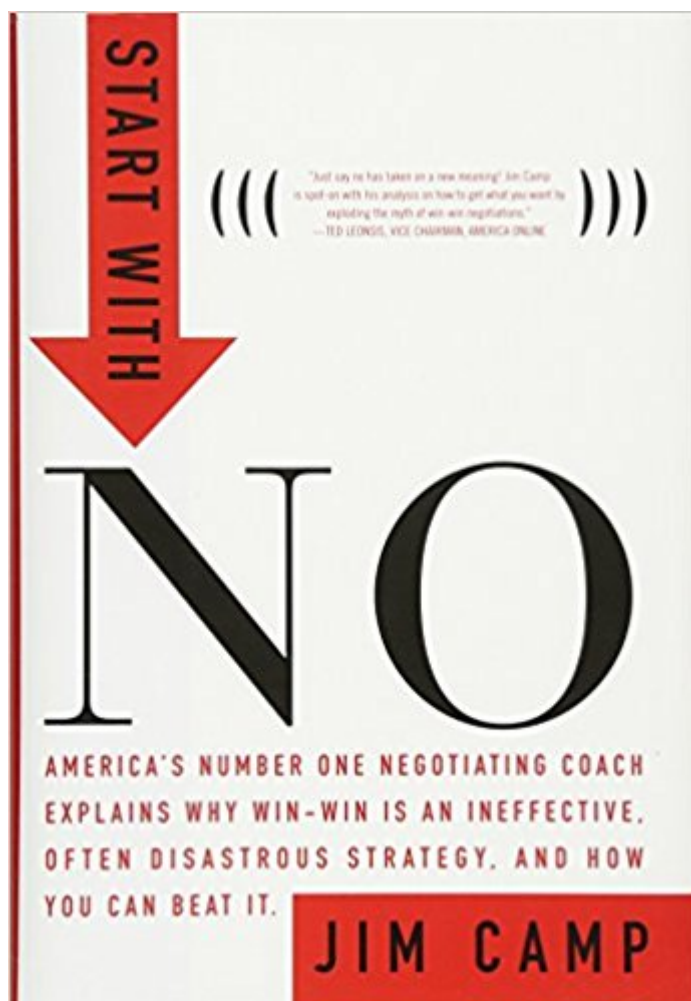


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# Start With NO...The Negotiating Tools That The Pros Don't Want You To Know



## Synopsis

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. Think a win-win solution is the best way to make the deal? Think again. For years now, win-win has been the paradigm for business negotiation. But today, win-win is just the seductive mantra used by the toughest negotiators to get the other side to compromise unnecessarily, early, and often. Win-win negotiations play to your emotions and take advantage of your instinct and desire to make the deal. Start with No introduces a system of decision-based negotiation that 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 successfully negotiate with the pros. 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 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

Hardcover: 288 pages

Publisher: Crown Business; 1 edition (July 15, 2002)

Language: English

ISBN-10: 0609608002

ISBN-13: 978-0609608005

Product Dimensions: 5.8 x 1.2 x 8.6 inches

Shipping Weight: 14.2 ounces (View shipping rates and policies)

Average Customer Review: 4.2 out of 5 stars 111 customer reviews

Best Sellers Rank: #48,263 in Books (See Top 100 in Books) #87 in Books > Business & Money > Management & Leadership > Negotiating #343 in Books > Business & Money > Skills > Communications #910 in Books > Business & Money > Management & Leadership > Management

## Customer Reviews

Start with No, by negotiation coach Jim Camp, is a tenaciously contrarian guide to the art and science of give-and-take that proposes a viable alternative for today's prevailing "win-win" approach. Beginning with an inverse premise--that having the right to say "no" and veto any agreement is actually the key to favorably concluding the various deals and transactions we face every day--Camp's procedure counters the common emotion-based urge to compromise ("a defeatist mind-set from the first handshake") with a series of less intuitive decision-oriented actions. "My system teaches you how to control what you can control in a negotiation," Camp writes. "When you do so, you can and will succeed (understanding that success sometimes means walking away with a polite good-bye)." Emphasizing the importance of this underlying attitude, his method combines related steps like defining a mission, understanding the adversary, assessing fiscal and emotional investments, preparing an agenda, and tracking behavior. Each is fully explained, as are associated skills such as how to structure a question to elicit a truly helpful response (e.g., "What else do you need?" vs. "Is there anything else you need?"). Despite its unorthodox manner, if diligently applied, the route that Camp details here may indeed produce winning results. --Howard Rothman

Negotiation coach Camp has been under the radar since 1989, helping clients reach deals at Motorola, Merrill Lynch and IBM. He now brings his advice to the general public. Asserting that the term "win-win" has become a cliché, he suggests readers enter into every negotiation knowing that if the offer doesn't meet their expectations, they should walk away. He also advocates leaving emotions out of negotiations. "Whether we like it or not, it really is a jungle out there in the world of business, and it's crawling with predators." Camp's solid advice will help people control negotiations and prepare themselves for anything. Copyright 2002 Cahners Business Information, Inc.

Jim Camp shows why the "win-win" paradigm is bogus. It reveals weakness, not strength. And if your counterpart is an old fox, he'll be ready to jump upon your neck. Instead, Jim suggests starting from a position of power. This is accomplished by not giving in up front. You can always back up a little, later, if necessary. If you say "no" first, you throw the ball into the other court: the other side

has to expose his arguments, so you can decide how to act your best. Which may work even better when BOTH sides say no, which forces an open discussion instead of right-on submission. Sure, it's easier to surrender early and fall for a "win-win" deal that will only rip you off. As I said, if you're a sissy, to each one his own (and the pros will "love" you for that). Among other chapters, one deals with how much time, money, emotion and effort you should spend in a negotiation; other with why you can NOT force your counterpart to act the way you want, but rather YOU should concentrate on your own behaviour; and why you can not let your ego hang on the balance of the negotiation (something in the like of "it's business, don't take it as an ego trip"). I found this to be a very good book to upgrade my self assertion. Hope you do too.

this book reads very different at first, but when you actually think about it, makes a whole lot of sense. the ideas are really simple and are laid out in (at times) a preachy repetitious way. but then given the contrarian message, there is no better way to convey it. if nothing else, keep reservations aside and give it a "fair" read. it will start making sense. the main things i liked: 1. it emphasized knowing yourself (your deal, what your company can and cannot afford, how much you can give away/ negotiate) and be prepared to say no when it doesn't match what you want. 2. value / power of want vs. need. need = desperation and compromise, which inevitably implies a losing strategy 3. business for the most part is zero sum: your loss is the other's gain and "win win" is mostly "win lose"

Suffocating at my job with no direction from my manager who is only concerned with let's collect money as his mantra! I need skills not a greedy bogus vision. This book has the style of program I've been looking for. Thank you for sharing these wonderful tactics.

I enjoyed reading this book. It was easy to read and the techniques are repeated often enough to help you absorb them. Camp build on each of his techniques to achieve an overall masterful negotiation. We have heard some of these techniques before but Camp puts a new spin on many of them.

Great book on negotiating and dealing with the negatives that arise in a negotiation. This book will make everyone a better communicator.

Jim Camp is trying to brand as a system (or 'my system' or 'The Camp System') negotiation

techniques that are well known and much trodden in countless other books. There are many, many better books on negotiation than this one; don't waste your money.

Got the recommendation from Chris Voss, author of Never Split the Difference. This is a must read for negotiations.

The information in this book is priceless and well written. This book is necessary for any "nice" person who wants to start their own business.

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