

C.S. Lewis & Co. Publicists

Editor/Producer,

Win-win is double talk for win-lose. It is the worst possible way to get the best possible deal for your side. So says **JIM CAMP**, America's number-one negotiating coach.

In his new book, ***Start with No*** (Crown Business, \$22.95), Camp shows why win-win negotiating is for naïve amateurs and will get you killed at the negotiating table. He introduces a better way to hammer out deals, an effective approach the expert has been teaching and “coaching” in the field with teams and individuals for twenty years. It is a highly structured, systematic method of negotiating based on sound decision making, rather than feel-good emotions.

Camp dismantles the outdated win-win negotiating model piece by piece. Readers learn the dangers inherent in such sacred cows as compromising, having positive expectations, and being friends with your adversary.

Illustrated with examples from real-life negotiations, the book presents practical tools and gives detailed steps to follow that keep you from making bad deals and prevent you from being caught off-guard in any kind of situation—whether in business settings or at home.

Dynamic, articulate, and media savvy, Camp delights in challenging audiences with his convention-breaking ideas. He is available for an interview, and can elaborate on a number of topics, including:

- **Who Doesn't Want a Double Win?:** Every culture other than ours, and the really big players—that's who. Learn why typical win-win Americans are viewed as sitting ducks.
- **Why Women Love the Camp System:** Discover why Jim Camp is the secret weapon of female movers and shakers at corporate America's negotiating tables.
- **How to Get What You Want:** Learn how to gain and maintain control throughout any deal, whether advocating for an elderly parent or cold-call selling.
- **The Power of “No”:** Discover why “no” is what you want your adversary to say.
- **Bring Nothing to the Table:** Learn why victory comes to the one who leaves all emotions, expectations, assumptions, and judgments outside the door.
- **Killer Questioning:** Find out how to ask the right questions in the right way—and get your adversary to reveal his position, expose his secrets, and show his weaknesses.

Camp's client list reads like a Who's Who in American business, yet outside of elite war rooms he remains an anonymous genius who successfully negotiated some of the most important deals in recent corporate history. With this book, Camp lets the rest of us in on his method of successful deal making.

Please let me know if I can arrange a time for you to speak with him directly.

Best Regards,

Cathy Lewis

Start with “No”

America’s number-one negotiating coach shows why win-win is a losing strategy.

Tell a shrewd adversary that you’re looking for a win-win solution, and he’ll start plotting your demise. While you’re busy seeking fairness, compromise, and shared prosperity in earnest, he’s busy taking you to the cleaners—although you won’t know it until it’s too late.

Negotiating expert **JIM CAMP** says the win-win model is ineffective, obsolete, and even dangerous in today’s world. For the last twenty years, Camp has been the anonymous weapon hired by global companies and wealthy individuals to coach teams in negotiating deals with savvy predators who won’t play by our apple-pie, feel-good rules.

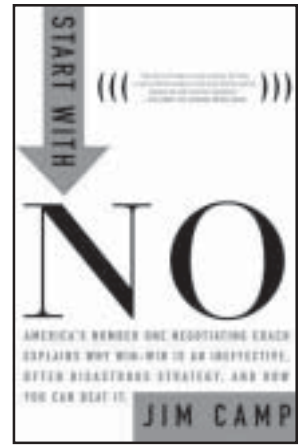
In his groundbreaking book, ***Start with No*** (Crown Business, \$22.95), Camp shares with the public, for the first time, a negotiating system that the pros don’t want you to know. He uses real-life stories from actual negotiations to illustrate all the fundamental concepts and nitty-gritty tools you’ll need to be fearless and formidable as you steer the dialogue, react effectively no matter what comes your way, maintain control of the process, and hammer out the best deal for your side every time.

The Camp system is ethical, unemotional, and highly structured. It demands practice, discipline, and the willingness to let go of such deeply ingrained ideas as the importance of closing and the value of so-called client friendships. Once you embrace Camp’s uncommon commonsense mindset, you’ll have a pretty good idea about what it takes to get in the game with the power players.

Learn:

- How to unlearn common behaviors and practices that send strong signals of weakness to your adversary
- How to get your opponent to reveal his secret vulnerabilities, objectives, and positions
- How to clear your mind of assumptions and judgments that keep you from picking up strategic clues from the other side
- How to disarm your adversary by making him feel “more okay” than you
- How to control emotions in the decision-making process
- How to research, plan, structure, and proceed through any type of negotiation, step-by-step

Start with No presents a practical system for successfully negotiating deals of any kind—the purchase of a new house, a multimillion-dollar business contract, or a college scholarship decision. Putting the Camp system principles and practices to work takes all the guesswork and luck out of decision-making in negotiations.



“THIS IS MY PROMISE
TO THE READERS:
*You will negotiate
many more good deals
with this system, and
you will not get
bogged down or
suckered into a single
bad negotiation with
this system.”*

—JIM CAMP

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About the Expert

JIM CAMP is a negotiation coach and trainer, creator of the Camp system of negotiating, and author of ***Start with No*** (Crown Business, \$22.95). With this book, Camp introduces to the public for the first time the secrets of his system of negotiating that he has used with phenomenal success for two decades with his company, COACH2100, INC.

Camp has coached individuals and teams, on every continent, through thousands of negotiations. He has negotiated transactions involving billions, with hundreds of multinational companies, in all segments of industry and business. Camp's services are so valuable that he has to sign confidentiality agreements with his clients so their adversaries cannot discover they have Camp on their team, their "secret weapon."

Camp is involved in hundreds of negotiations a year by means of a proprietary technology called COACH2100.COM, a fully secure, interactive, virtual environment where Camp-trained coaches evaluate, train, communicate with, and coach clients, and manage their negotiations as they are unfolding in real time. This technology enables Camp's clients to conduct negotiations anywhere in the world, fully supported by Camp-trained coaches, and achieve the kind of dramatic results that have not been duplicated.

Camp is the first to say that his negotiating method requires time and effort to master, but success is often immediate for new students of the game. Readers who wish to learn more of the systematic negotiation method introduced in the book can visit STARTWITHNO.COM. There they can have their skills evaluated in the world's only negotiation simulator and receive a recommendation for the training program that's right for them.

Since founding the Negotiator Coaching Series, Camp has introduced his ideas to thousands of individuals. Each year he holds Negotiations Symposia in major venues across the continent attended by alumni of leading academic institutions.

Camp is a dynamic presenter who is comfortable in front of live audiences. He is especially adept at coaching on-the-spot negotiations in his presentations. He leaves audiences with dramatic new insights and conceptions of negotiation and human performance. Camp has lectured at graduate business schools such as Kellogg, and been a featured speaker at *Inc.* magazine's "Growing the Company" conferences.



Like all predators, we humans often take advantage of the fear-racked, the distressed, the vulnerable, the needy. In your life as a negotiator, you are dealing with some serious predators who are looking for the slightest sign of distress and neediness. Don't blame predatory negotiators; blame the weak win-win negotiators who feed them.

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Interview Topics

Win-Win: Your Adversary's Double Talk for Win-Lose

Learn why win-win negotiating makes you a sitting duck for the predator across the table.

If your team is preparing for a negotiation using compromise, best alternative deal (also known as “BAD”), give and take, and win-win, get ready to settle for a lot less than you want. Negotiating coach Jim Camp says these friendly terms establish a defeatist mindset for your side from the first handshake. He discusses:

- The myth of win-win, and why it is inherently flawed
- Why feel-good negotiating is emotion-based and leads to bad decisions and poor deals
- Why “yes” and “maybe” are the worst possible words to hear from an adversary
- How to invite the other side to say “no” and then get exactly what you want

Never Close a Deal

Why everything you learned about closing deals is wrong.

“How to Close” is a mandatory section of every negotiation book—but not Jim Camp’s. In fact, the Camp system teaches that if closing a certain deal is your goal, your preoccupation, maybe even your life’s dream, then you’re concentrating on the wrong goal. You’ll pay a price for such misguided behavior. Learn:

- Why the “rush to close” is a common deal killer
- How to take your focus off closing altogether and make better decisions because of it
- How sound deals come together with the “No Closing” rule
- Why you never, ever “need” to close a deal

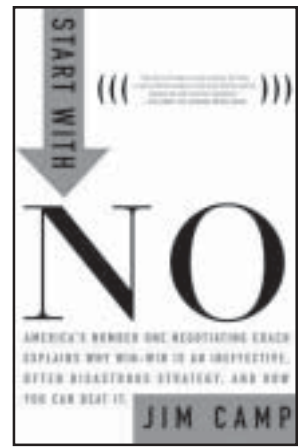
Fawn versus Tiger

Find out how to avoid revealing your weaknesses and becoming easy prey.

As soon as the opponent across the negotiating table spots your neediness, you’re a goner. Expert Jim Camp says there are a number of surprising ways you unwittingly show weakness, and you have to be acutely aware of them. He discusses:

- Body language and speaking styles that expose desperation
- Why super-confident, well-dressed, charismatic talkers are easy to take down
- Classic negotiation mistakes that give up your position
- Ten behavioral habits that reveal neediness

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How do you show neediness?

- Talk too much
- Talk too fast
- High-pitched voice
- Need to be liked
- Have to be right
- Take things personally
- Worried about hurting another's feelings
- Feel rejected easily
- Worried about long-term relationships

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Walk a Mile in Her Shoes

Negotiation expert shows how to be in your “adversary’s world”—and gain the upper hand.

You can try to convince another person until you are blue in the face. But that person’s decision, finally, arises from her own, unique perspective—her business issues, needs, hopes, fears, and plans—not yours. Jim Camp calls this your “adversary’s world,” and says a smart negotiator wants to get inside it and spend as much time in there as possible. Find out:

- Why successful politicians, lawyers, doctors, and others set their mission and purpose in their constituents’, clients’, and patients’ world
- How to get the inside scoop on your adversary’s business situation and negotiation position
- How to ask questions that keep your adversary talking, and you learning, about features and benefits she seeks from you

Secrets to Successful Cold-Calling

If this hated sales practice gives you the chills, warm up to the Camp system.

A funny thing happened along the way to developing the Camp negotiating system. Jim Camp discovered that cold-calling provides both a great training ground for practicing some basic principled behavioral skills and an accurate way to measure one’s mastery of them. Learn:

- How to become a great cold-caller, raise your sales numbers dramatically, and make them happy you called
- How to avoid sounding (and being) desperate
- How to put your prospect at ease and increase your chances of success
- How to steer the conversation your way using well-phrased and -delivered questions

The Columbo Effect

Learn to be a person people want to talk to (and gain the advantage).

Have you noticed how we humans tend to feel okay when we see someone *not* okay? The wise negotiator knows that only one person in a negotiation can feel okay, and that person should be your adversary. America’s top negotiating coach discusses:

- How to control the negotiation process by allowing your adversary to feel comfortable and safe
- Tricks of the trade: gestures, phrases, dress, and other tips to create the greatest human effect
- How to harness the power of being more human

In order to never show need, you must never feel it.

Emerson wrote, “Our greatest strength is our greatest weakness.” If your adversary likes to show off his glibness, let him. If he can’t resist the opportunity to play to his charm, let him. If he likes to demonstrate his extraordinary grasp of the fine points of federal maritime law, let him. The trained negotiator is more than happy to let the adversary show off in almost any way he wants to, because that adversary’s greatest strength will eventually become his greatest weakness.

More Interview Topics

The Power of “No”

Learn to negotiate consistently good deals by starting with “no.”

Saying “no,” inviting “no,” hearing “no”—these are all powerful tools for any well-trained negotiator. “No” is a real decision that induces the party across the table into actually thinking about why they’ve just said “no.” The responsibility of making a clear decision helps your adversary get past emotional issues and focus on essential ones instead. Master negotiator Jim Camp explains:

- How inviting the other side to say “no” changes the negotiation dynamics in a beneficial way
- Why “maybe” muddies the waters with confusing emotions, because it is not a decision
- Why “yes” at the beginning of a negotiation is never real, and therefore is a dangerous lie

Calling Mr. Spock

Discover why great negotiators don't wear their emotions on their sleeves.

According to master negotiator Jim Camp, emotions are the worst things you can bring to a negotiation. We want to be liked. We don't want to hurt someone's feelings. We don't want to come across as too blunt or surly or arrogant or demanding. We don't want to shut the door on a deal prematurely. We don't want to be negative. We want to make a friend. These are classic examples of feeling-based impulses that will kill your advantage. He explains:

- How to tell the difference between emotion-based and decision-based negotiating
- How to steer clear of common emotional minefields
- How to create a well-crafted mission and purpose that fosters a rational, clearheaded agenda
- How to use an opponent's emotions to your advantage

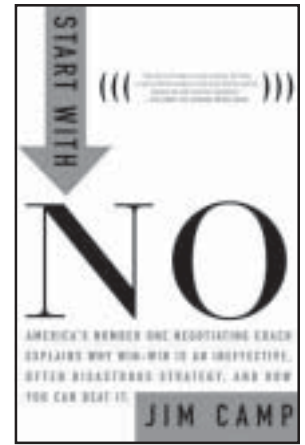
Quiet Your Mind, Create a Blank Slate

Expert shows how to clear away assumptions, biases, and expectations before you meet your adversary face-to-face.

In Jim Camp's negotiating system, *blank-slate* is a verb, and it is a key behavioral goal for the successful negotiator. Blank-slatting means getting rid of positive as well as negative emotions, learning to assume nothing, giving up some habits. Find out:

- How blank-slatting, once mastered, leads to exquisite focus in the deal-making process
 - How to take a break as soon as your slate starts to fill up
 - Why blank-slatting makes you a better listener, a better learner, and maybe even a better person
- MORE—

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In the world of business, specifically, we are so immersed in the emotion-based atmosphere of win-win that saying “no” just sounds too harsh.

It goes completely against the win-win grain of subservience and malleability and neediness.

BLANK-SLATE EXERCISE

Before a negotiation, see that negotiation unfolding in your mind. Picture yourself asking the questions, taking the notes, and negotiating with perfect behavior. See yourself relaxed with no expectations, no need, and no fear—a perfect blank slate. It works, even for a hard-nosed corporate negotiator.

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How to Blow a Deal with One Sentence

Find out how to avoid that fatal ill-chosen question.

Questioning your adversary is a key part of the Camp negotiating system. The right question helps you maintain maximum leverage and control by getting your adversary to talk as much as possible, and having you talk as little as possible. But framing a question correctly is tricky and requires lots of practice. Learn:

- Top deal-killing questions, and what to ask instead
- Who, what, when, where, why, how: The power of interrogative-led questions
- How to get your adversary to spill the beans

False or Misjudged Friendship Can Be Fatal

Learn why you should never befriend your adversary without respect first.

The classic win-win dilemma is this one: How much money do I have to leave on the table in order to maintain this relationship? Big-time corporate negotiators shrewdly play up the importance of partnerships, loyalty, and the long term, but their only *real* concern is the price they're paying. Negotiation guru Jim Camp explains:

- How to win your adversary's respect without his friendship
- Why friendship doesn't mesh with good business, but respect does
- How to avoid "rescuing" a floundering opponent

Are You Dealing with the REAL Decision Maker?

Learn how to recognize "blockers," people who keep you away from the real power brokers.

Beware the person on your adversary's team who tells you, assures you, promises you, and guarantees that he is the decision maker. Negotiation coach Jim Camp says such "blockers" will do anything to keep you from meeting the real leader face-to-face. That may even be their job. Great leaders surround themselves with great blockers, who relish the game. Discover:

- How to find out who holds the power reins
- How to get around the blocker and go straight to the top
- How to get a useful introduction *from* the blocker
- How to get to the decision makers, and past the blockers, without the blockers even being aware of it

3 COMMON NEGOTIATION ERRORS:

1. *Never answer an unasked question.*
2. *Don't interpret a statement as a question.*
3. *Never reply to random statements.*

TAKE YOUR EYE OFF THE WIN

Barry Bonds and Sammy Sosa cannot control whether they hit a home run. Rather, they think in terms of maintaining power and leverage in the process of the swing. If they focus on hitting homers, they lose power and leverage by overswinging and by lunging at bad pitches.

Suggested Interview Questions

1. What do you have against the win-win model of negotiating?
2. What are some of the most common mistakes people make at the negotiating table?
3. Doesn't "starting with no" end all further negotiation?
4. What is the Columbo effect?
5. Explain what "neediness" means in the Camp system and how you keep your adversary from detecting yours.
6. Do *all* emotions get in the way of sound decision-making? What about high confidence and positive expectations?
7. Why is "no closing" one of your rules? Doesn't that go against everything we've been taught about nailing down deals?
8. Your system employs a specific way of questioning to control the dialogue, keep the adversary talking, and get him to say too much. What is the technique, and how difficult is it to learn?
9. What does "know their pain" mean in the context of negotiations?
10. What kinds of doubts disrupt effective decision-making?
11. Why would someone trained in the Camp method never set a sales target or make "landing the million-dollar contract" their goal?
12. What is the difference between a goal and an objective, and why is it important?
13. At what point might it be to your advantage to walk away from a negotiation, and how would you know you had arrived there?
14. What happens when a Camp-trained negotiator makes a mistake?
15. Why are you against power-point and other presentations?
16. What part of your method do people have the most difficulty learning? What are some of the most difficult habits to break in order to master the Camp system?
17. Are you worried that your adversaries will read this book and learn all of your secrets?
18. What does it mean to "blank-slate," and how hard is it to do?



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Four Ways to Question a Respected Opponent (a.k.a., Your Adversary)

Expert shares insider tips that give you a competitive edge at the negotiating table.

In JIM CAMP's negotiating system, your ability to ask the right questions—and ask them in the right way—is the single most important skill at the table. Your well-chosen questions determine who's in control of the dialogue, how your adversary feels about you, and what kind of critical information you can extract to land the deal-making advantage.

TIP 1: Always create vision with questions by starting questions with an interrogative—who, what, when, where, why, how, and which.

Interrogative questions are a key means of discovery. They get your adversary visualizing and giving precious details. Starting a question with a verb, on the other hand, will close the door on precious vision by enabling the other side to answer with a one-word “yes,” “no,” or “maybe.” When this happens, you lose control; advantage goes to your opponent.

WRONG: Is this the biggest issue we face?
RIGHT: What is the biggest issue we face?

WRONG: Do you think we should bring Mary into the loop?
RIGHT: How does Mary fit into this?

WRONG: Does it fit into your needs?
RIGHT: How does it fit?

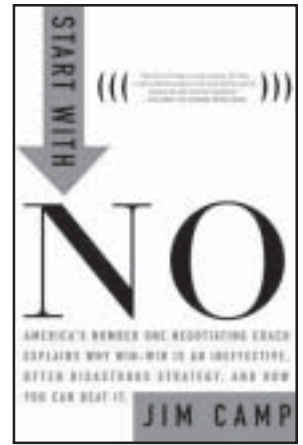
TIP 2: Take every opportunity to nurture your adversary—with your delivery and your phrasing—as you ask questions.

Nurturing must not be confused with being easy and soft, nor does it signal arbitrary compromise or mean “saving the adversary” from a tough decision. Rather, it is a human effort at communicating through behavior that brings down barriers. It allows open exchange of information that gives you access to their vision and concerns.

NOT NURTURING: Adversary: *What will this option do for me?*
You: *Well, what's your biggest challenge at the moment?*
(too aggressive)

NURTURING: Adversary: *What will this option do for me?*
You: *That's a good question, Sam. Before we get into that, what is the biggest challenge you face?* (more respectful; puts Sam at ease)

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- *Never frame a question that seems to take away your adversary's right to say “no.”*
EXAMPLE: Can you say yes to this?
- *Never ask questions that let your adversary think you are anxious to close.*
EXAMPLE: Isn't this what you really want?
- *Never frame a question that appears to your adversary an attempt to trick.*
EXAMPLE: Is there any reason you wouldn't say yes to this?

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TIP 3: Answer questions with a question, even if you think you already know the answer.

This is called a “reverse.” A reverse assures that you’re dealing with the real question *for you*, thereby allowing you to gather more insight and information for your side. Reversing is nothing more than a psychological principle of reaction that allows the other side the chance to provide you with clarification.

REVERSE: Adversary: *How much does it cost?*
You: *Well, that depends on a number of different facets of control. What areas require control?*

TIP 4: When faced with a provocative remark from your adversary, use it to your advantage as a basis for prying out more information.

This type of response on your part is called a “connector,” and it will keep you from walking into an emotional trap. You can also use it to get your adversary to fill out the picture for you. It is a psychological principle that allows discussion of their vision to continue. Examples of connectors would be: “And...?” or “Which means...?” Another type of connector is silence on your part, which makes the adversary rush to fill in the blank.

CONNECTOR: Adversary: *This is a very difficult situation.*
You: *Interesting. Aaaaaaaand?* [This is drawn out, accompanied by an encouraging shrug. The adversary sees you are reaching out emotionally, and wants to help you out by filling you in.]

MORE TIPS FROM A PRO

- *Keep your questions short, nine or ten words.*
- *Keep your questions simple, with one main idea.*
- *Ask only one question at a time.*
- *Resist the urge to help your adversary answer the question.*

3+ RULE

The more critical the negotiation, the more times you want to reiterate an agreed-upon point. Restate each key point three or more times. Repeating the same point 3+ times helps your adversary get a good, clear picture of what he or she is agreeing to.

Are You an Effective Negotiator?

Take this quiz to find out.

How well could you hold your own if your adversary were trained by JIM CAMP, America's number-one negotiating coach? For the following questions, circle the answer that best describes your negotiating style, and then check your score, at end.

When things seem to be going your way in a negotiation, the best thing to do is:

- a. Keep up the pace and don't allow for a pause in the momentum.
- b. Immediately stop the proceedings with a coffee break, bathroom break, or lunch break.

To mentally prepare for a difficult negotiation, you will be well served by having:

- a. An upbeat, positive attitude and outlook.
- b. Zero expectations.

Ideally, every major negotiation should end with:

- a. The implicit if not explicit commitment on both sides to remain loyal and maintain a friendly, long-term relationship.
- b. A final invitation, from you, for your adversary to reconsider and reject this effort.

First impressions are critical in determining who will have the power and control in the ensuing negotiation. Therefore:

- a. Speak with authority, dress sharply, and let your adversary be just a wee bit intimidated by your alpha persona.
- b. Dress down, be as eccentric as you like, and let your adversary feel superior.

The most important thing to keep in mind while hammering out an agreement is:

- a. The idea of compromise, and both sides coming out feeling good about winning something but also making some concessions.
- b. What your adversary needs.

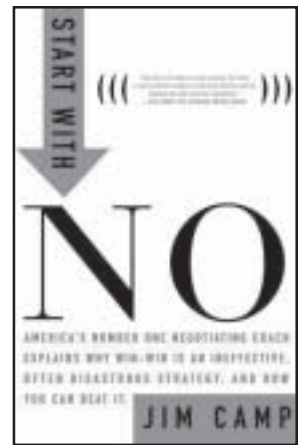
If your adversary agrees to a key point:

- a. Move on before he changes his mind.
- b. Get him to verbally agree to that key point at least three more times before moving on.

A great negotiator will:

- a. Trust his or her instincts, impulses, and intuition.
- b. Never pick up the phone or send an email without first having a written agenda for that communication.

—MORE—



*There are just a million
assumptions out there,
lying in wait to
ambush us.*

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Scoring:

If you circled even one “a” answer, a Camp-trained negotiator would find the chink in your armor and bore through it. You would likely find yourself at an early disadvantage, and you would not be able to figure out why. If the “b” answers seem counterintuitive or downright wrong to you, you are not alone. Most Americans are schooled in emotion-based, feel-good, win-win negotiating strategies. We are taught to “close the deal” at all costs, and to value friendships and goodwill above all else over the long term. These conventional deal-making behaviors make you easy prey to an experienced negotiator.