

A KIND “NO”:



Use the Sandwich Approach

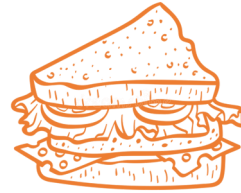
1



Build the foundation

Make sure the question/concern is accurately heard and understood.

- ◆ *Let me summarize your question/concern to make sure I have a good understanding.*
- ◆ *I hear you saying.... Is this accurate?*



2



Prepare with Goodies

**Validate the question/
concern and feelings.**

- ◆ *Thank you for bringing this to our attention.*
- ◆ *I understand why this is a concern...is upsetting...why you feel a need for a change...*
- ◆ *I hear that you are feeling very ___ and I know....*
- ◆ *I know that if we were able to... it would...*

3



The Meat of the Matter

Deliver the “No” and the reasons why.

- ◆ *I’ve thought this through and...*
- ◆ *Although your idea to ... would solve this problem, it would create...*
- ◆ *When making this decision, we also need to consider... (safety, equity, etc)*
- ◆ *Unfortunately, ...*



4



Top It Off

Provide options for a resolution.

- ◆ Offer alternate solution/option
 - ◇ *Your concerns are important and are something that we agree need to be addressed. Although we aren’t able to ..., we are proposing that we ...*
- ◆ Provide the customer the option to offer an alternate solution
 - ◇ *Based on the constraints that we shared, what other option do you propose?*
- ◆ Offer modification/compromise
 - ◇ *Although we can’t ..., we could ...*
 - ◇ *We know ... is a big concern for you. We can offer to ...*
- ◆ Revalidate the concern and the reason why it has to remain “No”
 - ◇ *We know this adds a level of inconvenience /difficulty/ challenge to your plate; however, since our main priority has to remain _____ (i.e. safety, equity), we have to follow this practice.*