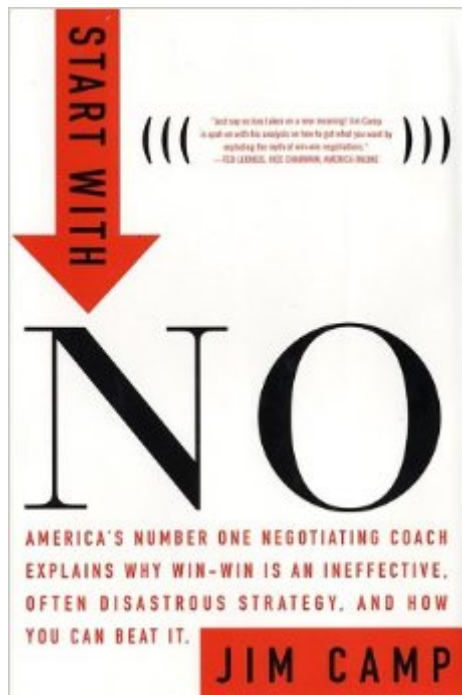


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# Start With NO...The Negotiating Tools That The Pros Don't Want You To Know



## Synopsis

Think win-win is the best way to make the deal? Think again. It's the worst possible way to get the best deal. This is the dirty little secret of corporate America. For years now, win-win has been the paradigm for business negotiation—the "fair" way for all concerned. But don't believe it. Today, win-win is just the seductive mantra used by the toughest negotiators to get the other side to compromise unnecessarily, early, and often. Have you ever heard someone on the other side of the table say, "Let's team up on this, partner"? It all sounds so good, but these negotiators take their naive "partners" to the cleaners, deal after deal. *Start with No* shows you how they accomplish this. It shows you how such negotiations end up as win-lose. It exposes the scam for what it really is. And it guarantees that you'll never be a victim again. Win-win plays to your emotions. It takes advantage of your instinct and desire to make the deal. *Start with No* teaches you how to understand and control these emotions. It teaches you how to ignore the siren call of the final result, which you can't really control, and how to focus instead on the activities and behavior that you can and must control in order to negotiate with the pros. *Start with No* introduces a system of decision-based negotiation. Never again will you be out there on a wing and a prayer. Never again will you feel out of control. Never again will you compromise unnecessarily. Never again will you lose a negotiation. The best negotiators: \* aren't interested in "yes"—they prefer "no" \* never, ever rush to close, but always let the other side feel comfortable and secure \* are never needy; they take advantage of the other party's neediness \* create a "blank slate" to ensure they ask questions and listen to the answers, to make sure they have no assumptions and expectations \* always have a mission and purpose that guides their decisions \* don't send so much as an e-mail without an agenda for what they want to accomplish \* know the four "budgets" for themselves and for the other side: time, energy, money, and emotion \* never waste time with people who don't really make the decision *Start with No* offers a contrarian, counterintuitive system for negotiating any kind of deal in any kind of situation—the purchase of a new house, a multimillion-dollar business deal, or where to take the kids for dinner. It is full of dozens of business as well as personal stories illustrating each point of the system. It will change your life as a negotiator. If you put to good use the principles and practices revealed here, you will become an immeasurably better negotiator.

## Book Information

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## Customer Reviews

Jim Camp is new to me but will most likely become quite a bright albeit controversial figure in management circles. Mr. Camp's new offering, *START WITH NO*, specifically debunks the methodology we were all taught in *Negotiation 101*...achieve "win-win" at all costs. Mr. Camp says NO, with a capital N, to this weak, antiquated negotiating objective. Mr. Camp introduces his theory, "...I believe win-win is hopelessly misguided as a basis for good negotiating, in business or in your personal life or anywhere else." So begins his treatise encapsulated in contrarian thinking toward negotiations of any type. Win-win, posits Mr. Camp, is an invitation to lose. While conventional tutelage is grounded in give-and-take compromise, Mr. Camp's negotiating foundation begins with giving or taking a No. Empowering an opponent to say No is power, according to Camp. Mr. Camp quotes the ever-popular negotiating gem, *GETTING TO YES*, and its basic definition of a "wise agreement." A wise agreement meets the legitimate interests of each side to the extent possible, resolves conflicting interests fairly, is durable, and takes community interests into account. Camp's theory is that compromise is implicit within this definition, perhaps explicit. His question: Why in the world compromise before you're certain you have to? Mr. Camp offers the reader an in-depth view of why saying No is beneficial to a negotiator amongst an abundance of wisdom, tactics and observations from years of negotiation coaching. In the end, Mr. Camp leaves us with "The Thirty-three Rules" of negotiating. A few of these, which fly in the face of the conventional win-win theory: - Your job is not to be liked. Its to be respected and effective.

It's probably impossible to accurately review a book on negotiation until you've had time to try the book's ideas. Having just read it, it's difficult to say whether the techniques will be effective. That said, the book is a collection of negotiating tactics--behavior, really. Some sound very useful, e.g.,

"Blank slate" your mind, meaning take your focus off of the desired outcome and concentrate on the process itself. Which dovetails with another point about never letting yourself be driven by a sense of neediness, only by a detached sense of "I want it but I can live without it if the terms aren't right." The book's tone is slick. You won't find the dispassionate, thoughtful voice in books like *Getting To Yes* (Camp's nemesis) or *Bargaining for Advantage*. Camp's unwitting mentor seems to be Herb Cohen's books on negotiating, and he borrows Cohen's slick conversational style. One problem with Camp's approach is that it is his retort to "win-win" negotiating, a style Camp claims is harmful, and for which he blames *Getting to Yes* for introducing. But if you check *Yes*, you'll find that nowhere does it advocate the softheaded approach Camp ascribes to it. And whereas *Yes* advocates preserving the relationship with the other side if possible, Camp asserts that you cannot worry about this and must not let it be a concern. As for the title, *Start With No*, it never seems to be entirely clear what it means, other than a catchy slogan that seeks to position the book as an answer to *Getting to Yes*. Camp uses the book as a less-than-subtle advertisement for his training seminars and programs, and hints that while the book is useful, it might not impart real negotiating chops in itself--without further instruction from the master.

I was VERY impressed with Jim Camp's "Start with No." In under 300 pages, the author gets his point across succinctly and powerfully; negotiations don't begin with "Yes" (which might even be a lie) or "Maybe" which is worse than useless. They begin with "No" and giving permission for the other party to say "no." The brilliance of the "no" can be the important "way out" in a negotiation, where one party is offered a graceful exit to avoid the sense of feeling trapped or tricked. And it's also the path to finding out what they really need or really can accept. But it's much more than that. Camp informs the reader that previous theories of negotiation such as "Win-Win" are pure bunkum; in negotiation, sometimes someone wins and someone else loses. But the long-term outcome may be quite different--what might have been compromised into a mediocre solution by win-win can often be better for both parties when one loses at the outset. Case in point; a contract is drawn up with terms that one party can no longer fulfill. It's time to renegotiate the contract despite the terms and conditions. Why? What if the contract specified that a vendor sell at a price that would drive them out of business? If the buyer NEEDS that product, they'd better negotiate rather than fail to receive the product. Going elsewhere to find it could be more costly than the re-negotiated price. Camp's experiences are in direct contrast to some of business guru Stephen Covey's "Seven Habits of Highly Successful People", which I thought was quite interesting.

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