

**Title:** **Start with No:**  
Why Win-Win is an Ineffective, Often Disastrous Strategy, and How You Can Beat It.

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**Review** In 'Start with No' Jim Camp shares a simple approach to negotiating effectively, regardless of the situation. He argues that the traditional win-win approach is too emotional and fraught with unnecessary compromises. The alternative, his fact-based approach, replaces 'win-win' with a series of decision-oriented actions and an emphasis on controlling the controllable – our own behaviours.

Camp's principles and practices are discussed 14 easily read chapters and summarized at the end in 33 Rules. Among other things he discusses:

- How easily neediness can be betrayed by certain behaviours, like talking too much or being overbearing. When we learn to control those behaviours we transform the negotiation from one based on need to one based on desire. Sometimes that transformation can be achieved by simply substituting the word 'want' for the word 'need', sometimes it takes more – but once it's achieved the outcome no longer revolves around whether or not someone's feelings will be hurt and 'no' no longer implies rejection.
- How self-deprecation, a technique used by effective presenters, and Columbo, puts audiences at ease, enhances their sense that they're okay, and paves the way to fruitful outcomes. The technique builds on the knowledge that decisions are made at the gut and instinctual level long before the rational mind kicks in with the facts to justify them. Being comfortable enough to say no contributes to the adversary's okay feeling, feeds favourable conclusions and builds relationships.
- The importance of understanding the adversary's position – to know his world, his business, his needs, his requirements, his hopes, his fears and his plans. This is, after all, the context in which he makes his decisions. To enter this world we have to know how to ask questions and support them with a nurturing word, gesture or facial expressions. We have to know how to open ourselves to our adversary's information, attitudes and emotions by clearing our slate of the expectations and assumptions that keep us focused on our own goals and contexts.
- How to facilitate the decision making process by painting a clear picture of the adversary's pain. Like the doctor who persuades you to take your medicine by helping you see the consequences if you don't. You can't tell anyone anything – you can only help them see it for themselves.
- Assessing the amount of time, energy, money and emotion that goes into a negotiation and using it to know and control your budget while knowing and building theirs.

**Golden  
Nugget**

In many negotiations the 'facts' only come into play to justify decisions after they're made.