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We are pleased to announce the publication of “Start With No” by Jim Camp. Attached is a recent review of the book in this month’s *Harvard Business Review*.*

For a complete review of the industry’s only negotiation management system; its training programs, operational applications and technology please visit www.startwithno.com Be sure to register to access all of the revolutionary information there.



Forethought

Start with No
The Negotiating Tools That the Pros Don't Want You to Know
Jim Camp
(Crown Business, 2002)

The introduction of the win-win approach to negotiations changed the way companies make deals, turning what had been an adversarial duel into something approaching collaboration. But any good idea can be taken too far, and this executive coach exposes the dangers of adhering too enthusiastically to the win-win ethic. With an engaging style and entertaining anecdotes, Camp explains how the focus on making everyone happy can expose a corporate negotiator to the manipulations of a wily opponent. He counsels negotiators to always remain skeptical and self-interested; rather than striving to get to yes from the outset, start with no. That doesn't mean you shouldn't try to sell a deal by emphasizing how it will benefit the other party. But you should minimize sentimentality about the results, and stay focused on what you can control: the process. That's easier said than done, but the book makes a provocative case for sober bargaining.

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* *Harvard Business Review*, Volume 80, Number 7, July 2002, page 26, by John T. Landry