

Saying No Worksheet

Mechanism


We exist in a social system in which people request your time, energy, or other resources. Often this happens for good reasons and for mutual benefit — you have capabilities that make shared projects possible, people enjoy spending time with you, there is relationship and reputation building, apprenticeship, and so on.

However, your resources, especially time and energy, are limited. Requests become a problem when they regularly advance other people's aims while displacing your own priorities. In that case, spending time and energy working for others may realize their aims while your own work stagnates or dies.

So you have to say «No.» to many requests, including well-meaning ones. Otherwise too many requests enter the system and consume resources that are needed elsewhere.

In some situations, you have to say «No.» to requests that are unethical, which poses its own challenges.

The issue is not to say «No.» to everything. The issue is to prevent requests from entering your system without being evaluated against your priorities, capacity, current commitments, and ethical standards.



Relevant Chapters

For background information, see Chapter 5 (Environment), 10 (Creative Direction) and 11 (Creative Energy).

Applicability

This worksheet is intended for people who over-commit to requests and have little time and energy left for their own creative work. Whether that is helping out others, taking part in other people's projects, or any other kind of commitment.

For example:

- you say yes because saying «No.» hurts you too much,
- you say yes because you think you may not say no, e.g., in a subordinate role,
- you say yes because you fear missing out on great opportunities,
- you say yes before checking capacity,
- you regret commitments after agreeing,
- other people's projects routinely displace your own,
- you are tempted or say yes to unethical requests,
- you need resentment or exhaustion before you say no,
- you accept because the request is urgent, flattering, or socially difficult,
- you agree to a small contribution and later find yourself pulled into a larger role, or
- you can say «No.» once, but not maintain it when the other person continues asking.

Intervention Variables

Problems with saying «No.» can stem from a variety of places, from unclear priorities to not knowing how to say «No.» well.

Common Misreadings of Requests

For some readers, the other person's disappointment becomes a decision pressure. That can make declining a request feel like doing harm. However, this is often due to misreading what the request means.

- **Being asked does not mean being assigned:** If a person asks you for something, that request does not mean you are part of that other person's project and have an obligation to realize it. If you treat the request as an assignment, refusal will feel like withdrawal from an obligation. If you see the request as an ask that you can accept, decline, delay, or reshape, then the boundary becomes clearer. The request does not become part of your system until you actively agree to accept it. Some people use words such as «we» to blur that boundary («forced teaming»), e.g., «Can you help me with ... we can work on it together on ...». In these cases, take a step back and separate the person's project from your own commitments.
- **Declining the request is not rejecting the person:** A declined request declines the request. It does not reject the person who asks, nor the relationship. If you do it politely and firmly, it can make the relationship clearer and less dependent on hidden resentment.
- **Disappointment is not evidence that you did something wrong:** The other person may be disappointed. That does not automatically mean you should have said «Yes.». Guilt or discomfort is information to examine obligations, capacity, priority, and consequences. It is not a decision rule.
- **Urgency is not the same as priority:** Some requests create false urgency (scarcity, including time pressure, is a persuasion technique). Treat urgency as a reason to slow down, not speed up.
- **The right opportunities matter:** Saying «No.», especially too often, can prevent you from valuable opportunities. And you need to capitalize on opportunities to have impact. But these opportunities still have to align with your goals.
- **A smaller contribution may be enough:** The useful answer may not be «Yes.» or «No.», but a reduced contribution: shorter, later, narrower, or in a different form.
- **A pressured «Yes.» is a warning signal:** If a person does not accept a clear «No.» and continues to pressure you, stop treating the exchange as a decision about the request. The issue has become the interaction pattern: your answer is not being accepted.

Clear Criteria for Yes vs. No

Neither agreeing to every request nor declining every request is appropriate. Your «Yes.» vs. «No.» serves a purpose: You need your resources for your own agenda.

That perspective requires you to know your agenda — the project you are working on,

Saying No Worksheet

DRAFT VERSION FOR FEEDBACK

and the creative work you want to do in the future. Thus, determining your aspiration and waypoints (see Chapter 10: Creative Direction) makes it possible to make an informed decision whether to say «Yes.» or «No.». It avoids the unspecific fear of missing out when saying «No.» because you have clear criteria for what qualifies for a «Yes.» in the first place.

If the request also advances your projects or your future work, it might make sense to say «Yes.». If not, then you have a good reason for saying «No.». Having these prioritized goals written down and in view is useful here.

Some domains may be non-negotiable for you, such as health, caregiving, family, core projects, or recovery time. Name them explicitly.

Whether the actual answer is a «Yes.» depends on:

- the scope of the request and the required resources, e.g., attention, time, energy, etc.,
- whether you can do it and still have buffer time for unforeseen events,
- whether it has no negative effects on higher-priority tasks,
- whether you are the right person for the task,
- whether the request has a clear scope and endpoint, and
- what exactly would be displaced by saying «Yes.».

Usually, saying «Yes.» means saying «No.» to other projects or tasks. You have to be clear what these projects or tasks are.

Use the decision grid in Table 1.

I say «Yes.» only if the request:

1. advances a current priority or important relationship,
2. fits available capacity,
3. does not displace higher-priority work,
4. has a clear scope and endpoint.

Authority / High-Pressure Requests

Saying «No.» becomes more difficult when authority is involved and the options are narrowed — sometimes artificially so.

Compliance and Resistance

Saying no becomes harder when it is directed at authorities. Demands from authorities often make sense, e.g., complying with police officers or firefighters. But people in authority can also give unethical orders (see also □ Ethics). This applies not only to supervisors, but also to clients, funders, senior experts, charismatic founders, professors, family elders, or high-status collaborators.

Work by Milgram (1963, see also Baron, Byrne, & Branscombe, 2006) identified factors that make compliance with unethical orders more vs. less likely:

- **More Likely to Comply:** The authority figure claims to take responsibility, displays status symbols (e.g., a lab coat in science), uses gradual escalation, and leaves no time for reflection (e.g., fast development, no downtime).
- **Less Likely to Comply:** Remembering that you remain responsible for the

Question	If Yes	If No
Does this advance a current priority or important relationship?	Continue	Decline or change the request
Do I have capacity without harming existing work?	Continue	Decline or delay
Am I the right person?	Continue	Redirect to the right person
Would I still say yes if asked tomorrow?	Continue	Delay the decision
Do I accept what will be displaced if I do the request? (name it first)	Can agree to the request	Decline the request

Table 1: Decision Grid

damage you do, seeing a non-complying model, questioning the expertise/motives/knowledge of the person giving the order, and knowing about the effects of obedience.

Note the «*claims to take responsibility*»: responsibility and moral judgment cannot be delegated. Gradual escalation can make actions acceptable step by step that would have been rejected if presented all at once. It resembles exposure logic — step-by-step contact can reduce resistance. Used well, this can reduce irrational fear; used badly, it can reduce resistance to actions that should remain difficult.

Non-compliant models increase the probability of non-compliance among others, so speaking up has an effect even if others do not immediately follow. Often this does not happen because of pluralistic ignorance and diffusion of responsibility. Others are waiting for someone to speak up. And because every-

one waits for confirmation that speaking up is justified and for someone else to take responsibility, no-one speaks up first.

If something seems wrong, do not use others' silence as evidence that it is acceptable. Create a pause, ask clarifying questions, name the concern, or refuse explicitly if refusal is required.

Possible moves are:

- «I need that in writing.»
- (Pause.) «What exactly are you asking me to do?»
- «What rule/policy/goal does this serve?»
- «I am not willing to do that.»
- «I need to check this first.»
- «I will not decide under time pressure.»
- «Who else needs to be informed?»

No Actual Choice

Saying «No.» requires at least a meaningful choice, i.e., «yes» and «no» lead to different

Saying No Worksheet

outcomes. The choice may be costly, but it is real. Some choices are traps: all offered options create unacceptable harm. You are damned if you do, damned if you do not. The social equivalent of knight forks in chess.

Sometimes traps are created without bad intent. Sometimes they are deliberately designed so every possible choice makes a decent person commit harm. It is the purest expression of amoral power — designing situations that destroy virtue either by action or inaction. It is not enough that you suffer; you have to compromise yourself.

Some moral traps are false dichotomies — the claim that there is only an either/or when other choices exist. An easy example is the false dichotomy of «I need assistance with X. Would it work better for you now or in an hour?» (How about not at all?).

The first move is to avoid entering the trap if possible. If you are already inside it, try to change the situation: make the trap visible by refusing the frame and redirecting accountability toward the trap-maker, slow the decision, ask for another option, escalate, document, or exit. If action cannot be avoided, choose the least harmful available action and preserve the possibility of correction afterward.

Precommitment

You cannot foresee all requests that may violate your ethics (see also [□ Ethics](#)). But you can define non-negotiables based on the work you are doing. That should cover about 80% of the situations.

You can also define a default reaction for potentially unethical requests. For example,

enforce a pause to stop and think. A pause interrupts speed, escalation, and automatic obedience without requiring the person to make the full moral confrontation immediately. Make the pause procedural, not dramatic: create time, move the request into language, and make responsibility visible (see [Box: Pauses](#)). Good defaults are «I need to check before I act on that.» or «I need time to check the implications.».

If the request still looks wrong after the pause, move from delay to refusal, escalation, documentation, or exit. Another option is to change the request, e.g., «I can help with the goal, but not that method.»

In any case, decide in advance when and how you document requests. Asking for unethical orders in writing («Can you put that in writing?») and preserving a lawful, time-stamped record is a good first step. But do not assume the institution will preserve evidence against itself. If the request may require whistleblowing, do not improvise evidence handling under pressure. Preserve what you can lawfully preserve, avoid destroying or altering records, and use the [□ Whistleblowing worksheet](#) before escalating.

Thinking about Decisions

Even with clear criteria, some requests might not be easy to classify. In these cases, deferring for time to think about it is a valid choice. See [Box 1: Pauses](#) for examples).

Some people treat «thinking about it» as a «Yes.», or assume that you have committed yourself because you asked them to wait. If a person acts this way, that is useful information. The request may not only cost

resources, it may also come with interaction costs.

Changing the Contribution

If a request is not aligned with your priorities, it might be possible to adapt it. For example, a colleague asks you to do a lecture on «Topic A», which does not align with your priorities and would require a week of work. But if asked, that colleague might also be happy with a lecture on «Topic B», which does align with your priorities and moves them forward. If you do not ask, you are missing out.

This also includes the form of the assistance, e.g., when you assist the person, how much time you spend, and what kind of contribution you make.

However, if you agree to a smaller contribution, e.g., give one presentation about a specific aspect but not be part of regular meetings, there is a risk of escalating commitment. If you agree to a smaller role, establish an exit criterion agreed upon in writing beforehand. For example, you may quit if the participation escalates beyond the agreed scope. That prevents an attempt to turn a limited contribution into an ongoing obligation.

The following questions are helpful:

- What exactly will I do?
- What will I not do?
- How much time will I spend?
- When does my involvement end?
- What counts as scope creep?
- What sentence will I use when scope expands?

DRAFT VERSION FOR FEEDBACK

In many cases, reciprocity is also an option. You do something for the person, the person does something for you. This can include getting you out of a commitment you do not like. Sustainable relationships usually need some form of reciprocity, even if it is indirect, delayed, or not exactly equal.

Ways to Say No

If you say «No.», that «No.» should be:

- **polite** — you are declining the request, not the person or the relationship; you can say «No.» and wish them the best
- **firm** — you are maintaining a boundary, not teaching the other person that it is optional

If the request comes from a good place, and not merely from a person wanting to offload work, then the positive relationship should be maintained.

In many personal contexts, no explanation is required. In formal or interdependent contexts, a short operational reason may reduce friction, e.g., capacity, priority conflict, role boundary, deadline, or expertise mismatch. However, specific reasons can also be challenged. A simple «I am not able to help you.» or «It won't work for me.» is often better.

Polite «No.»

Saying «No.» politely often means:

- being appreciative that the person thought about you,
- recognizing if a real opportunity is offered,

Saying No Worksheet

DRAFT VERSION FOR FEEDBACK

Box 1: Pauses

Sometimes you need a pause to stop and think about the request, especially if the request might be unethical. A pause is not avoidance. It interrupts automatic compliance, makes the request explicit, and creates time to check capacities, rules, consequences, responsibility, and alternatives.

However, if there is immediate danger, retaliation risk, illegal activity, or a request to destroy/falsify evidence, do not treat the pause as a negotiation tactic. In those cases, the other person may continue acting, destroy evidence, or shift blame while you delay. Exit, document lawfully, and use the relevant reporting or legal channel.

Below are pauses for different kinds of requests. Do not memorize all of them. Choose one default pause for normal requests and one for authority pressure. Practice those first.

- 1. Generic pause:** Useful for normal requests. Its only function is to give you the time to make an informed decision. For example, «I can say neither yes nor no to it at the moment. I need some time to think whether that works for me.», «Let me think about it and get back to you.», or «That is an interesting opportunity. I have to check my obligations and let you know by DAY.»
- 2. Clarification pause:** Unethical requests often hide in vagueness — ambiguous or euphemistic wording such as «massage the numbers», «handle this quietly», «make it go away», or «don't put that in

writing». In these cases, ask for clarification, e.g., «Can you walk me through exactly what you want me to do here?», «What outcome are we trying to achieve, and what are the constraints?», «Can you say that more concretely?», or «Before I act on this, I want to make sure I understand the request.»

- 3. Documentation pause:** Use this when the request sounds questionable, especially because organizations already run on documentation. It also tests whether the requester is willing to own the request. If ownership is not made visible, the person executing the request (= you) may become the only visible responsible party. For example, «Send me the instruction in writing so I can make sure I execute it correctly.», «Can you put the rationale in the ticket/email?», «Let's document the decision path before we move.», or «I'll need a written approval for that.»
- 4. Policy / compliance pause:** Useful when the issue can be framed against rules rather than personal morality. This avoids making the first move «I accuse you of being unethical». It makes the pause protective — protecting the company, the project, the client, or the team. For example, «I need to check whether this is allowed under policy.», «Let me run this past legal/compliance before we proceed.», «This touches customer data, so I need to verify the procedure.», or «I don't want us to create a problem by moving too fast.»

- 5. Risk pause:** Useful when the request creates exposure. This works especially well in management settings because it translates ethics into operational risk without reducing ethics to risk only. For example, «What risk are we accepting if we do this?», «Who owns the risk if this is challenged later?», «What would this look like in an audit?», or «Would we be comfortable explaining this decision externally?»
- 6. Priority pause:** Use this when the unethical request is smuggled in through urgency. This counters time pressure. The key is not to accept urgency as proof that reflection is impossible. For example, «I can look at this, but I need to stop what I'm doing first. Which priority should I drop?», «I need ten minutes to check the implications.», «This is important enough that I don't want to rush it.», or «Let's not make this decision in a hallway.»
- 7. Authority pause:** Use this when a superior gives the instruction. This keeps the tone professional while refusing to let authority alone settle the matter. For example, «I understand you want this done. I need to verify that I'm allowed to do it.», «I'm not comfortable acting on that without a second approval.», «Because this is sensitive, I want another set of eyes on it.», or «Can we bring in legal/compliance/finance/security before I act?»
- 8. Alternative-offer pause:** Use this when you want to resist without only blocking.

It is especially useful when the business goal is legitimate but the requested method is not. For example, «I can't do that version, but I can help find a compliant way to get the result.», «The goal makes sense; this route is the problem.», «I'm not willing to change the record, but I can add a correction note.», or «I can escalate the issue, but I won't hide it.»

- 9. Repeat-back pause:** Use this when someone may retreat once they hear the request plainly. This is powerful because it removes euphemism. Keep the tone neutral. The sentence itself does the work. For example, «So the request is to leave out the failed test result from the client report?», «Just to be clear: you want the date changed after approval?», «You're asking me not to record the incident?», or «You want access granted without the customer's consent?»

Phrases that work for me:

- **Normal Requests:**

- **Authority Pressure:**

Saying No Worksheet

- saying that you would like to work with that person, if true,
- saying that the work is important, if true,
- but still staying with a firm «No.».

For example:

- «Thank you for the opportunity. Right now this won't work for me. May I suggest you consider ...»
- «I'm not available, but thank you for thinking of me.»
- «I am flattered that you ask me, but unfortunately, I cannot get involved.»
- «No, but thank you very much.»
- «That is an impactful project. I am sure you will find a good solution. I am sorry that I cannot help you develop it.»
- «That does not work for me, but I wish you well.»
- «I'm sorry, I have other commitments.»

Using external barriers

In some cases, using external events can make the «No.» easier to accept for the requesting person. For example:

- you need to finish a project first,
- the request is outside your expertise,
- a role boundary applies, or
- bosses or other people have explicitly asked you not to accept additional commitments.

For example:

- «I am sorry, I am unable to assume any new responsibilities until EVENT.»
- «I am sorry, but that is outside my area of

expertise.»

- «This kind of work is more aligned with PERSON.»
- «I am sorry, but that is not currently aligned with my priorities.»
- «I am sorry, but BOSS/PARTNER has asked me not to accept any more commitments for a while.»

Boss: demand clarification of priorities

In some situations you cannot simply decline a request, e.g., your boss is giving you another project or task to do. While you might not say «No.» directly, you *can* demand clear priorities.

Useful options are:

- **Renegotiation:** «I can do X, but not Y.»
- **Priority escalation:** «Which existing task should move down?»
- **Capacity evidence:** «Here is the current load and deadline conflict.»
- **Formal boundary:** «This requires approval / role clarification / revised deadline.»

For example: «I am currently working on project A, project B, and project C. If I also do project D, which of the A to C projects should I cancel, delay, or downgrade?»

Further examples:

- «To take this on, I would need revised priorities.»
- «I can do this if we move X to next week.»
- «Please confirm which deadline should take precedence.»

- «I do not currently have capacity to add this without changing scope or timing.»

If the person expects you to do an unsustainable workload, you have a different problem. «Work faster» usually means reduced quality, more errors, or depletion unless scope also changes.

This does not apply in the same way when you start a job and still have to learn it. Then the workload often feels excessive because you have not yet established the necessary routines to deal with the daily business.

Declining to offer information

In some situations, you are not asked for help specifically, but for information. There might be good reasons to decline that information, e.g., confidentiality, avoiding triangulation, or avoiding a breach of trust. Instead of lying — «I don't know.» or «I don't remember.» — maintaining boundaries works as well.

Useful replies are:

- «That is not mine to share.»
- «I cannot discuss that.»
- «Please ask them directly.»
- «I do not want to speak for them.»
- «I am not the right person to talk about that.»
- «You may have a legitimate reason to know, but not from me.»
- «That has to come through the proper channel.»
- «I cannot confirm or deny that.»
- as reply to «You have to tell me about it.»: «No, I don't.»

DRAFT VERSION FOR FEEDBACK

- if pressed: «I have already answered that.»

The crucial issue here is that the person might want the information, and might even have a legitimate reason to want it, but if confidentiality is broken, it also breaks trust in you. You have shown that you cannot keep a confidence, so why should the person trust you with anything important? Maintaining the boundary is a sign of trust.

Boundaries

Saying «No.» requires boundaries on your resources — time, attention, energy, etc. — or your ethics. These boundaries trigger the «No.», e.g., when the request would make it difficult or impossible to finish your own projects in time or require you to compromise yourself.

However, sometimes a «No.» is not respected. Some people discard it or see it as a reason to ask again, ask or demand to hear the reasons in order to challenge them, or try to pressure the other person to agree anyway.

At that point, the problem is no longer the original request but the interaction pattern, as your answer is not being accepted. The intervention is to repeat the boundary, reduce explanation, and exit the exchange if needed.

Instead of letting yourself be pressured — by sweet-talk, compliments, veiled or open threats — stress the boundary and escalate on a response ladder:

1. **Repeat:** «I'm not available for that.»
2. **Close discussion:** «That is my answer.» or

Saying No Worksheet

DRAFT VERSION FOR FEEDBACK

«I have given you my answer.» or «This is not something that is open to discussion.»

3. **Name process:** «You are asking again after I already answered.» or «You are ignoring my answer.» or «That tone/content is unacceptable.»
4. **End exchange:** «I'm not continuing this conversation.» or «We might continue this conversation at a later time, when the conditions are better.»
5. **Escalate contextually:** leave, document, or involve the relevant authority, e.g., «I am not willing to continue the conversation this way.» and then walk away.

If people simply react to your «No.» as if you had said «Yes.», then do not participate. Walk away if needed.

You cannot force others to accept your answer, but you can refuse to participate after your answer has been ignored.

In workplaces, the person whose request you have rejected might go to your boss and get them to agree to their request. In that case, talking with the boss that you had already rejected the request, and that the colleague now bypassed it, becomes informative. In a

healthy workplace, this should be handled as a priority and process issue. If the correction does not happen, treat it as information about how priority conflicts are handled in that workplace.

If past pressure repeatedly turned your «No.» into a «Yes.», others may expect the same pattern again. Consistency is needed to change that expectation. Others may push back, e.g., «But you always changed your mind.» You can answer calmly: «That was then, this is now. I am not available for this.» Even if you maintain your boundaries successfully, there will be the occasional attempt to override them. Consistency is what changes the expected pattern.

Trial Definition

If you have difficulties maintaining your boundaries and saying no, use the Integration Worksheet to set up a trial.

First identify the request pattern, then choose the intervention.

Diagnose Your Request Pattern

Work from actual requests, not from general impressions, so fill in Table 2.

Determine why you say «Yes.» too often or too quickly.

- Empathy/agreeableness problem
- Priority-clarity problem
- Scarcity/FOMO problem
- Authority/formal-demand problem
- Unethical demand problem
- Skill/script problem, i.e., unsure how to say «No.»
- Boundary-enforcement problem
- Contribution-design problem

Use the main problem to choose a starting intervention (see Table 3).

The minimum viable intervention is:

1. **Delay:** «Let me check my current commitments and get back to you.»
2. **Decide:** «What would this displace?»
3. **Decline:** «I'm not available for this.»
4. **Repeat if pressed:** «That is my answer.»

The default trial for over-committers is not to say «No.» to everything. The first intervention is to take time to evaluate the request.

Example Trial: Delayed Yes / Clear No

For any non-trivial request within the next 14 days, I will use one delay sentence and decide later with written criteria.

My default delay sentence: «Let me check my current commitments and get back to you by DATE.»

I say «Yes.» only if the request:

1. advances a current priority or important relationship,
2. fits available capacity,
3. does not displace higher-priority work,
4. has a clear scope and endpoint.

My «No.» sentence: «Thank you for thinking of me, but I'm not available for this.»

My change-the-contribution sentence: «I cannot do X, but I could do Y by DATE.»

My boundary sentence if pressed: «I've given you my answer. I'm not discussing it further.»

During the trial, do not aim for maximum refusals. Aim for better matching between requests, capacity, and priorities.

Recent request	I said	Why	Cost	Better response next time	Future rule

Table 2: Diagnostic Table

Saying No Worksheet

If, so far, you have agreed to requests too often, expect some probing of your boundaries and prepare to maintain them calmly and firmly. Leave the situation if your repeated «No.» is not accepted. Changing your own behavior takes time; changing how other people react to you can take longer.

When you maintain your boundaries, look both for local changes — e.g., on your resources — and for overall changes in the system. Declining too many requests can reduce your options and stifle the system.

Observation: At the end of the trial, check whether your project time, energy, relationships, and incoming requests changed.

For example:

- Did my own project time increase?
- Did requests decrease, increase, or become clearer?
- Did relationships worsen, improve, or become more honest?

- Did I say «No.» too broadly and lose useful opportunities?
- Which script worked?
- Where did I still over-explain?
- Where did I say «Yes.» too quickly?
- What needs a second trial?

Example Trial: Pause for Rushed or Unethical Requests

For the next two weeks, whenever a request feels rushed, vague, or ethically questionable, use one pause phrase before acting.

Log: request type, phrase used, whether the request changed, whether documentation/escalation was needed.

Hand-Off

You now have more information on maintaining your boundaries and saying «No.». If over-commitment is an issue, it might be worth maintaining your boundaries more

deliberately.

The aim is not to become less cooperative. The aim is to make requests pass through a decision point before they consume resources or require you to compromise yourself. That decision point can lead to «Yes.», «No.», «Not now.», «Not like this.», or «Only under these conditions.».

Done calmly, politely, and firmly, this should make more resources available for your own projects, preserve your integrity, while also making your relationships and collaborations clearer. Monitor the effects carefully. A useful boundary improves the system; an overcorrection can reduce opportunity flow.

Interesting Media

- tips on saying no: Chase, J. A. D., Topp, R., Smith, C. E., Cohen, M. Z., Fahrenwald, N., Zerwic, J. J., et al. (2013). Time Management Strategies for Research Productivity. *Western Journal of Nursing Research*, 35(2), 155–176. doi: 10.1177/0193945912451163
- persuasion techniques such as scarcity/time pressure: Cialdini, R. (2007). *Influence*. HarperCollins.
- forced teaming and other manipulation techniques: de Becker, G. (1997). *The Gift of Fear*. Dell.

compliance:

- Milgram, S. (1963). Behavioral Study of Obedience. *Journal of Abnormal and Social Psychology*, 67, 371–378.
- Baron, R. A., Byrne, D., & Branscombe, N. R. (2006). *Social Psychology* (11th ed.). Pearson Education, Inc.

DRAFT VERSION FOR FEEDBACK

- «The Hangman» by Maurice Ogden (see also: <https://www.organizingcreativity.com/2018/08/incredible-poem-text-and-video-the-hangman-by-maurice-ogden/>)
- «Pan's Labyrinth» (movie)
- «V for Vendetta»
- «Outland» (movie)
- «Ordinary Men» Browning (1992)

Compliance Quotations

- «You could have obeyed me!»
- «But Captain, to obey, just like that, for obedience's sake... without questioning... That's something only people like you do.»
Vidal and the Doctor in "Pan's Labyrinth"
- «First the alien, then the Jew... I did no more than you let me do.»
«The Hangman» by Maurice Ogden
- «Not everyone is going to like you. So what.»
Unknown
- «Morality is doing what's right regardless of what you're told. Obedience is doing what is told regardless of what is right.»
Unknown
- «The simple step of a courageous individual is not to take part in the lie. One word of truth outweighs the world.»
Alexandr Solzhenitsyn
- «Thank you, but I'd rather die behind the chemical sheds.»
Every in «V for Vendetta»

If the main problem is ...	Start with ...
Empathy/agreeableness	delay sentence + polite «No.» script
Priority clarity	yes criteria + displacement check
Scarcity/FOMO	opportunity alignment question
Authority/formal demand	priority escalation script
Unethical demand	precommitment, pause sentence
Skill/script problem	use example answers to build script library
Boundary enforcement	boundary ladder
Contribution design	scope and endpoint questions

Table 3: Trial Starting Points