

*From the Balance Driven Entrepreneur*

# *What to Say, How to Say It*

*Scripting the Perfect  
Business Response*

**The Workbook**

*By Yolanda A. Facio*

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Business Response

## The Workbook

*Grab a copy of the Kindle bestseller here:*

[What to Say, How to Say It](#)

By Yolanda A. Facio

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# About the Author

**Yolanda A. Facio** is an entrepreneur, business owner, consultant, and writer. For the last 25 years she has taken on the role of President and CEO of Custom Architectural Woodwork, Inc. a custom commercial manufacturer of high-end millwork. Yolanda was co-owner/President/CEO of Exotic Motorwerks, Inc. a Porsche-only service and repair boutique for 11 years before selling her share to start helping other small business owners. An “in the trenches” business owner, she provides consulting and workshops for small business owners who want to run their businesses better and avoid the inevitable overwhelm that comes along with it. The author of five self-published books, Yolanda divides her time between consulting, providing workshops for diverse business owners, and writing. Yolanda has a BIS from Arizona State University in Business and Communication, as well as an AAS in Film and Television Production. She is a cancer survivor, a life warrior, runner and cyclist. She lives in Phoenix, Arizona with her two furry best pals. You can find her online at <http://www.yolandafacio.com/>.

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# Introduction

After writing *What to Say, How to Say It*, I decided to create a workbook. My thinking on this is two-fold, first, it's hard to write out notes in a Kindle book that you can quickly refer to without a digital device. Second, having a workbook in PDF format means you can easily print and use it as a guide and reference after you've finished the book.

*What to Say, How to Say It* is a really a reference book because difficult conversations never stop happening. And, the conversations are always just a little bit different each time. I revisit my lists and scripts regularly because I am faced with new types of situations on a weekly basis. Sometimes I have to upgrade a list, update a script, create a new boundary or non-negotiable, or craft a brand new script.

I've seen a lot but I haven't seen it all! Your experience will be the same. Just when you think you've got it all figured out, a customer will throw one at you that you never imagined and it's back to the drawing board.

This workbook is your drawing board; a great place to keep your notes and ideas for creating your scripts.

I'm hopeful you'll find it useful then share your stories and experiences with me. I'd love to hear your success stories, send them to me at [yolanda@yolandafacio.com](mailto:yolanda@yolandafacio.com).

Happy scripting!

A handwritten signature in purple ink, appearing to be 'Y.' with a long, sweeping underline.

# Worksheet 1

## Know Yourself, Know Your Wants

“It goes without saying that if you don’t know what you want, how will you ever get it? And yet many people face the challenges of the day not knowing what matters to them the most.” – from *What to Say, How to Say It*

Delivering scripts with confidence and ease gives you power and helps you navigate difficult situations much more easily.

Knowing yourself is all about how you react in when faced with a difficult conversation, negotiation, or situation.

For example, my reaction is defensive and angry, argumentative and difficult. I don’t back down. I’m in total fight mode. Knowing this about myself allows me to recognize those reactions and counteract them with better more calm behaviors.

Spend some time thinking about recent conflicts or conversations that you’ve had then answer the following questions.

These questions will help you breakdown your reactions so that you can *choose* how you react in the future.

### Know Yourself

- How did you feel during the conversation or conflict? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- What did you do that you wish you hadn't? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What did you do that you felt worked? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- What did you say that you didn't need to? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Did you hold your ground? Or did you lose ground? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How were you physically? Nervous, sweating, shaky, angry, defensive, dry mouth, ringing in your ears, etc. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- How did you react during the situation? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Did you go into fight or flight mode? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Did you argue or stay eerily quiet? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Be Your Best Self

After you've answered all the above questions and you've created a picture of yourself in difficult conversations or situations, it's time to create a picture of the actions and reactions you'd like to have instead.

Since I get angry and defensive, argumentative and difficult, I know that I need to calm down and become much more poised. I need to become what I call Ninja-calm. I need to be focused, professional, clear, listen, and make sure I completely understand the other person's point of view. More importantly, I need to be calm enough to sift through my mental list of "wants" to remind myself why I need to say "No" or whatever I need to say. I need to easily be able to scan my list of scripted responses, pick the appropriate one, and deliver it calmly but firmly. Ninja-calm means I am confident in my responses and actions.

Your perfect self in these situations may look different, especially if you react in an opposite fashion than I do. If you tend to turn into a snail, get quiet, want to run and hide, you may need a dose of Ninja-action. Ninja-action is a persona that can speak up and not be pushed into a corner.

The most important aspect of this exercise is to visualize a conflict going just as you hope it will and that your reactions and actions go exactly as you want them to. Visualize what success looks like to you and replay it over and over until you can become that image.

Start by writing out all the things you see in your perfect self by replaying a recent conflict and changing it up to go exactly as you would have wanted it to go. Focus on your actions, on your reactions, on what you say, and on how you say it.

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**Know Your “Will Nots”**

Sometimes the easiest way to figure out what we really want is to list out all the things we don’t want. “Will Nots” are the non-negotiables you choose for yourself and for your business. These are things you find unacceptable, things you won’t deal with, things you won’t allow, things you don’t like.

Some example “Will Nots”:

- I will not move a Dr.’s appointment for a client.
- I will not work on Sundays.
- I will not miss my son’s soccer game.
- I will not answer the phone after 5:00 pm.
- I will not allow no-show appointments to be rescheduled.
- I don’t like it when a customer is pushy or argumentative.
- I don’t like it when a client pushes me for a discount.
- I won’t allow work to interfere with my personal time.

You’ll have your own list of items. There’s no right or wrong. If you don’t like working with negative people, no problem, write it down. If you find tardiness with clients unacceptable, no problem, write it down.



**Know Your “Wants”**

Here’s where we make a list of all our deepest “wants”. These are the things that matter to us the most.

We use these as a reminder and a guide for executing our scripts and staying on script when we get uncomfortable or intimidated. The reality is this... it can be easy to back down when you become extremely stressed out, but by keeping what matters most in mind, you give yourself a place to hang that stress and keep pushing through, even when things get tough.

Some example “wants”:

- I want to have 20 minutes of uninterrupted time every day to play with my dogs.
- I want to have dinner every night at 7:00 pm with my family.
- I want to have all my customers sign an agreement stating scope of work so there’s no confusion over what is and isn’t included.
- I want all my bookkeeping done weekly so that I can run reports.
- I want customers to be on time.
- I want to have a stress-free day.

You might list values that are important (integrity, high-quality service) or learning challenges (read 100 books, learn French).

**List your “wants”; remember these can be business or personal:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
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## Worksheet 2

# Know Your Situational End-Game

The situational End-Game is simply your desired outcome for a conflict, conversation, or negotiation. We all have an idea of what the perfect outcome would be in every situation we enter but sometimes the stress of conflict gets in the way. We often find ourselves thinking, “I’m just going to say ‘no’ this time and that will be that.” But then we get interrupted and the other person starts to sway us and make us feel guilty, or they bully us and intimidate us.

If we base our desired outcome on the things that really matter to us, the things on our “wants” and “will nots” lists, we make it easier to stick to our plan.

Use your desired outcome or End-Game to craft the exact things you want to make sure you say before you enter any situation. Keep the End-Game your focus and target, it will help you stay on track.

Ask these questions before every situation:

*What do I want the outcome to be?* This means understanding exactly what you want. It also means understanding what the other person will get as a result of you getting what you want.

*Why do you want the specific outcome?* What is your motivation behind the outcome you are hoping to achieve? This is important because if it isn’t tied to something important to you, you may find it hard to stay confident and strong.

For this worksheet, grab a notepad and jot down a recent conflict or an upcoming one if you have one. Determine what you want your End-Game to be for that conflict, even if it has already happened. Work through what you want the outcome to be and why. Be clear about the specifics and make sure you've asked the question: *Is this the best option or could there be alternatives?*

Sometimes what we think we want or need to do is completely out of alignment with what makes the most sense based on our most important values. Getting to the best outcome means doing some digging and sometimes some reframing.

## Worksheet 3

# Understanding “I Don’t”, “I Won’t”, “I Can’t”, “I’m Sorry”

For this worksheet I want to focus on “No”. We get hung up on saying “No” all the time and “No” isn’t a bad word or a bad response.

The key is reframing. I’ve made a list of common “No” responses that you might be faced with in business. The idea is to reframe and rewrite the sentence by removing the “No” but still saying “no”.

Learning to reframe makes scripting easier and it helps alleviate a couple complaints I hear a lot... “I don’t want to feel bad” and “I don’t want them to hate me”. Taking the emphasis off the word “No” helps soften the delivery of your response.

We also want to make sure that when we say “No”, we give a reason, it doesn’t have to be a detailed reason but it gives the other person a frame of reference. You aren’t just turning them down because they are asking but rather because of something or someone else. Finally, move the conversation into the next stage, the End-Game. In the scenario we want the End-Game to be an appointment at another time, which takes the focus off of the initial “No”.

Here’s our example scenario:

CLIENT: “Can you book an appointment for me on Saturday, it’s the only free day I have?”

RESPONSE: “No, I don’t make weekend appointments.”

The alternative would be to remove the “No”, keep the rest, add an explanation, and then move the conversation forward. So it would look like this:

NEW RESPONSE: “I don’t make weekend appointments because I don’t want to miss my son’s soccer games. Is there any other time during the week that would work?”

This phrase then becomes your working script. You use it every time someone makes the same request. No need to change it up each time. It becomes the perfect response to that particular situation.

Here are a few more for you to work on, you will be able to use these immediately in your business with excellent results.

**Reframe your “No” response to the following sentences – add a reason and move the conversation forward:**

CLIENT: “Wow, that’s higher than expected, is there any way you can give me a break on the price?” (You don’t give discounts, how do you respond?)

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CLIENT: “Can I add just one little thing to the project, it’ll just take you a few minutes to do I’m sure...” (You charge for all extras, how do you respond?)

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CLIENT: “You have such great ideas, I’d love to buy you coffee and pick your brain, would you be available next week?” (You don’t work for free, how do you respond?)

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CLIENT: “I need to get an appointment ASAP so you can get started on my project, it’s high priority.” (You are booked for the next 3 months, how do you respond?)

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# Worksheet 4

## The Sandwich

The Sandwich is a powerful scripting tool. Here's a re-cap from the book:

1. Say something nice/kind/pleasant, it could be a compliment of some kind.  
(The bottom slice of bread.)

2. Get the "no" out and be clear, no whining. (The ham and cheese.)

3. Say something really nice/kind/pleasant. (The top slice of bread.)

For this worksheet practice jotting down, in your words, some of those nice phrases that often elude you when you are in the midst of a difficult conversation or conflict. This worksheet will be your reference when it's time to craft those letters, emails, phone scripts, or face-to-face conversations.

Here are few of my favorites to get you started, **start with the positive:**

*"We've really enjoyed working with you over the past year."*

*"Your business has meant a lot to us during the time we've worked together."*

*"Your work for us has been (good, helpful, productive)."*

**Close with the positive:**

*"I wish you the best of luck for a successful outcome to your project."*

*"I am hopeful that you'll find another business (or person) who will meet your needs more appropriately."*

*"I have several recommendations for another vendor (or service provider) who will be a much better fit."*

*"I am happy to refer you to another consultant (or vendor) if you'd like."*



Now it's your turn, depending on the kind of work you do and the type of people you work with, craft your own opening scripts and closing scripts.

**OPENERS:**

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**CLOSERS:**

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## Next Steps...

If you've got some pressing issues and need help with scripting a response then send me an email and we can schedule a call where we write your script live, it's fast, easy, and helps you get traction quickly.

If you have questions please feel free to contact me via email at [yolanda@yolandafacio.com](mailto:yolanda@yolandafacio.com). I personally read and respond to all my email. Give me 48 hours to get back to you and I'll do my best to answer your questions.

Thanks for reading and for your support.

With much gratitude,

*Yolanda*