

START WITH NO

The Negotiating Tools That The Pros Don't Want You To Know

JIM CAMP

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The Web site for this book is at www.startwithno.com.

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MAIN IDEA

"We're all professional negotiators. Most of us don't think of ourselves that way, but we're all trying to make agreements every day. We're negotiating. Some of us do so haphazardly, maybe even lackadaisically, while some of us realize that since we're always negotiating, the more skillfully we do so, the better off we'll be."

- Jim Camp

For many years now, "win-win" has been held up as the ideal to aim for in any negotiation. Why? Probably because win-win has always been considered to be the fairest way to do business. But what happens if the other party in a negotiation are simply using our desire to think win-win to get us to agree to unnecessary compromises? In those circumstances, the negotiation often ends up as win-lose, with us on the wrong side of the ledger.

With that in mind, the way to become better at negotiating is to distinguish between what you can control and what you can't. Win-win is an outcome, and the outcome is beyond your direct control for a host of various reasons. In any negotiation, the only thing you can control is the means by which the outcome is decided. So focus on your behavior and actions, and let the end result take care of itself instead of endlessly obsessing over win-win scenarios.

Good negotiators also do something that appears counterintuitive at first glance. They begin with "no". In other words, they start out by giving the other person an opportunity to say no right at the outset. Doing that relieves the pressure and allows the other person to think more rationally which, in turn, increases the chances something worthwhile will result from the negotiation. And professional negotiators constantly remind the other party they have the absolute right to veto the deal at any point. By consciously and deliberately allowing the other party to feel more in control, the chances of a favorable outcome increase.

Always keep in mind negotiations are complicated simply because humans are involved. Every negotiation will be different. The path to becoming a better negotiator is rarely straight and will often require many detours and most certainly loads of discipline on your part. Fortunately, however, the rewards which come with being a more competent negotiator are wellworth the effort. As long as you keep working at it, eventually you'll reach a stage where negotiation becomes easy to do. And at that point, you can start approaching your true potential in business.

1. Why "Win-Win" is the Wrong Approach in Negotiations Page 2

The prevailing paradigm in negotiations is to structure "Win-Win" deals. Yet these are only possible when both parties are equal – which is very rare. Instead, experienced negotiators use the context of structuring a win-win deal to get the other party to make more and more concessions. Don't fall for it. Instead, stay focused on getting the best deal you can, even if it means saying no to lesser deals and offers.

2. Why Good Negotiators Always Start With "No" Page 3

To become a better negotiator, establish right at the outset you're prepared to accept a "no" answer to everything you propose. Not only will this clear the air but it will also let everyone else relax and look at things more realistically. It will also signal to a shrewd adversary that you aren't prepared to give away the entire farm in pursuit of the mythical win-win deal. Saying no right at the outset lays the foundation for a good negotiation.

3. The Camp Negotiating Tactics for Getting to "Yes" Pages 4 - 8



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