



Ontario University Registrars' Association

A decorative graphic of stylized green leaves and a curved arrow pointing downwards, located in the top right corner of the green header bar.

OURA 2017: *Partners in Change*
February 15-17, 2017
Toronto

How to Say No

Alice Miller, MBA

Registrar, University of Windsor

Agenda

- Introduction
- Virginia Satir's Five Behaviour Patterns
- Presuppositions
- Suzette Haden Elgin: Verbal Violence Octagon
- Customer Service
- Questions

Role of the Office of the Registrar

- Advisor
- Change Agent
- Facilitator
- Historian
- Partner
- Enforcer

OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*
February 15-17, 2017
Toronto

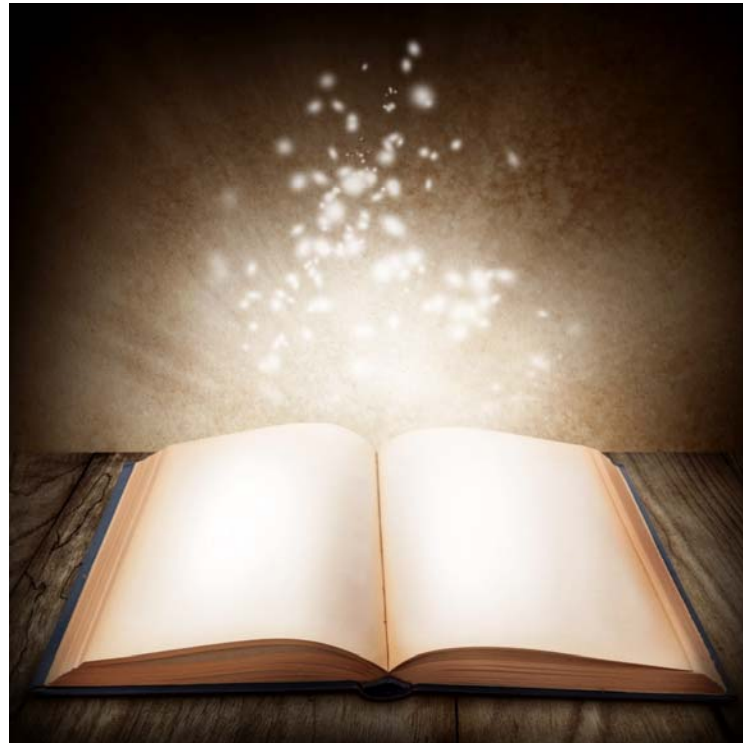


OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*
February 15-17, 2017
Toronto

Our story begins...



OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto



OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto



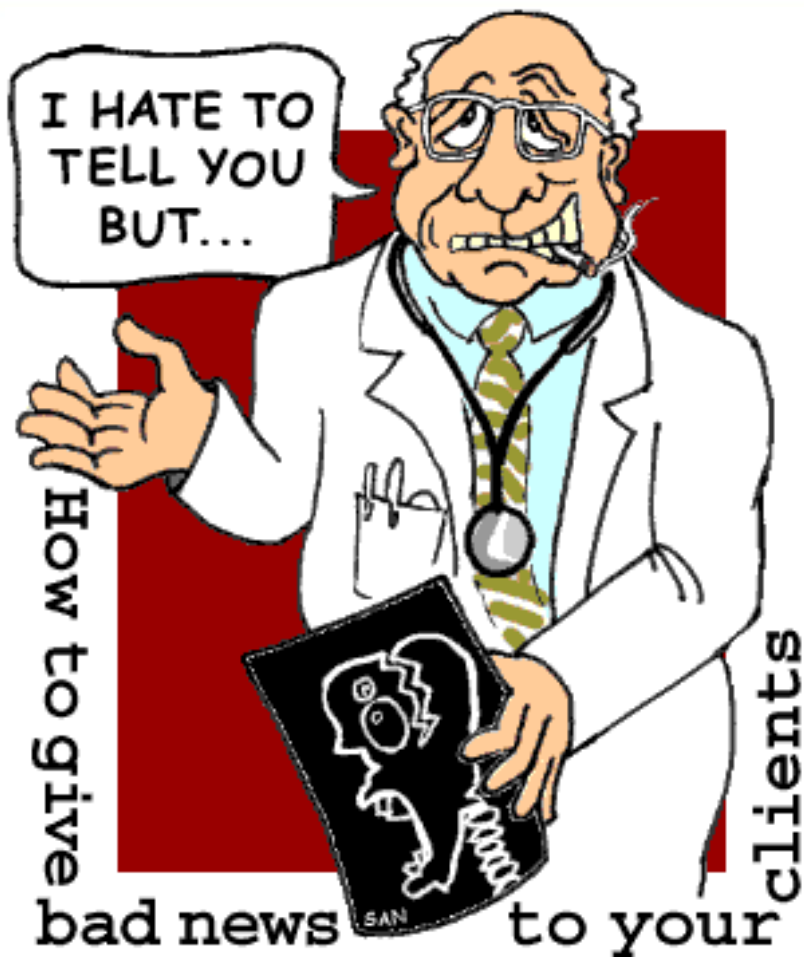
OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto



How to give

bad news

to your

clients

OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto



OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto



OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto





Ontario University Registrars' Association

The logo for the 2017 OURA conference features a stylized green leaf design on the right side, with a curved arrow pointing downwards and to the right.

OURA 2017: *Partners in Change*
February 15-17, 2017
Toronto

Virginia's Verbal Behaviour Patterns

Suzette's Verbal Self-Defence

- Placater
 - Frightened no one is going to help them



- Blamer
 - No one cares if I succeed



- Computer
 - Terrified someone will find out what their feelings are
 - Gives impression that they have no feelings



- Distracter
 - We've already met Kevin



- Leveler
 - It is what it is



Student trying to get into a full class

- Placater
- Blamer
- Computer
- Distracter
- Leveler

OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto



**RULES
ARE
RULES.**

OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto



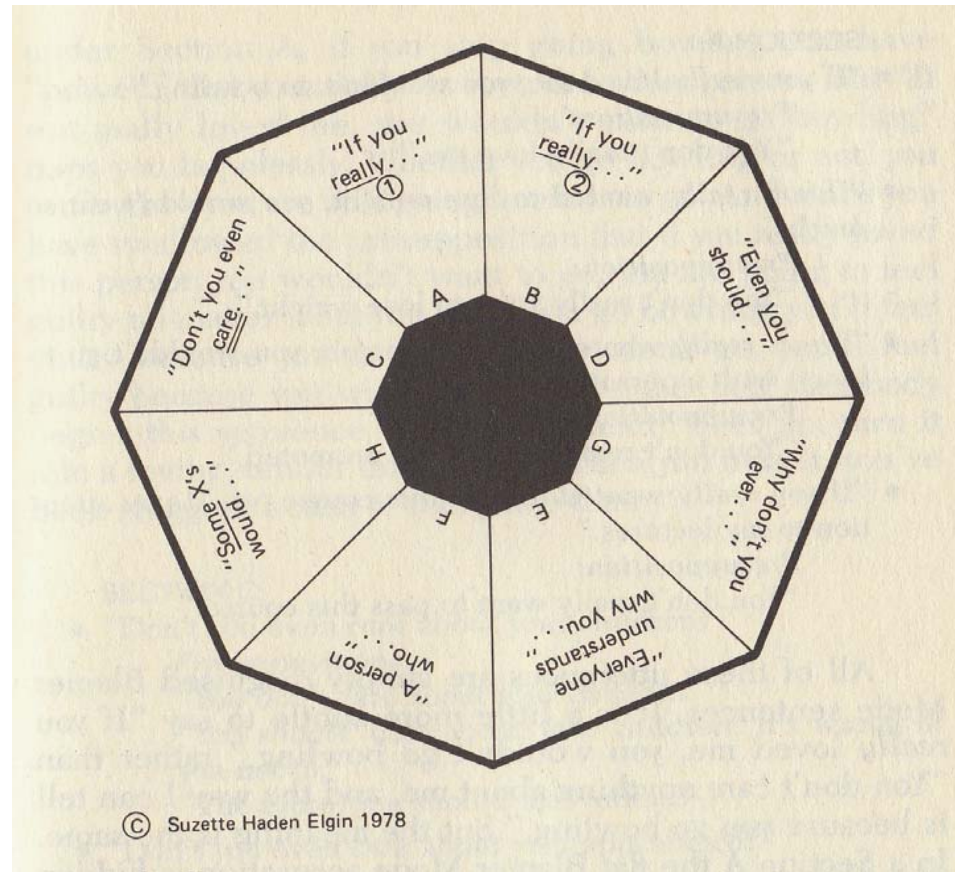
Presupposition

- Definition
 - Something that a native speaker of a language knows is part of the meaning of a sequence of that language, even if it is not overly present in the sequence (Suzette Haden Elgin)
 - Aka: the hidden meaning

Presupposition Example

- Even Donald could get an A in that class
 - Means:
 - Donald is no great shakes as a student
 - It's a rocks for jock class

The Verbal Violence Octagon



If you *really* (x), you *would/wouldn't* (y)

If you really wanted me to graduate, you would let me apply late.

• Presuppositions:

- You don't really want me to graduate
- You're arbitrarily choosing not to allow me to apply late

If you *really* (x), you *would/wouldn't* want to (y) (OR) ... you *would* at least want to (y)

If you really wanted international students, you wouldn't want a transcript that has no relevance to my ability as a student today.

- Presuppositions:

- You don't really want international students
- You have the power to control your feelings if you want

Don't you even care about (x)

Don't you even care what will happen if I don't get my immigration letter today?

—Presuppositions:

- You don't care about international students
- It's wrong of you not to care
- You should feel rotten

Even *you* (x) should (y)

Even 'you' should understand why I need to be signed into this class

- Presuppositions:

- There's something wrong with working in Client Services
- Doesn't take much intelligence or ability to understand why I need this class
- You should feel guilty and stupid

Everyone understands why you (x)

No student at this university with a shred of decency would blame you for not understanding when a student really needs a course or not

• Presuppositions:

- You're having a hard time understanding the ask
- Every student on campus knows you don't understand

A person who (x) (y)

A person who really wanted to make sure a student has the best opportunity to get into grad school would follow up as soon as they realized that there was an issue with a transcript request

- Presupposition:

- You don't want to see students succeed

Why don't you ever (x)

Why don't you ever think about my welfare?

- Presuppositions:

- You don't care about my welfare
- You have the power to care about my welfare

Some x's would (y) if/when (z) (w) ...

Some students would get really upset about getting a statement claiming they owed money when in fact they had paid off the account before the statement date.

- Presuppositions:
 - This student is like no other, they are unique and actually quite superior

OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto



Your response, by being in computer mode assists the student in the development of:

- Responsibility
- Ownership
- An ability work collaboratively
- Lower negative emotions

From Eller, 2004

Presuppositional Statements to Develop Responsibility and Ownership

- What are your plans for ...
- What is your role in ...
- What will you need as you begin to solve ...
- What are your next steps for ...

Presuppositional Statements to Develop Collaboration and Lower Negative Emotions

- As we work together ...
- Once you help me understand ...
- Let's work together to ...
- In previous situations we have been able to ...
I'm sure we can do ...

OURA

Ontario University Registrars' Association

OURA 2017: Partners in Change
February 15-17, 2017
Toronto

Common Theme:



Customer Service Mentality Training Information Technology, Vanderbilt University

- Go beyond hearing - listen to your customer
 - Build trust through undivided attention
- Connect with your customer
 - Be prepared and anticipate needs
 - Empathize with any voiced concerns
 - Ask questions and restate thoughts and ideas

- Types of questions that will assist you in achieving your goal:
 - Questions that set context
 - What is it that you hope to achieve today?
 - Questions that probe
 - When did Dr. Furlow indicate that you were no longer on the class list?
 - Questions that clarify
 - Are you saying you were originally on the class list?

– Questions that test

- What is it that is stopping you from acquiring your University of Western Australia transcript?

– Questions that build buy-in

- What if there is a way that I can help you to get this transcript quickly?

– Questions that overcome resistance

- Were you aware that we can use unofficial copies of transcripts to make a conditional offer admission?

– Questions that summarize

- Do you feel you have a good understanding of next steps

- Understand their agenda
 - Know the interests they are working to protect
- Be a representative
 - Remain focused and positive
 - Build value
- Take ownership of issues
 - Concern may not be yours, but the responsibility is

- Act from a position of empowerment
 - Know what alternatives you can offer
 - Quality will always hold value above quantity
- Reach agreement on a solution
 - Implement the solution
- Follow up and follow through

The Final Four

- Mannerisms
- Temporary suspension of opinion
- Watch for signals: is the other person ready to talk about the situation
- Frame the ground rules for engagement

OURA

Ontario University Registrars' Association

OURA 2017: *Partners in Change*

February 15-17, 2017

Toronto

