

# C.S. Lewis & Co. Publicists

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Dear Editor/Producer,

Did you know that showing up for a negotiation with a pen that's out of ink can give you a subtle advantage? So can coming to a meeting *without* a creative power point presentation. And if you want to achieve the best possible outcome in a negotiation, invite the other side to say "no" to your proposal.

These are some of the counterintuitive ideas found in a new book by world-renowned negotiation pro JIM CAMP, called *NO: The Only Negotiating Strategy You Need for Work and Home* (Crown).

In his previous business best-seller, *Start with No*, Camp challenged the prevailing win-win school of negotiation made famous by "getting to yes" and its imitators. His big idea, then and now: that negotiating based on feel-good emotions, assumptions, and compromises will get you killed at the table.

Camp's "No" method takes an ethical, unemotional, highly structured, and disciplined approach to any type of negotiation, and provides a step-by-step way to achieve the best possible outcome for your side every time.

*NO* simplifies Camp's model so that ordinary readers—spouses and parents, college kids and recent grads, employees and tradespeople—can readily learn and apply the same principles and techniques that Camp has been teaching to high-powered business executives for years.

Camp is a media veteran who is at ease with audiences of every kind, and has fascinating insights to offer about people's motivations, behavior, and emotions when they are under pressure, making decisions, and trying to get what's best for their side.

This is an eye-opening book that is highly useful, whether you're involved in a negotiation with a client or a kid.

Please let me know if you'd like me to set up an interview.

Best Regards,

Cathy Lewis

# The Power of No

**New book on negotiation shows how to say “no” to bad deals every time.**

The best word in the English language has to be “yes.” In negotiation, however, “yes” is the *worst* word. It primes you to please the other side, to rush ahead, to compromise early and often, to come to a deal—any deal. In negotiation, the best word to say—and to invite the other side to say—is “no.”

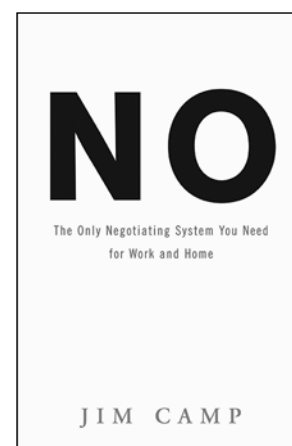
That’s the idea behind the newest book by negotiation expert **JIM CAMP**, called ***NO: The Only Negotiating Strategy You Need for Work and Home*** (Crown). With this revamped edition of Camp’s critically acclaimed business book, ***Start with No***, Camp has boiled down his famous negotiation model into easy-to-understand steps that anyone can learn and practice.

His “No” system is as effective in home settings as it is in corporate ones. We can use it every day, whether it’s to get our spouse to do more housework, our kids to go to bed earlier, or our contractor to keep his costs down. Camp shows young people how to use the “No” system to get into better colleges, land dream jobs, and buy their first home. He also shows businesspeople how to hammer out optimal deals with clients, customers, and coworkers.

Each chapter includes “test drives”—short exercises that help you apply a concept or practice a principle; a “3-minute checklist” to review what you’ve learned; and real-life examples that illustrate how the system works in a variety of situations. Readers also learn:

- How to control emotions that sabotage success
- Worst negotiating habits and how to break them
- Questioning and listening skills that give you an edge
- How to quickly recover the advantage if you screw up
- How to know when to give up and walk away
- Two tools—the Check List and Log—that help you manage every negotiation

Camp is the first to admit that his system requires practice to master. Accordingly, he offers a companion website with diagnostic tests, training tools, and resources for readers who seek further development. Careful readers of ***NO***, however, will walk away with a new way to practice self-discipline and to be smart, well-informed, and confident in any type of negotiation.



Every child understands that “no” is the *start* of the negotiation, not the *end* of it. As adults, however, we’ve been conditioned and trained to fear the word, so with audiences and clients I carefully go about proving that politely saying “no,” calmly hearing “no,” or just inviting “no” has a beneficial impact on any negotiation.

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# About the Author

**Jim Camp** is an internationally sought negotiation coach and trainer, and developer of the Coach2100™ technology, a proprietary, patent pending negotiation project management and training system. He is also author of ***NO: The Only Negotiating Strategy You Need for Work and Home*** (Crown), the revised and updated version of his previous critically acclaimed business book, ***Start with No.***

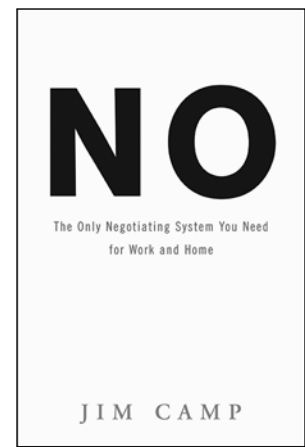
As president and founder of The Camp Group, a negotiation training and management firm, Camp has coached individuals, companies, and governments worldwide through hundreds of negotiations, including Motorola, Intel, Applied Materials, Honda, Suzuki, KLA-Tencor, Texas Instruments, Merrill Lynch, IBM, and Prudential Insurance. Camp's services are so prized that he has to sign confidentiality agreements with his clients so their adversaries can't discover that Camp, their "secret weapon," is on their team.

Camp is involved in hundreds of negotiations a year by means of his proprietary technology called Coach2100.com, a fully secure, interactive, virtual environment where Camp-trained coaches evaluate, train, communicate with, and coach clients, and where they manage their negotiations 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 no other negotiator has 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 system. Readers who wish to learn and practice the "No" system of negotiation 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 a 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 Negotiation Symposiums in major venues across the United States 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 about negotiation and human nature. Camp has lectured at graduate business schools in the United States and been a featured speaker at *Inc.* magazine's "Growing the Company" conferences.



If you're a devotee of required compromise, there are many businesspeople—I'm one of them—who have you for lunch every day. They have developed high-level negotiation strategies whose *only* purpose is to take advantage of your mindset of compromise.

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# Interview Topics / Segment Ideas

## The “No” System

*Learn the steps of this successful negotiating strategy.*

Camp developed the “No” system of negotiating two decades ago, and has been sealing the best possible deals for his clients ever since. Now he’s sharing it with the rest of us. Learn:

- How to build a mission and purpose that guides every decision in the negotiation
- How to control your behavior and body language
- How to help the other side discover what they want from you by asking strategic questions
- How to create an effective agenda that drives each phone call, email, and meeting

## How to Boost Sales Performance with the “No” System

*Find out how to take control of every sales call and meeting.*

Salespeople are involved in negotiations large and small every day, whether it’s cold-calling, doing a large sales presentation, or chatting with a customer on the showroom floor. Salespeople who use Camp’s “No” system of negotiating see measurable improvements in their sales numbers and overall performance. He discusses:

- Top mistakes salespeople make
- How to become a great cold-caller
- Why you should never close a deal
- How to avoid sounding (and being) desperate
- How to put your prospect at ease and increase your chances of success
- Why sales presentations are deal killers and what to do instead

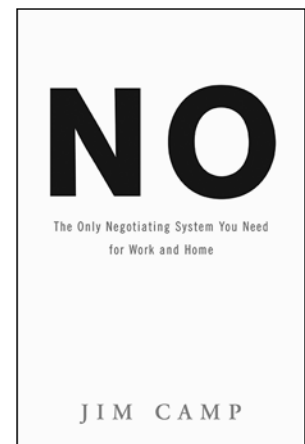
## How to Land Your Dream Job

*Negotiation pro shares secrets to a successful job interview.*

You are interviewing for the perfect job in the perfect part of the country, but you’re afraid you’re going to blow it. Camp can help. Learn:

- Preparation steps you need to take before the interview
- Qualities to portray in a job interview
- Why *not needing* this job will help you get it
- How to find out what the company is looking for in a hire

—MORE—



## Tips from the “No” System

- Control your own neediness while you look for and build theirs.
- Make the other person at the table feel more okay than you.
- Focus on controlling your behavior; forget about chasing results.
- Build a mission and purpose rooted in the world of the other side.
- Build a vision of their current or future problem to be solved.

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## How to Negotiate a Raise

*Use the “No” system to give you an advantage.*

A salary negotiation offers the ideal opportunity to try out the principles and steps of Camp’s “No” system. He discusses:

- How to get into the right mindset before you enter your boss’s office
- Homework and preparation check list
- How to frame your request so your boss sees that giving you a raise will benefit him or her
- How to react if your boss refuses initially—and why his or her saying “no” will turn out to be advantageous for you

## How to Get into Your Top-Choice College

*Proven tips from a negotiation professional.*

A high school football player who was being recruited used Camp’s “No” system of negotiation to search for a college, and landed his top school and an amazing scholarship. You can too. Learn:

- How to differentiate yourself in your college interview
- Top questions to ask a college interviewer
- How to portray yourself as someone your college needs

## How to Use Pro Negotiating Strategies with Your Family

*Learn how to get spouses, kids, and parents to see it your way.*

All is fair in love and war. According to Camp, people who use his famous negotiating secrets in the domestic setting have found a new way to keep the peace, get more accomplished, and resolve conflicts. Find out:

- How to use the “No” system to get kids to cooperate
- How to keep emotion-based negotiating out of marital disputes for good
- How decision-based negotiating gives you the advantage in ongoing domestic issues, such as division of labor

## More Tips from the “No” System

- Ask interrogative-led questions—who, what, when, where, why, how, which—to get the other party talking.
- Keep emotions—yours and theirs—as close to neutral and stationary as possible.
- Don’t make assumptions; don’t have expectations.
- Don’t spill the beans; let the other side spill theirs.
- Negotiate with the real decision makers; don’t waste time with anyone else.
- Create an agenda for every important email, phone call, and meeting.

# Are You an Effective Negotiator?

**Take this quiz to find out.**

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:

- Keep up the pace and don't allow for a pause in the momentum.
- 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:

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

Ideally, every major negotiation should end with:

- The implicit if not explicit commitment on both sides to remain loyal and maintain a friendly, long-term relationship.
- 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:

- Speak with authority, dress sharply, and let your adversary be just a wee bit intimidated by your alpha persona.
- 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:

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

If your adversary agrees to a key point:

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

A great negotiator will:

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

## Scoring:

If you circled a single "a" answer, you could find yourself at a disadvantage in a negotiation. 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 deal-breaking behaviors make you easy prey to an experienced negotiator, and will keep you from landing the best deal for your side.

# NO

The Only Negotiating System You Need  
for Work and Home

JIM CAMP



Before anything happens, before the meeting starts, are you firmly free in your gut and in your mind to say no and hear no? If the answer is no, cancel the meeting. Seriously.

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# Top Ten Ways to Blow a Deal

1. **Showing or feeling emotion, such as neediness, desperation, or excitement.** Keep body language and speaking style emotionally neutral. Prepare your state of mind ahead of time. Repeat the mantra, "I don't need this" until you believe it.
2. **Offering a compromise or revealing your position at the start.** Once you do this, you signal to your opponent that you are weak and ready to give something up to get to an agreement.
3. **Giving detailed presentations or dominating the dialogue.** While you're talking and telling your opponent what you think he wants to hear, he's forming opinions, making judgments, and gaining valuable insight into you and your position. Ask questions to get your opponent spilling the beans instead.
4. **Negotiating with blockers instead of the real decision makers.** Blockers are people who will do anything to keep you from meeting with the real decision maker face-to-face. (That may even be their job.) Sidestep blockers diplomatically.
5. **Thinking about closing.** Forget everything you learned in business school. Thinking about, hoping for, or planning the outcome of this deal will get you killed at the negotiating table. Your opponent will sense your neediness.
6. **Trying to impress.** Name-dropping, sucking up, and dressing to the nines are common ways of pumping yourself up in front of an opponent. Such tactics will backfire. Instead, make sure your opponent feels "more okay" than you. An opponent who doesn't feel threatened is more likely to give up the goods.
7. **Trying to be friends.** Thinking about whether your respected opponent likes you or not will cloud your decisions, disrupt your emotional neutrality, and keep you from focusing, observing, and collecting information.
8. **Showing up unprepared.** Whether it's a phone call, an email exchange, or a face-to-face meeting, never communicate with your opponent without first preparing a Check List (see sidebar).
9. **Making assumptions.** If you form an opinion or make a judgment about how your opponent looks or behaves, banish the thought from your mind. Instead, find out about your opponent by getting her talking, revealing her biases, opinions, wants, needs, and weaknesses. Take notes.
10. **Focusing on what you want.** In any successful negotiation, set your mission and purpose in the adversary's world, not in your own. Focus on how you can help him or her realize that offering XYZ to you will be beneficial to him.

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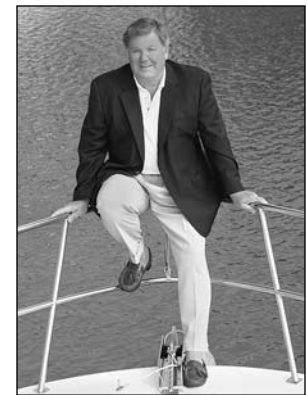
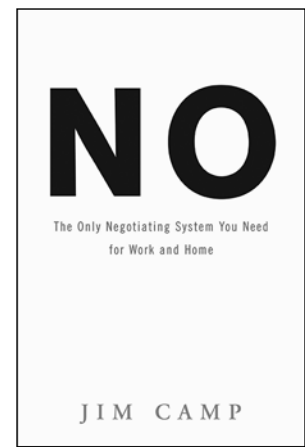
**A basic Check List for any negotiation includes:**

- Your mission and purpose for the negotiation
- Your agenda items for the specific meeting
- Your behavior goals
- Your activity goals
- Any critical research that needs to be done

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# Suggested Interview Questions

1. Explain why “no” is the best word to hear in a negotiation. Why not yes, or maybe?
2. Why are people afraid of hearing “no”?
3. What do you have against win-win and compromise-based negotiating?
4. Explain why your “No” system works as well in high-stakes corporate settings as it does at home, with kids.
5. What does it mean to “blank-slate,” and how hard is it to do?
6. Why would someone trained in the “No” system never set a sales target or make “landing the million-dollar contract” their goal?
7. Why is “no closing” one of your rules? Doesn’t that go against everything we’ve been taught about nailing down deals?
8. Why is making the other person feel “more okay” that you a good strategy, and how do you do it?
9. Why does every negotiation need a mission and purpose, and how do you build one that’s bulletproof?
10. How do you go about building the other side’s vision—helping them see their problem that needs to be solved?
11. What are some of the most common mistakes people make during a negotiation that put them at a disadvantage?
12. Why are you against presentations?
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. Talk about how one might use your “short form” tools—the Check List and the Log—to manage a negotiation.
15. What part of your method do people have the most difficulty learning?
16. How long does it take to learn the “No” system and begin applying it?
17. Are you worried that your adversaries will read this book and learn all of your secrets?



*No*, the word you have been trained to fear is, in fact, the word that will change your life for the better, forever.

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