (or sister)?”
- “You’ll never amount to anything!”
- “Don’t stick your neck out.”
- “Because I said so, that’s why!”

We internalize these messages as they pile up, one on top of another, until at last they coalesce into one giant NO in our consciousness. Such negative programming can condition us to avoid taking risks, keeping our dreams and goals to ourselves, and squelching any initiative and enthusiasm before ever getting started.

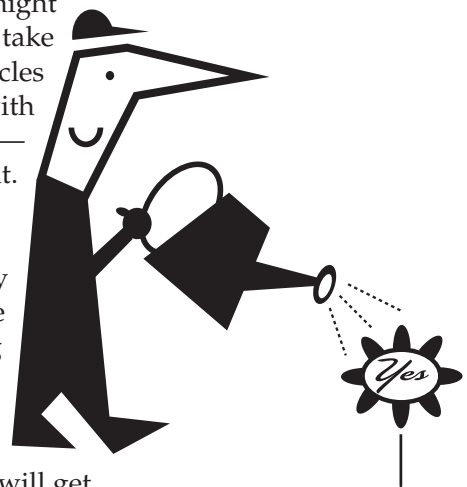
Fortunately, just as negativity is learned, it can also be unlearned — but only if you really want to break out of self-limiting thinking and old habits.

Remember, NO provides a shield of safety and security for you. Saying YES is risky, for you never know where it will take you. If you say NO, nothing will change. If you say YES, everything might change. Is it worth the risk? Only you can decide.

How do you transform your own internal NO into a YES? It takes time, practice, and support from others.

**TIME.** You didn’t develop your internal NO overnight — it took years to form. Understand that it may take considerable time to build up your YES muscles and diminish the strength of NO. Be patient with yourself. Progress may be slow and unsteady — two steps forward, one step back. Keep at it. Don’t give up. Give yourself time.

**PRACTICE.** A big part of your internal NO is simply habit. Habits can be changed. Repetition is the key. When you hear your internal censor saying NO, take contrary action — say YES instead and take action on it. It will take weeks, maybe months, of acting in spite of your internal negativity. But the more you do it, the easier it will get.



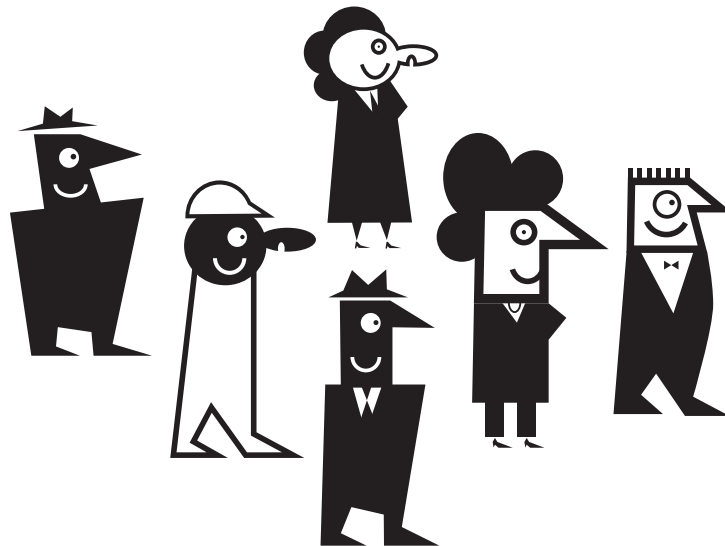


# YES Lives in the Land of NO

**PATIENCE.** It took you a long time to become the person you are today. Be patient with yourself while you're trying to become a more positive person. Take a long-term perspective. And give yourself credit for the progress you make along the way.

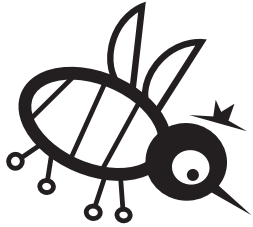
**HUMOR.** Being able to laugh at yourself is a wonderful trait that will help you be more positive in all kinds of situations. Lighten up ... smile when you discover how limiting many of your own past NOs have been.

**SUPPORT FROM OTHERS.** No one can do it for you, but you can't do it alone. Personal change requires ongoing support from people you trust. Replacing your negativity with positive thinking will be more successful if you enroll your friends and family in reinforcing your new attitude and behavior. Ask them to support you in overcoming your internal NO. We all need help and encouragement in letting go of self-limiting beliefs and behaviors. Let those who care about you contribute to developing your new, strong, internal YES.





# Lives in the Land of NO



## Handout #8: YES! Attitude Assessment

Below are 15 statements about you and your attitude. For each statement, circle one number on the scale from 1 (Rarely/Never) to 5 (Almost Always) to indicate how often you think, feel, or do these things.

Be honest with yourself as you go through these statements — the only way to get an accurate picture of your attitude is to be candid in your answers. Make sure you answer all items.

<i>1 = Rarely/Never</i>
<i>2 = Seldom</i>
<i>3 = Sometimes</i>
<i>4 = Often</i>
<i>5 = Almost Always</i>

1 2 3 4 5	1. I practice positive self-talk.
1 2 3 4 5	2. When I have a good idea at work, I share it with others.
1 2 3 4 5	3. I welcome new challenges that test my skills and resourcefulness.
1 2 3 4 5	4. When I make mistakes, I correct them and then try to learn from them.
1 2 3 4 5	5. I approach work and challenging tasks with a can-do attitude.
1 2 3 4 5	6. I am grateful for the good things in my life.
1 2 3 4 5	7. When things go wrong, I look for solutions, not people to blame.
1 2 3 4 5	8. I like to think of as many solutions as I can when a problem arises.
1 2 3 4 5	9. I listen to and consider others' ideas and opinions.
1 2 3 4 5	10. I trust that other people like me and accept me.
1 2 3 4 5	11. I believe in myself — I know I am capable, talented, and smart.
1 2 3 4 5	12. I look for ways to make things work rather than pointing out reasons why they won't work.
1 2 3 4 5	13. When I fall short or fail at something, I keep trying rather than giving up.
1 2 3 4 5	14. When problems arise, I focus on what I can do, not what I can't do.
1 2 3 4 5	15. When I feel afraid, I acknowledge the fear but don't let it stop me from doing what I want to do.

\_\_\_\_\_ **TOTAL**





## Your Scoring on the YES! Attitude Assessment

This assessment instrument is designed to help you become more aware of your own attitude — toward other new ideas, toward problems, toward risk, toward work, and toward yourself. Awareness is the first step toward cultivating YES in your professional and personal life.

The total number of points on this assessment is 15 minimum to 75 maximum.

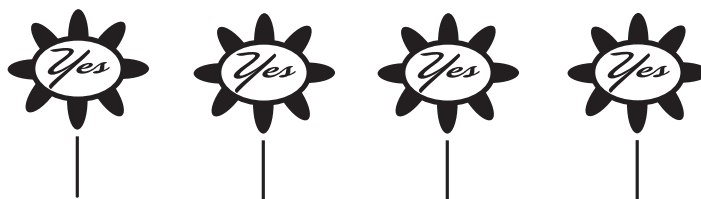
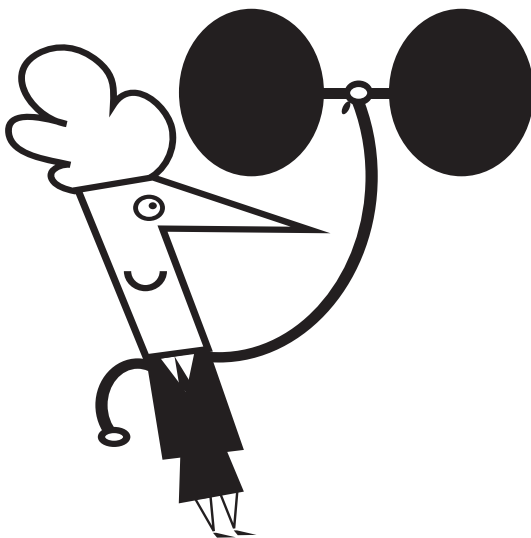
**If your score is 70 to 75**, congratulations! You are a confident, optimistic person who knows how to handle fear, is willing to take calculated risks, knows how to deal with problems effectively, and takes initiative. You go for your goals and have a good attitude toward yourself and others.

**If your score is 50 to 69**, you've got a pretty good attitude about yourself, your job, and dealing with other people. You sometimes let fear or insecurity get in your way, but other times you're able to get past the negative self-talk in your head.

**If your score is 35 to 49**, you have some work to do in building a positive self-attitude and developing more self-confidence. You frequently get stopped by the NO in your own head. You may be fearful of rejection by others, or afraid of making a mistake. You may be a perfectionist — and your worry about not being able to do something perfectly keeps you from doing it at all.

**If your score is 15 to 34**, the Land of NO is alive and well inside your own head. You almost always get stopped by your fears, worries, insecurities, and self-doubt. If you want to change that, you have a lot of work to do. Read Handout #7 and get busy cleaning all those NOs out of your thinking.

**"Attitude is everything" — a sentiment echoed by many wise people throughout history.** This simple assessment is a good start in ascertaining how your attitude supports you in achieving your goals in life ... or how it gets in your way.





## Resources

*The Answer to "How?" Is "Yes,"* by Peter Block (Berrett-Koehler, 2001)

*Little Gold Book of Yes! Attitude,* by Jeffrey Gitomer (Financial Times Press, 2006)

*Love It, Don't Leave It,* by Beverly Kaye and Sharon Jordan Evans (Berrett-Koehler, 2004)

*Management of the Absurd,* by Richard Farson (Simon & Schuster, 1996)

*100 Ways to Motivate Yourself,* by Steve Chandler (Career Press, 1996)

*A Peacock in the Land of Penguins,* by BJ Gallagher and Warren H. Schmidt (Berrett-Koehler, 2001)

*75 Cage-Rattling Questions to Change the Way You Work,* by Dick Whitney and Melissa Giovagnoli (McGraw Hill, 1997)

*Start Right, Stay Right,* by Steve Ventura (Walk the Talk Company, 2004)

*They Just Don't Get It,* by Leslie Yerkes (Berrett-Koehler, 2005)

*Walk Awhile in My Shoes,* by Eric Harvey and Steve Ventura (Walk the Talk Company, 1992)

*What Would Buddha Do at Work?* by Franz Metcalf and BJ Gallagher (Berrett-Koehler, 2001)

*Who Are "They" Anyway?* by BJ Gallagher and Steve Ventura (Dearborn, 2004)

*YES Lives in the Land of NO,* by BJ Gallagher and Steve Ventura (Berrett-Koehler, 2006)





## About the Authors

### **BJ GALLAGHER**

**BJ Gallagher's** favorite word is YES. Her work as an author, speaker, and consultant provides her with endless opportunities to say YES to others.

BJ's first YES to writing books resulted in *A Peacock in the Land of Penguins*, her most successful to date (published in 21 languages worldwide). Readers said YES to her work, so she kept writing more business books, including *What Would Buddha Do at Work?* and *Who Are "They" Anyway?*

In addition to writing, BJ also says YES to speaking engagements and training seminars, along with occasional consulting. Her clients include IBM, DaimlerChrysler, John Deere Credit Canada, the American Press Institute, Phoenix Newspapers Inc., the *Atlanta Journal Constitution*, Chevron, Farm Credit Services of America, Raytheon, Southern California Edison, Planned Parenthood, the City of Santa Monica, the American Lung Association, Nissan, Volkswagen, and Kellogg, among others.

### **STEVE VENTURA**

**Steve Ventura** has 25 years of human resource development experience. As a consultant and trainer, Steve has schlepped bags through airports across the country. Scores of notable organizations have said YES to his services (and NO to his expense reports), including AT&T, General Electric, Shell Oil, Allied-Signal Aerospace, General Dynamics, Pacific Bell, AMD, Northwest Airlines, Texaco, Exxon, and Texas Utilities. His inflated yet entertaining résumé lists management, leadership, communication, customer service, and performance improvement as his areas of expertise.

Before saying YES to starting his own business in 2002, he was vice president of product development for the Walk the Talk Company in Dallas, Texas. Prior to that, he was manager of operations training for the Bay Area Rapid Transit District, and before that he served as a police officer for the City of Berkeley, California.

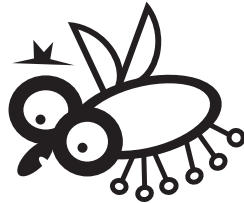
Steve's previous books include *Walk Awhile In My Shoes* (over 750,000 sold) and the popular handbook *Start Right ... Stay Right*. Steve has written, edited, and/or produced 18 other highly successful business publications.

For Keynote Speeches, Training,  
and Consulting Services  
on Overcoming Negativity  
Please Contact:

BJ Gallagher  
Peacock Productions  
701 Danforth Drive  
Los Angeles, CA 90065

(323) 227-6205 phone  
FindingYES@aol.com

[www.yeslivesinthelandofno.com](http://www.yeslivesinthelandofno.com)



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