

## **How To Start Winning Your Client Getting Negotiations Before You Step Through The Door**

**World-Class Training Session With Legendary Negotiation Expert Jim Camp On How His “Start With No” Negotiation System Can Transform your client getting practice**

A new HMA consultant lands an appointment with a large company. He’s thrilled at first and can’t wait to get in there. Then, his mind starts racing, “Wait a sec, I’ve never landed a large company before. They’re going to think my fees are way too high for my experience. I’d better lower my prices and...”

Most of us have trained ourselves to compromise a negotiation before we’ve even left our house. The cycle of assumptions – compromise – assumptions – compromise is human.

The good news is – the first step to changing human behavior is recognizing it. And in this two-part audio with Negotiating Expert Jim Camp, be prepared to throw everything you know about negotiations out the window and retrain yourself on what works because it’s probably your own “win-win” thoughts that are holding you back the most.

And Jim’s unconventional methods have set a new standard when it comes to negotiations. He’s coached deals worth billions all around the world – helping businesses, governments and leaders. And in this audio, you’ll hear what he can do for your HMA practice (and your life).

**Part One: Why Creating Vision Is So Important And How To Do It**  
Visions drive negotiations. In fact, Jim says the only time you’re ever safe in a negotiation is when you’re in the other person’s world – in the middle of their ideas and visions. And you can place yourself there by using statements and questions that not only create the kind of vision you need but also allow the other person to discover how working with you is a part of it all. And in Part One, you’ll hear exactly how to do that.

### **You’ll Also Hear...**

Here's a **quick** and **easy** way you can get into the marketing consulting business. Work part time from home. Help businesses make more money. Listen to hours of free interviews, case studies and how to consultant training at <http://www.hardtofindseminars.com/AudioclipsH.htm>

- A little known fact: Give someone the right to say “no” and you’ll get more “yeses” every time – here’s how
- The very first thing you should do when you negotiate with prospects during cold calls, exactly how to negotiate your way in to see decision makers, and word-for-word scripts you can take straight to your phone
- The only way to phrase questions and statements so they create vision – and specific examples from Jim on the kind of visions you’ll want to create
- How to control a conversation so you never have to worry about things going off-track – but the one phrase you can say that will bring it all back if it ever does
- All about the “Colombo Effect” in negotiation, why it works so well, and how to work it
- The one little sentence that blows the deal every time – and what to say instead
- Why it’s so important to dump the needy “must-close-this-deal” mindset – and the only mindset you should try to come into negotiations with
- Exactly what Jim means when he says negotiations should “start with no,” and how to start winning your next big one before you leave the house

## **Part Two: Stop Turning An Opportunity Analysis Into A Presentation**

Jim never makes PowerPoint presentations, or any kind of presentation for that matter. He says even though they’re supposed to create vision, because presentations are full of facts and promotional material, they usually only create objections. To avoid sounding like an attorney presenting facts, it’s better if you deal with information in a questioning way so you allow the other side to discover on their own that they want to work with you. And in Part Two, you’ll hear how that’s done.

### **You’ll Also Hear...**

- Why Jim never uses the words “power,” “leverage,” or “advantage” when describing negotiations – and the kinds of words he does use in order to create the right mindset

- How to deal with price objections – and how to set a value agenda for a negotiation so the other person discovers your worth... and doesn't care about price
- Concrete examples of how the vision you have of yourself can hold you back in a negotiation before you've even said a word
- Why it's absolutely critical to make sure the other person "has a full budget" before you go into a negotiation, what that means, and how to do it
- The 3 negotiations Jim has taken part of that he's most proud of
- How Jim's system helps you "fail safely" before a real negotiation (so your training just kicks into "autopilot" when the negotiations really count)

If you're tired of not getting to that next level in life, it could be because you've trained yourself to compromise your own success. Negotiations are more than just a part of business – they're a part of everyday life. Give up the give-and-take compromise (that actually begins in your head long before any real negotiation happens) and learn the power of "no." And in this audio, you'll hear how to do that from world-renowned negotiation training expert, Jim Camp.

Michael: So what is negotiating and how much does confidence come into play in this game?

Jim: Let's start with confidence. Confidence is everything of course. But negotiation is the most misunderstood term in our arena today. If you think back to the days of Lewis & Clark, Thomas Jefferson and the kings of England and France, etc., there was no such thing as win-win; there was no such thing as collective bargaining. Those were all invented by us human beings in the very early 1900's so it's really been twisted; the meaning of the word negotiation. If you look in the Oxford dictionary, which I did many years ago and I was actually a non-com when I saw it; and the definition says "the effort to bring about agreement between two or more parties with all parties having the right to veto". Mike, I didn't invent that. That's right out of the Oxford English Dictionary back in the 70's, but all these twisted meanings of negotiation I've been a part of literally thousands of people in workshops over the years back before we had the capability of the Internet and our technology. And in our workshops I would ask the question, what is negotiation? And people would say it's give and take, it's making

everybody happy, it's win-win, it's only compromise as much as you have to. So it was always twisted. It's simply making agreements; that is negotiation.

Michael: Is there a history that you've ever researched of negotiation? I hear that the Middle East are incredible negotiators and they are brought up and taught to negotiate where here in the United States that is not true.

Jim: You're exactly right, but the reason they're brought up to negotiate is survival. They've got to make agreements to survive and here in America we don't have to make agreements to survive. What we're trained to do, sadly, and I've studied this in depth, I've got to tell you, and what we're trained to do is compromise. We're trained to be smart so we make assumptions that get us killed and we compromise. And it's really a sad state of affairs. Now, just so you know, this compromise mindset, this assumption based mindset, again, came about in the very late 1800's, early 1900's with collective bargaining in the labor movements and it was mandated in actual law. It's an Act of Congress, the Railway Labor Act is an Act that was brought about by Congress to collectively bargain where you're forced to compromise or you're not bargaining in good faith. You could actually be sentenced to prison if you did not bargain in good faith in those situations. So our society is steeped in compromise and assumption. And of course, you know assumption is a terrible thing and I'll tell you why; because we're trained to be smart. I mean, every child comes home to look for the pat on the head for the great grade card; the A's. We're supposed to know and we're supposed to know all. And so you'll hear people say things like, I'm sure your consultants all over the world hear people say things like, I think; in my opinion; well I've had a lot of experience, I know what they'll do; I know what they're thinking. Those are all literally killer statements that people make that get them in terrible trouble and cost them millions of dollars.

Michael: If you were to study a culture and you didn't know anything about negotiation, what culture would you study to learn the most? Who do you think are the world's best negotiators, culturally wise?

Jim: I think women.

Michael: Why?

Jim: They're not even a culture, right?

Michael: That's right.

Jim: I've got to tell you. I've trained negotiators in Russia, I've trained negotiators in Africa, I've trained negotiators in Tel Aviv, I've trained negotiators in Egypt, I've trained negotiators and have clients throughout the Middle East, I've got clients on the mainland of China. Culture doesn't matter. All the people who think culture is so . . . please don't misunderstand me. I'm not saying that culture and the respect for culture is not important. But what I am saying is that the way decisions are made on mainland China, they're made the same way in Russia, the same way in the United States, the same way in Antarctica, it doesn't matter. That happens to be a fact. Now, the brain works the same, but why I say women is because women have a very solid tie to their emotions. They're very visual in many cases and women make exceptional negotiators. If you think about the number of mom's in the world who can see things that kids shouldn't be doing and would keep that rule alive that, no you cannot do that, that will hurt you, those kinds of things; that ability is something that's extraordinary.

Michael: How is negotiation different from selling?

Jim: Well, that's interesting. I'd love to hear someone say I'm going to convince them to do this, I'm going to sell them on that, and I'm going to bring about this and I'm going to demonstrate that and I'm going to prove it to them; I'm going to get them today. I love these advertisements for these guys that write books about how you've got to have this positive attitude and you have to really get out there and charge and you've got to close, close, close. Sadly that is a piece of negotiation, but what happened is people never climb the ladder of that mindset. They never think about agreements. They never think about vision. They never think about emotion. They're tactically out there attacking the world and unfortunately they're not building the respected business relationships they could be building. And you know, it's kind of funny to hear someone say I'm going to convince someone. Let me tell you, it's been proven time and again that seat belts save lives and every day someone of great intellect dies in an automobile accident not wearing a seat belt. Look at the tragedy in New Jersey. So convincing is just not valid.

Michael: Okay, so we're going to be talking a lot about negotiation in the next hour. Why should someone who is reading the description about this interview even listen to it? Why should they listen to you, number one, and why should they be interested in negotiation? What's in it for them by learning how to negotiate better?

Jim: Well, everything they're ever going to have in their life is going to come from a negotiation, whether they want to agree with that or not. The agreements we make, Mike, are the agreements that carry us through life. It's just that simple. And they should listen to this simply to say no to me and eliminate me. That's the reason they should listen to me. They should just say no to this; eliminate it, scratch it off the list and move on.

Michael: Let's talk about closing. We've got consultants all over the world and what they do is they set up appointments with potential prospects who may be a good match for consulting services. It's called an Opportunity Analysis where they take this potential client through a series of questions but their goal, well they believe their goal may be to get in there and identify needs and to close the prospect. Should my consultants go into an Opportunity Analysis thinking about closing the prospect? Or is that a mistake?

Jim: I think that's a terrible mistake and I'll tell you why.

You're listening to an exclusive interview found on Michael Senoff's [www.hardtfindseminars.com](http://www.hardtfindseminars.com).

Jim: When you think of closing, the only time you're safe in a negotiation is their world, their challenges, their vision. I have no idea if I can help anyone. That's their world; I have to go into their world and find out. Now the fact that they're asking questions, that's excellent in a way, but if they're asking their questions tactically, if they're using tactics, then they're easily, easily losing a great deal of money and a great deal of opportunity. Now, if they're asking those questions - well designed, well thought out questions - based on vision, based on vision of what can be delivered or what challenges they might be facing, if they're asking those questions based on the principle of brain function, that's very powerful. If they're using those questions to shall we say try to hook somebody or trick somebody into giving up information that's dangerous to them, that can cost them a great deal of money. Because what will happen, the agreement won't be reached because the business relationship will never be trusted.

Michael: How does a consultant take the focus off of closing altogether in the presentation?

Jim: It's really a principle. Now let me go back to the definition of negotiation. Again, I did not invent this, Mike. This comes right out

of the Oxford dictionary. It's "the effort or work to bring about an agreement between two or more parties with all parties having the right to veto". Now think about the right to veto. What do we do to someone who destroys someone's right to veto? What happens in our society? Let me give you an extreme. When you think of rape, is that not ultimately destroying or taking away someone's right to veto? And if we catch that person, and we convict that person, the punishment is terrible. Now think of the person going in to meet with someone they don't even know and they're trying to close. They're attempting to tactically take away that person's right to veto. They're building terrible barriers and they don't even realize it. The amazing thing is if they give the right to veto, openly and honestly and really own it as a principle of life, which it is, again, I didn't invent it; amazing things happen. Barriers come down, checkbooks come out and real solutions are found.

Michael: And when I said why should someone listen to you and you said give them the option to say no. So should the consultants, when they go in for these Opportunity Analysis start right out up front and say I don't know if I can help you but we can sit down together and go over some questions to see if my services may be right for you, basically saying I'm going to give you a chance to say no.

Jim: What's really interesting to me is that do they really know if they can help them or not when they walk in the door? For more information on Jim's negotiating training go to Jim's site [here](#)

Michael: No, they don't.

Jim: Of course, so for them to sit in a chair and say, look I'm the greatest consultant in the world and I know exactly what you need and I can fix it; just answer these few questions and let's get started fixing your world. How ridiculous does that sound?

Michael: Yes, it sounds like they're full of it.

Jim: They are. They're amateurs. They ought to listen to me just to eliminate me so that they can say, well I've already listened to Camp and I don't like what he does. So that they can move on to somebody else; I won't name names. The great closers and the great dealers. You know, I love that people deal with objections. You know, the great negotiators don't create objections, so they don't have to deal with them.

Michael: Let's talk about cold calling. I was reading how in your research on cold calling, you learned some pretty important things when you're developing your Camp Negotiating System. Can you talk about what are some of those things you learned about cold calling are?

Jim: Yes, what's really interesting to me, Mike, is that when you align principles and system, you know with the Camp System of Negotiation, and we have been told (now what's interesting is our web site [www.startwithno.com](http://www.startwithno.com)) everything we have in there has come from our clients. We haven't really invented any of it. It's what they've said to us. And what's interesting is, when you align principles or laws of human behavior, when you align them and obey them, the opportunity for success is magnified dramatically. And what we learned in cold calling; cold calling is nothing more than a negotiation. It doesn't matter that you're a stranger; it doesn't matter that you don't know anyone; it doesn't matter that you're nervous, that you're afraid; you don't want to pick up the phone, you have problems with that self image or that confidence you talked about very early. And so what we learned is that it's nothing more than a negotiation. So the mind set is, I have no idea if what we do even fits your world. Now that's the truth. It's a fact that our target market is a dentist, a doctor, a lawyer, a business person, a real estate broker, a printing company; you name it, I have no idea if what we do fits. And that's the truth.

Michael: How can a consultant, when making cold calls, avoid sounding desperate?

Jim: You know everything we do, Mike, is to help people not sound desperate or needy. And we spend a great deal of time on that. One of the things that's interesting to me is, we're going to have some fun here today and we're going to speak for an hour and hopefully you and I are going to accomplish the mission that I set up for myself is that we're going to disturb your listeners. I really hope we disturb them to get them thinking about all these things, I really do. I don't want to be eliminated but it's fine if they do eliminate me. But I want to attempt to disturb them. So in that effort to disturb them for an hour, they have to realize that this takes months and months of work. This is hard; this is not easy. So to not be needy, to fake it, is a desperate effort. So let's talk about that a moment. I would rather them go get a night job and work on their consulting business or their selling business or their negotiating business in the daytime to really truly get out of the need mode; to feed the family, to put some money in the bank. Maybe they work at a convenience store but whatever it takes to not need a deal is the critical \_\_\_\_\_. Now we could spend a lot of



time here talking about predators and how human beings are the world's worst predators and the person that shows need is gobbled up by the tough guy or the tough gal, but that's really the key is that desperateness has to go out of their voice. The voice has to calm; the voice has to be slow; the message has to be well thought out; the message has to be focused on vision, creating vision in the other side. For example, if the mission and purpose is to help someone discover that there are opportunities in their market place that can heighten their level of success, that was the mission of the call, then the question might come out, be driven by that mission and purpose, that it might sound something like this: Who do you have in your corner helping you maximize your market?

Michael: I like that.

Jim: But it's driven by mission and purpose, Mike, and there's no need in the voice. Now we're all guilty of asking verb-led questions: do, is, can would, could. What are we seeking? We're seeking the yes. How do we appear? We appear to be stealing the right to veto, or attempting to take it away, or trick that person from saying no, because no one wants to hurt anyone's feelings. In fact, in most cold calls the only reason people listen even for 10 seconds is the fear of hurting someone's feelings. So once they get tired of cold calls, they just hang up automatically. Hence you get call reluctance from the person making the call.

Michael: What's a technique that a consultant can use to put his prospect at ease and increase his chance of maybe getting through to the decision maker?

Jim: That's a great question, but let me take your word technique or tactic and let me just describe what that is. As an old pilot in the Air Force a long time ago, back in a different life, I was told that a tactic is designed to take advantage of the weakness in an adversary. I was also taught that a principle or a law or a rule always had the upper hand over a tactic. So if we approach this thing tactically, you can easily be handled by veto or easily handled by principle. So I'd like them to think in terms of okay, this is what I offer, this is what I deliver, this is the benefit of what I deliver and I'm not sure that any of that fits in their world. But then I'm going to ask them the question, would you just tell me no if it doesn't fit so I save you time and energy and I save myself time. So by principle, I'm going to negotiate an agenda that's not a technique or tactic. See the difference, Mike?

- Michael: Yes, I do. Well, let's say I'm sure in the earlier days you were making cold calls. You trained your staff to make cold calls to generate business for your services. So what do you train your best guys? How do you tell them to ring up when they're making cold calls? What's the first thing they say when the person says hello, if your agenda is to get an appointment?
- Jim: The first thing we're going to do is by principle, we're going to communicate their name. Hi, Mike, my name is Jim Camp. And I'm not sure that what we do fits. So if it doesn't fit, would you just tell me and I'll save us both some time.
- Michael: Sure, what are you selling?
- Jim: That's a great question. What are you buying, Mike? No, seriously, what we do is we provide services and work for our clients in the marketing arena and I was wondering who you have in your corner maximizing your marketing effort?
- Michael: That's a great question. Who do you have in your corner?
- Jim: Now, you see if it was not asked properly or if the principles aren't in place, one of your marketing consultants somewhere in the world would come back to you and say, that Camp is full of it; that doesn't work. Because I told him I was Jim Camp and I'm the marketing expert of the world and I work with XYZ Marketing and I'm the smartest XYZ Marketing guy in the world and so who do you have helping you? And I did it just like Jim Camp and it didn't work.
- Michael: Well, tell me about that question. Who's in your corner? That's a specific question and it's designed for a reason, right?
- Jim: Oh yes, it's designed to create vision of your tough man in your corner in boxing. Boxing is a sport many people either watch at some time in their life or enjoy, or maybe they don't enjoy it, but they know that there's a corner man.
- Michael: That's right and they see the boxer surrounded by support.
- Jim: They see the man with the stool, the man with the bandages or the cold sponge, and it creates vision, see because vision drives decision.
- Michael: So your systems are filled with specific vision questions designed to work?

Jim: We might make statements. We don't need questions, we can make statements. But the concept is the principle is to bring functions emotionally in decisions. All decisions are made 100% emotionally. That's a scientific fact. Now, Mike, I promise you that your listening audience is going to say Camp is full it. Camp doesn't know what he's talking about; I don't make decisions emotionally. I use rational thinking to make my decisions. Well, the decision to try to be rational is an emotional decision, and that's a scientific fact. So to overcome that and to realize that the other person makes their decisions emotionally and justifies them intellectually is a big step in principle. See, what do we do, Mike? We walk in and we start presenting. We have this concept of need building. Need's a very dangerous word which I'd work very hard to not use and for my clients to not use because they say, gee I need to call Mike; I need to go to the store; I need . . . and what does the word need really mean? Well, if you ask someone where it really means, subconsciously you'll hear things like survival. If you don't survive, what do you have? Death. So we subconsciously build our need by using the word. So what we do is we try to create vision around the challenges that people see. For example, in negotiations in Viet Nam, wouldn't it have been if our government and the negotiators had looked Ho Chi Min in the eye, or his emissaries in Paris, and said to them, how can we help you rebuild Viet Nam? How can we help you restore the greatness of Viet Nam? What would you propose to us that would empower your Universities and the great thinks in your country to help your country grow?

Michael: Yes, those are powerful questions; vision questions, too.

Jim: Sure, what would they have said?

Michael: They'd probably give some answers.

Jim: But what do we do? We're all powerful, right? We're going to bomb you into the Stone Age; we're going to trade you this for that. We won't bomb you on Tuesday if you won't attack this city on Wednesday. It's collective bargaining.

Michael: I see. Before collective bargaining, were they better negotiators?

Jim: Masters. That's how the country was built. This country was built by master negotiators. In fact, Mike, some of the very greatest negotiators in the world today are Americans. I work with many very high level master negotiators who immediately see what we're doing and embrace it because they do a lot of it already. The

instinctively do it because they've learned it from their parents or grandparents or great grandparents.

Michael: Name of your mentors that you really respect, that you've learned a ton from negotiating.

Jim: Oh my gosh. I would have to mention my father who's an inventor of Pearl Harbor and built his own high tech company and a master. Woody Hayes, my football coach at Ohio State, was a great mentor to me and I've always prided myself on being one of his greatest students. Governor James Rhoades of Ohio, a six time governor of Ohio I've counted as a mentor and spoke with often about different things. Quite a few people in Silicon Valley that I have the greatest respect for, I still mentor with today at this time. The former Chief Financial Officer of Daily Tencor who has to remain nameless. I have a confidentiality agreement with him. Probably one of the most powerful industrialists in the world today is a client of mine; his name is on the web site. Again, I have a confidentiality agreement and I can't disclose it. So I have mentors I talk with often.

Michael: If the consultants in an Opportunity Analysis meeting face-to-face and he's asking questions and the client gets off track, what would you do if the client's getting off track to get him back on track?

Jim: I kind of like to know why they're getting off track. Where am I screwing this interview up?

Michael: I guess it goes to controlling the conversation. Are there ways to steer and control the conversation?

Jim: I'd like to be but I'm not doing a very good job if they get off track. I'd just like to ask a very simple question. I'm falling short here. I'm not bringing you money benefit. Where is this really going? I'd like to know that. You probably recognize, Mike, that takes a lot of confidence. That takes a very solid comfort in your system. What's interesting to me is we've developed our system, I want to share this with you just to give your consultants a little bit of an idea of where this really comes from, back in pilot training in the Air Force; if you think about taking a young college person, man or woman, from graduation day in college to 15 months later, they're in combat in a supersonic fighter with sophisticated weaponry on a sophisticated battlefield – how do you do that? How do you get them from there to there? I've heard people say you do it with training; you do it with all these different things. But you really don't. What you really do, is you put systems in place to solve problems. For example, on day one of pilot training the instructor

would say to you, you've just taken off, your engine's quit, what are you going to do? A lot of people would say I'm going to try to find a place to land. No, you're going to eject. Well, they've never done that. They don't know what it looks like. They don't have any confidence in it. So what happens? You study the ejection system in the airplane so that you see how it actually functions. Not only do you understand it, Mike, but you see it. They let you practice on dummied seats; they shoot you up a rail; they take you parasailing with a parachute. They do all these things to help you actually experience and see it. And they help you fail safely so you gain confidence. That's the same thing we do in our system.

Michael: So we talked about the Colombo effect. What do you mean by the Colombo effect?

Jim: It's an act of humanity, Mike, is what it really is. It's a principle of humanity.

Michael: Now, we're referring to the TV show, Colombo, the detective.

Jim: That's right. And he appears stumbling and bumbling and struggling and it's an act for him; it really is an act, and he's being paid to do that. And we see people say things they shouldn't have said. They see him piece things together that they didn't even realize he was gaining. And we watch that and we're just amazed by it. Well, in our society, people are okay. I've seen others more not okay than themselves. So what happens is, you'll find that people feel comfortable with humanity, with someone being a human. The person who's very stuffy or very perfect in everything they do sometimes can be difficult to talk to or to share information with. But the person who appears human and is interested in what's being said and doesn't appear to know it all, doesn't appear to have a one-track mind, who appears to really care about what the other person's saying; that's what we're looking for.

Michael: So is that how a consultant can go into a sales presentation and allow a prospect to feel comfortable and safe? Just to be human?

Jim: Oh, absolutely, because what you're going to find is everyone wants to be with someone who's human. You hear people say, they're a good person, I really respect them, they really listen to what you say, and they take action on what you say, I really enjoy being with that person or speaking with that person or I've got the greatest person in the world to talk to about this situation. That's because of the humanity. And what you're consultants are going to find, Mike, is their level of success goes up and as they go to higher

levels in organizations and are dealing with the Board of Directors or the Chairman of the Board, they're going to find that those people are very human and very open.

Michael: The higher you go, the more open they probably they probably are. So how can a consultant be more human in a meeting or in his everyday consulting business?

Jim: I think the first thing that has to happen, let's go back to confidence; let's go back to not being afraid or needy with a person. It's very hard to be human when you're overcome with the emotion of need. So I think that whole area, breaking that down and getting out of that need mode is critical to that humanity, if you will. When you have a couple million bucks in your pocket, it's pretty easy to be a nice guy; pretty easy to be easy to talk to. It's pretty easy to say I don't think I'm a fit; I don't think I can help you; I think I would be wasting your money. It's pretty easy to say that when you're very comfortable and your humanity comes out.

Michael: So if there are consultants, and there's a lot of them, who aren't there; they're just starting out; they're struggling to get their first client. The clients can probably smell it on them. They're maybe trying too hard. So I guess to fast track their success, would you recommend they fake that confidence; act as if they were already there?

Jim: I have to tell you, I would but the key to all of this is that is just an act. Without the system in place, they can't grow from the fear; they can't grow into really owning it. They can only act it.

Michael: There's no shortcut.

Jim: There are no shortcuts.

Michael: You're going to have to go through the pain and as you get better and better, the confidence will come.

Jim: That's exactly right. And you know, Mike, guys like yourself who are out there trying to help these folks, you're doing an amazing thing. The key is to help them recognize there is no easy way. You know, you hear the term "no free lunch". It's interesting, Ralph Waldo Emerson, which is required reading for my clients, in his essay on compensation (now I didn't invent this), Coach Hayes at Ohio State had us read Ralph Waldo Emerson's essay on compensation as often as we possibly could, and he believe it, he

did it himself); and in that essay, Emerson says, "If you would have it, pay for it and take it". And that was written in the 1800's.

Michael: If you would have it, pay for it and take it. What does that mean?

Jim: You pay with your time, your energy, your money and your emotion. And you fail, embrace failure. For every good there is a bad; for every equal there's an opposite.

Michael: That's good. I've got a consultant who had an appointment with a bunch of construction guys and he went in his coat and tie and he said to me, I'm thinking of ditching the coat and tie. These are construction workers. What is your philosophy on dress when it comes to negotiation?

Jim: What's he comfortable in?

Michael: He's probably more comfortable in his casual clothes.

Jim: Whatever he's more comfortable in.

Michael: So don't go in and try to impress with a fake Rolex. A fancy suit isn't going to help you.

Jim: Yes, a fake Rolex is the worst thing you can do. If we're going to meet the President of the United States, we should dress accordingly. If we're going to meet a mom and a dad in a family environment, we should dress accordingly. It's what really allows you to be comfortable.

Michael: And it's going to disarm your client.

Jim: It's going to let them see your humanity. I wear tailored clothes; they're very nice but there's no flash and no dash. Whatever I'm comfortable in, I wear.

Michael: Calling Mr. Spock, how can emotion screw up a negotiating deal?

Jim: Oh my God, it's all emotional, Mike; that's the whole point. It is all decision making and decisions are made emotionally. There is no Doctor Spock; there never has been. In fact, if your consultants will go to the January, I want to say 2006; it's either January 2006 or January 2007, the Harvard Business Review quotes the scientific medical study of the brain and it's found that people who have lost the emotional portion of their brain through accident, disease or whatever are incapable of making a decision. There are no

decisions. They can't even decide to tie their shoes. So everything in a negotiation is emotional. The trick is to understand that and eliminate the fear of decision making. People are afraid to make a decision for fear of making a bad decision. Our whole focus in our training is effective decision making. And that's defined as a person who makes a bad decision effectively changes his decision almost immediately. So if you make a bad decision, you just make another one to correct it. That's really the key to negotiation. But if you become stymied in emotion and can't make a decision, you're stuck.

Michael: So what's the main difference between emotional based and decision based negotiating?

Jim: Decision based negotiation is absolutely the recognition that you must make a decision to manage or at least attempt to manage the emotion. Can you really manage emotion? No, but you can greatly influence the decisions making.

Michael: What are a few common negotiating minefields?

Jim: Assumptions. They'll get you killed every time. Every time you hear someone say, Mike, I think . . . that is an assumption. Another one is compromise based on fear. So let's see if I can kind of put this in line for you. I'm sure you have consultants out there who believe in the win/win model. So what do they do? They get an appointment with a very big company or a very strong company who they think they can really help; they get excited about it, elevates the emotion. Then they start thinking about it, wait a minute, I've never really worked with a company this big. In comes the fear and the emotional side, they say they're probably going to think my prices are pretty high for my lack of experience. Maybe I better lower my prices a little before I go in. I know what I'll do; I'll prepare a back up. So we've got this whole chain of assumptions, compromise, assumptions, compromise, fear; all driven by emotion. And they've got to stop that. That is a terrible minefield to get into. You almost never escape the minefield until you get tired of losing. The people that come to us are just tired of not getting to a high level. They've been so beaten up; they're just tired of it.

Michael: How can a consultant use an opponent's emotion to his advantage?

Jim: The really great negotiators try to lower the emotion on the other side of the table. When things look good and someone on the other side gets excited, this is great, this is exciting. Whoa, wait a



minute. We think this is good, too, but there's a lot of work ahead. So the really great negotiators help bring people back to a more reasonable position. That's a very, very important aspect of negotiation.

Michael: Let's talk about the power of no. How can my consultants consistently negotiate good deals by starting with the word "no"?

Jim: The very first place to start is at home, in the office before the meeting. And if they'll just say no, I'm not going to call this person, then the intellectual side of the brain will say, wait a minute, I just read where they're interested in penetrating this new marketplace; I know a great deal about it. So they force their brain to function and their brain starts to move. Yes, I should call them. No, maybe I shouldn't call the secretary. No, I'm not going to call the secretary. I'm going to see if I can get the number to the president. So I'm going to call at 7:00 in the morning. So you started with no, I'm not going to call a secretary; I want to talk to the president. Then maybe intellectually a solution comes up, you call at 7:00 in the morning and the president's already in and working and you get him to pick up the line. So it's just that simple.

Michael: How about when a consultant's getting ready to go in to meet a prospect and he's thinking about charging a certain amount for his fees. Should he say no, if he can't get those fees, to the client and just eliminate the win/win? You know, something better than nothing?

Jim: Oh my gosh, that's a terrible minefield to be in.

Michael: What do you have against this win/win model in negotiating? Can't there be some benefit for a win/win model?

Jim: Think about it just for a second.

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Jim: Something's better than nothing. Think about what you said. Something's better than nothing. So what do we do? We assume our prices are too high, or we assume they won't pay our price, because they've said they won't.

- Michael: What if they haven't said they won't and you don't know but you know during or after the presentation, it could come to that? Do you make your decision before or are you're a little flexible?
- Jim: What's really happened is, Mike, the failure's not occurred in the presentation; the failures occurred in the lack of vision on the side of the adversary. They don't see the real problem that can be solved. It's never the price. It's always the vision of the adversary. That's the giant mistake in all of this. So we go to a win/win mindset because we want to settle for something. But we never solve the real problem. The real problem is, we're not effectively helping them discover what the challenges are and what can be fixed.
- Michael: Right, because if you do that; if you do your job in that meeting, they will see the value.
- Jim: I wonder how many of your consultants say, or hear the word "cut to the chase, just cut to the chase and tell me what you can do", and they take that at face value assuming they have to cut to the chase.
- Michael: Well, how do you handle that? What if you're in a meeting and someone says that? How do you respond?
- Jim: Okay, let's cut to the chase. What is it we're really trying to solve? What are we really trying to do? What is the real challenge we're trying to fix?
- Michael: So you put it back on them.
- Jim: Absolutely; I have to say no without saying no to them. I have to say no, I can't accept cutting to the chase. Because if I cut to the chase, what's going to happen to me? I'm going to end up spilling all my beans, giving up all the information; I'll give up price, I'll create objections and now I'm like typical, everybody else; I'm average dealing with objections. And once I get to that point, my value goes dramatically down.
- Michael: So say no; don't cut to the chase and put it back on them.
- Jim: Exactly, but you put it back on them. Absolutely, let's cut to the chase. I don't have a problem with that. What is the real problem we're trying to solve?

- Michael: This is how saying no can change the negotiating dynamics in a beneficial way.
- Jim: Absolutely, it changed it all across the board, Mike. It changes the whole mindset. It changes what we're thinking when we walk in the room. I mean, if someone's going to push you around or treat you like you're a second class citizen, are you going to say no to that, or are you going to hope to get something out of it? I would say no to that and say I just don't think I'm the person that can help you.
- Michael: Yes, walk away.
- Jim: No wait, but guess what happens? There's an interesting thing; when the predator hears no, I don't think I'm the guy that can help you, I didn't walk away. All I said was, no I don't think I'm the guy that can help you.
- Michael: You create respect?
- Jim: Oh, absolutely, you'd be shocked, and well, well, wait, okay, you're right. If they continue on, then it's fine to walk away. You can't win them all. But at least you have your self respect. But on the other hand, those guys who say just let me show you what I've got here; let me just present this to you; let me just give you this; here you look this over for two weeks and I'll call you back and take a look at this. And they give all the pricing, all their ideas, all their thoughts, all their concepts and what happens? Two weeks later they've already hired another person to do it; they're paying a bigger firm to do it and they've already taken his ideas and run with them. Think of the times you've seen that happen.
- Michael: What if you're in a meeting and you get a yes at the beginning of the negotiation? Is this real or is it often a lie?
- Jim: You know, that's kind of interesting that you said yes to me so early. Now I'm really worried that I haven't done a very job helping you through these difficulties here. This is going to be much more expensive and more time consuming I think than you think. Are you sure you really want to say yes this early without really digging in to this? Notice the verb-led question - are you sure. I'm hoping for a no because I want to dig into it.
- Michael: That's good, I like that. What about a maybe?
- Jim: Oh my goodness, I can't deal with that. I'd rather you just tell me no and let me go home.

- Michael: You say that to them right there.
- Jim: Oh yes, sure, but it's the truth. Because a maybe is just going to have me chasing you around in circles; you're going to have to put up with me, it's going to eat up your time, your energy. You're going to get tired of my chasing you and I'm going to get tired of chasing you and we're not going to get anywhere. So I'd rather just you let me go home.
- Michael: How do you blow a deal with one sentence? What are some of the deal killing questions that consultants would ask?
- Jim: Don't you think this is the greatest thing you've ever seen? Don't you think this would really make you happy? Isn't this something you think you ought to do? Doesn't this get you excited? Aren't you excited about this? All those kinds of verb-led questions trying to close the deal will kill a deal quickly.
- Michael: This is from the master of sales, Zig Ziegler; leading closing questions. I mean, this has got to work, right? This is Zig we're talking about.
- Jim: Zig is a great entertainer; I love him. I love his drawl, his Texas drawl, with his arrow head swimming pool. He's the greatest; I love him.
- Michael: That was my first sales book; *Secrets to Closing the Sale*. Big thick book with the arrow and the red cover.
- Jim: Isn't that fun?
- Michael: It's great. I thought I struck gold.
- Jim: Yes, I was out there knocking them dead selling \$90 water softeners. I did it. \$90 water softeners, couldn't sell a single one for three weeks. Finally I started asking people to just tell me no, you don't want to have soft water and I'll get out of here.
- Michael: Alright, so give me some questions they should ask instead of those leading closing questions.
- Jim: Here's the problem; the problem is, if I said to you, Mike, what do you want me to do?
- Michael: That's an open-ended question.

Jim: An interrogative question, right? See we identify interrogatives. I've had people say to me, open ended questions. I say give me an example of an open ended question and they'll ask me a verb question. Yes, no, maybe; and they don't even if maybe's coming and they're hoping for a yes. Then they get a no and they stammer on themselves. We're really picky about those kinds of things. But what would you like me to do? Who just had to take responsibility for the decision? The other side, right? What would you want me to do? I want you to go home. Really? I can do that. Where did I fall short? But you see it's all about agreements.

Michael: Can we use these questions to get our adversary to spill the beans?

Jim: Sure, what's the greatest challenge you're facing? What is the greatest challenge? What's the most difficult thing you face?

Michael: So questions are the answer.

Jim: Well, questions are the easiest way to create vision, right? See, people ask questions and don't even know why they're asking them. They think they're feeding information but what they're doing when they're properly asked is creating vision on the other side that will drive the decision. And once the real challenges are uncovered and a lot of the conventional wisdom out there says needs but I think that's a terrible word because it's not really what they're doing, what you're really doing is creating vision and vision drives decision. And that vision in the adversary's world drives the negotiation.

Michael: Let's talk about getting to the decision-maker. A lot of companies have blockers set up. Explain what a blocker is.

Jim: A blocker is just a person who's not qualified to negotiate but will attempt to gather your bees and attempt to gather all of your information; attempt to know your position so they can start to pick it apart and turn it into collective bargaining.

Michael: So should we deal with blockers?

Jim: We have to deal with blockers, don't we? But you know, the challenge is how will this decision be reached? Who should I talk with? Now, is it perfect science? Of course not. But I don't know what to present because I haven't talked to the chairman yet to find out how he sees it. Without meeting the chairman, I really wouldn't know what to offer.

Michael: So is this a way to get around the blocker?

Jim: Yes, without going to the engineering team and sitting down with them, I don't know how to respond to this RFQ. Or without going to your marketing team and sitting down with your marketing team, I don't know what they see the challenges to be. I wouldn't know what to present. But of course, you're the president so without my ability to come back to you after meeting with your marketing team, I just don't know how I can help you.

Michael: Those are good.

Jim: Yes, but you see, Mike, the key here for all the listeners in your audience, and I know you recognize this because we talked about it, but all of these things fit together in a systematic approach to this and all these things try together, they don't stand alone as one tactic.

Michael: It's a system that you teach and train.

Jim: It really is. That's why you read what you read on the web site.

Michael: I definitely want to talk more about that system here at the end; what you have to offer. What about fatal friends? Should our consultants try and befriend a client without getting that respect first?

Jim: Here's something interesting; I was once told my by grandfather who ran Jessup Steel in Washington, Pennsylvania for 43 years. He was a steel man from England in this country through Ellis Island. And he once said to me when I was very young and I called people my friends. And he said you know if you had more than five friends in your life, you're doing a terrible disservice to yourself; you're lying to yourself. You're going to have some wonderful acquaintances; you're going to have some people that you have the greatest respect for, but a friend is someone that will hold your rope when you're hanging over a cliff; someone you call in the middle of the night to rescue you and you can count on. So the word friend is a very important word but respect, if you dispense it, is the key. Who do we respect? You're going to find that the more effective people are, the more we respect them. The more effective we are, the more respected we are. Now, that doesn't mean they like us and that doesn't mean they're going to work with us. But at least they're going to have the respect for what we do. So that word respect is the key ingredient to the business world. And you hear

people in conventional wisdom say things like relationship and power. That's hogwash. There is no power. Power is an assumption. Relationship is a dangerous word because, is that a family relationship; a loving relationship; a marriage relationship; a father/child relationship or is it a business relationship or is it a friendly relationship? I saw the fellows at Harvard talk about a business relationship and 40 minutes later they were talking about a friendly relationship with the Japanese guests in the room. So it went from business to friendly in 40 minutes. So it's a business relationship built on respect.

Michael: How can a consultant avoid revealing his weaknesses in becoming easy prey when he goes in for a client meeting?

Jim: This is really important. If weaknesses are a problem, they've got to be presented up front. If I have a language impediment, I may say I have a language impediment. If I'm weak in the language, I may apologize for my weakness in language; would they please allow my interpreter to work with us? I don't know what kind of weaknesses they might have; if they can't hear and they're deaf, would you please give me the answers in writing. If I can't speak, I hope you'll accept my answers on this board. I'll write my answers down. So those kinds of things go early in the negotiation and they're stated clearly and they're negotiated so that they're not a problem.

Michael: Is there a classic negotiating mistake that you've seen over and over again that can give up one's position?

Jim: Oh, absolutely; that's the early and often assumption compromise minefield we talked about a little while ago. That whole mindset, Mike, of sitting at home or sitting in your car and just building into an emotional turmoil with assumptions and fears and then taking away the emotional fear by compromise, that's a terrible tragedy and it happens every day in our society. It happens every day in our government. It's a terrible thing that takes place.

Michael: What does it mean to "blank slate" and how hard is it to do?

Jim: Blank slate is a wonderful tool that you have to develop over time. And blank slate comes from a comfort in the event. The more comfortable you are in the event, the more trusting you are of what's taking place in the event, the more chance you have of blanking your slate or blanking your mind. Athletes say "getting in the zone". I know as a fighter pilot I used to get in the zone and blank slate and I was just reacting to the environment; it was

wonderful. Just couldn't seem to do anything wrong. Yet, when your voice is talking, those little voices that sit on both shoulders, and you're all over the place, you can't blank slate, you can't react. You almost become one with the moment because you're so well trained; you're so disciplined; you're so comfortable in the environment. You actually blank slate and react.

This is the end of Part One. Please continue to Part Two.

## **HMAT Negotiation - Part 2**

Michael: What does "know their pain" mean in the context of negotiations?

Jim: There's a fallacy in life and it's not apparent to everyone, but here's the fallacy is that we present a great amount of intellectual information and that information, including our compromises and our assumptions will drive the negotiation.

Michael: Or drive the sale?

Jim: Drive the sale, either one. But what's really interesting is that they do not drive a decision; they do not drive a negotiation; they do not drive a sale. What drives a negotiation is vision; vision of the adversary. Their vision, not ours. Now, that is a major breakthrough when people discover that. Here's something interesting. We are always safe in the other person's world. And when we're dealing with their vision of their pain, their vision of the real challenges they face and those things are amplified and focused so they're very clear, that vision of pain will drive the negotiation to a successful conclusion for ourselves. But they have to see it and we have to help them. Hence we have to be creative and create vision. We can ask questions or we can make statements to create that vision.

Michael: It all goes back to that emotional decision.

Jim: Absolutely, and it never changes.

Michael: At what point might it be to a consultant's advantages, or anyone's advantage, to walk away from a negotiation and how would you know you had arrived there?



- Jim: It's really very simple. We don't teach walk away; we don't teach brinksmanship; we don't teach manipulative tactics; you won't hear us use words like power or leverage or advantage. Those just aren't valid. What you'll hear from us is mission and purpose. Now, mission and purpose has some rules and we use Peter Drucker and his book *Innovation and Entrepreneurship* as our guiding document. He does a really great job in that book. But we develop mission and purpose based on what we bring to the negotiation. Anytime a negotiation does not move our mission and purpose forward, we abort the negotiation. So up until it goes against our mission and purpose we continue the negotiation because it fits the mission and purpose. As soon as it doesn't, we stop.
- Michael: So if a consultant's meeting with a potential prospect and these consultants want to look for hidden assets in the business; and after he gets done with his interview, if he sees the guy just doesn't have assets and he's a start up and we advise not to even deal with it, you abort it. You say, I'm sorry, I don't think we're going to be a match. And you walk away.
- Jim: That's right, and it also in that case, in a negotiation, we have to know what we want. In that case, we want a client that can afford to pay us; that can afford to work with us. So that would also be cause to abort.
- Michael: Right; let me ask you this. Why are you against power point and other presentations in a negotiation?
- Jim: Because they present intellectual information. See, they're designed to create vision but in reality they create intellectual information and objections. Intellectual information presented is what causes and brings about objections. Now I know that there are dozens of books and people have made a living teaching people how to deal with objections. I remember 40 years ago I first heard the term "feel, felt, and found". Let me give you an example. My name is Jim Camp and I work with Phillips Petroleum, and we offer high grade gasoline at \$3.70 a gallon. And you will find our additives to be of the highest quality. So don't you want to buy Phillips gasoline?
- Michael: No because you're giving me ideas to object. How do I know they're the highest quality?
- Jim: There we go. I felt and found in my research that they are the highest quality so now I've got to deal with what I created. On the

other hand, if I just asked you a simple question; what type fuel do you use in your automobile?

Michael: I use unleaded.

Jim: Interesting; what quality?

Michael: The 89 octane.

Jim: Have you ever experimented with the higher octane?

Michael: I have not.

Jim: Interesting; what's held you back?

Michael: I thought that the higher octane was more expensive but it did the exact same thing and I can get by on my 89 and I'd rather pay less money.

Jim: How many miles can you afford to cut off of your engine life?

Michael: Well, you know, these gas companies, they're just trying to sucker people into paying the high octane but it really is just all the same.

Jim: I see, so how many miles can you cut off?

Michael: I don't know.

Jim: Interesting; let's stop here. I just took a subject I have no idea what I'm talking about. But I'm not creating the objections. We're having a discussion in your world, your engine, etc., etc.

Michael: Yes, that's right. That's good; I can see that. So again, questions and listen rather than present.

Jim: Exactly; I've never given a power point in my 40 year career.

Michael: No hand out? You're just a great listener.

Jim: No, I'm a great negotiator and I have a system, Mike, because I know exactly where I'm going. I formed my mission and purpose. I know the problems I face up to and including something as simple as I have no idea why you even invited me here. And that's the truth. So it's all principle based and it overcomes any tactic. If I started using tactics, I'd be in real trouble.

- Michael: Right; I've let my consultants around the world know that I'd be interviewing you and since we were unable to do it live, I had some of the consultants send in some questions for you related to their consulting practice. So here's a question from Pete Parecka, D&M Associates; his web site is [www.hideassets.com](http://www.hideassets.com). Mike, here are a few questions; is it okay to lower your price when your client says it's too much after a presentation? If I say it's \$3500 a step and he says he can only afford \$2500, do I take it and try to get more on the back end after performing?
- Jim: That would be a conventional strategy based on the tactics he used. Unfortunately, because he didn't know how to set an agenda, the price should never have been a factor. But because he presented it in such a way, he created an objection (what we just talked about). First of all, before I present this, all I ask is that you understand this is going to be expensive. I also would like you to understand that you can say no to me. But because he doesn't know how to set an agenda, unfortunately, he fell into that objection trap.
- Michael: That's good. The answer you gave would probably fit this question as well. When a client says "how much is it", is it okay to say "how much can you afford" or is it best to have a strict price and stick to it?
- Jim: Let's talk about that just a moment because how much does it cost; let's talk about the ability to create vision. And so what we're looking for is behavior that allows them to discover the value. So let's talk about that a moment. How much does it cost? That's a great question; it's expensive. It can be very expensive, depending on what all is involved. So what have we done? Now I don't know what expensive means to that person. If he's a Chairman or CEO of a Fortune 500 company, expensive could be millions.
- Michael: So should we go in a head of time, do some research, find out how much revenue the business is doing and bring that information into the negotiation?
- Jim: What we really should do is we should set an agenda, which we just talked about a moment ago, that allows the person to discover the value and the price of what we're offering. Let's get that out there and deal with it and let's get the problem in place. Here's the problem; this is expensive. What are your thoughts on the expense?

Michael: That's good. Here are a couple questions from marketing consultant Paul Flood of Paul Flood Marketing at [www.paulfloodmarketing.com](http://www.paulfloodmarketing.com). From a standpoint of negotiating for clients, (now this is when a consultant has a client and he's trying to negotiate better pricing from their vendors to reduce cost), what are some recommended techniques to keep negotiations from becoming antagonistic since the vendors may see us as "the consultant" who is just out to squeeze out their profits?

Jim: I think, unfortunately, the real problem there is the person that sees himself as just the consultant squeezing out profits. That's not a problem that the vendors have; that's a problem the consultant has. So what has to happen here is, first of all, what's the mission and purpose of the consultant in the negotiation? What are they delivering to this negotiation with the vendor? And so if they see themselves as trying to squeeze profits for the client from the vendor that's how the vendor is going to see them. It's going to come off in the behavior of the consulting negotiator. I know this is a little bit hazy for everyone and it's difficult to see, but it's really not the vendor's problem; it's the consultant's problem. Now if the consultant can't get rid of that problem, if they can't dump that and get into the negotiation, then they have to set an agenda; Look, I'm here for a reason, I'm not just here to squeeze you. I'm here to work with you but more importantly to help my client. Do you have a problem with that? So that negotiation has to happen first. But I would hope, and I say this – I would hope that the consultant would gain a system of negotiation so that never has to be brought up.

Michael: It keeps going back to you; back to the consultant; back to the confidence; back to his sense of values. It all starts with you.

Jim: That's exactly right. And if you don't have a system of negotiation, I promise you they're going to flounder; it's going to continue. And they're never going to have their breakthrough consulting business they could have.

Michael: He asks, what are some of Jim's tips to keep negotiations from becoming emotional?

Jim: Unfortunately, there is no tip. There's only the principle of decision making. And that decision making, to make a decision causes the brain to transition to the intellectual to evaluate the decision and reposition for the next decision. So the ability to make effective decisions will drive emotion down. It's almost like a boiling cauldron. I refer to with my clients is a boiling cauldron of bubbling soap like we used to have on the farm in Pennsylvania. My

grandmother's, when they were rendering lye soap and my job was to keep the fire at a certain level so the soap didn't boil too high or cool and become too low. And emotions are the same way, so we make decisions, to ask questions, make statements, sit back in our chair, take notes, to continually manage the emotion because it is emotional; that's not going away. It's never going to be cool, calm and collected. It's going to be emotional. Now you lower that emotion with decision making. You know, it's interesting Mike, I tell my clients about the fighter pilots, they hear on the radio every once in awhile were privy to a fighter pilot in combat maybe in Iraq or somewhere talking on the radio and they're being shot down and are ready to eject. And you can hear, it's not that their voice is totally calm but they're effective in their decision making. You hear things like, I've just taken a very big hit, the aircraft is starting to go out of control. I'm going to have to eject. Mayday, mayday, mayday; and then you hear the whoosh. Well, they weren't in a panic and their training kicked in, but actually it was decision making based on that experience they gained through their training and their failing safely earlier in their career. It's the same thing with negotiations and managing a negotiation.

Michael: Here's a question from Dave Flannery out of Ireland and I believe you talked to him for some time.

Jim: I did talk to Dave, yes I did.

Michael: And he had asked, can you go into some detail as to what you mean by the four budgets of a negotiation and how they affect the outcome of a negotiation?

Jim: Yes, absolutely. In my book *Start with No* and also in my new book *No* that's coming out in June, we spend a whole chapter in that arena because it's so critical to our performance. If I were to say to the audience, could you give me five minutes of time, most of the audience would say sure. So it appears to not have as much value as some of the other three. So we rank it the first in the negotiation and we give it an arbitrary value of 1X. Let's talk about that for just a moment. When we were children in elementary school, I'm sure the listening audience remember those days and they would watch the clock go tick, tick, tick and literally watch the second hand click through the seconds for school to end and the bell to ring; I know I did. It seemed like time was just dragging by and we couldn't wait for the weekend or we couldn't wait for the holidays; we couldn't wait for summer break; we couldn't wait to be 16 and drive a car. Now I'm a grandfather and there's not enough hours in the day so it varies by individual so we give it an X. It has a value of 1X. Time

is easily given away but it varies in value to the individual. Same with energy. Now I've been fortunate all my life, I've always been a high energy person so I could go 24 hours without sleep and keep right on ticking, and I've had to do that in the past and under some pretty duress situations back in the Viet Nam war. But we all have a feeling of energy and it has a value again of X, but we put 2X on it. Now if we put time and energy into a negotiation, 2 times 1 is 2. So now the negotiation brings on a value of 2X. Now if we throw in money, again, it depends on the individual and what money really means to them. A dollar might mean to one person what a thousand dollars means to another, so we have a value of 3X. But you'll notice when we throw money in with our time and energy and we invest money, we now have a value of 6X; it's growing exponentially. Now when we blend in the emotion, the excitement and expectation which we teach not to have, with the fear and the pain that comes with failing and we blend that in, again it's all different for us, it has a value of 4X. Six times 4 is 24X; we have to manage our budget in the negotiation and be aware of those four ingredients.

Michael: Did you come up with this?

Jim: Yes, I did.

Michael: And it can also show you the windfalls when you're doing it properly.

Jim: It absolutely does and we want to be sure that the other party has a full budget in the negotiation.

Michael: That's great. Roger Dawson, Herb Cowen, Krause; did you ever study these guys' material?

Jim: Only as long as I could afford to fail.

Michael: How did it all start for you? I mean, why are you doing this now? How did you end up in this entire realm of negotiation? Did you have some poor negotiating experiences when you were younger or earlier in your career?

Jim: I've been blessed and I know a lot of people say that. I've been blessed all my life to be around some great people and some very effective decision makers. I told you about my father, I believe, earlier in the discussion and about the Governor of Ohio and Coach Hayes at Ohio State and my grandfather ran a steel mill for 43 years in Pennsylvania; he came to this country from England. So

I've been around some pretty great men who were pretty effective in their decision making so I was blessed with that kind of background. But I have some real challenges. I started studying when I was about 22 years old to leave the military and started studying some of these conventional wisdom type folks and what I discovered was, as I tried to apply what they were teaching, they were very, very helpful in a lot of ways, please don't misunderstand this, but when it came to really moving up in the world, you don't close a deal with a Chairman of the Board. You don't close a deal; the Chairman discovers he would like to move it forward. So you don't close deals. The things they teach sound good and they're interesting but at the end of the day, they don't work.

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Jim: Not when you really move into the bigger games. So I had to adjust or fall by the wayside. So I adjusted.

Michael: Were you selling something using these older techniques?

Jim: I was; I was selling water softeners. This was just working for a water softener company in Valita, California.

Michael: And you were doing direct outside sales?

Jim: Yes, I went door to door and talked to homemakers and they had terrible water, Mike, oh boy. And I was failing miserably and I was excited and I was saying all the right things, I thought. Man, I was the greatest objection dealer in the world and people wouldn't even open their door for me. I mean, it was like I had to talk through the crack of the door. And finally I just kind of threw it out and said I don't know if you need help with your water or not. How happy are you with the way water treats your hair? And people started opening doors. I mean, it was that simple. I got into their world, asked a question, one thing led to another, but because I was around great people, I literally had some really great people say to me, okay Camp, keep your mouth shut. Just don't embarrass me here.

Michael: What do you mean by that?

Jim: You know, these typical conventional things that were being taught, and are still being taught, are exciting and they're fun. You know, be excited, be enthusiastic, have that positive expectation, gets you

killed. And some of the really great people I was working with said, don't embarrass me; be quiet and I'll do the talking. I would hear someone worth a couple million bucks look at someone and say, look I'm not sure this even fits. Now I didn't understand why they were saying that. Then the conversation would move to, well what do you think? How does it work? And one thing led to another and pretty soon we had some pretty amazing successes in the business world. And I love negotiation. And the coup de gras for me, was I had expanded to 24 states and I had a great Board of Directors.

Michael: Was this still with the water softeners?

Jim: No, this was long after that. I was raising funds for high schools and I was offering students peanuts to sell.

Michael: You've got a sales background.

Jim: Oh yes, I had a sales background and a real estate background. I bought and sold real estate. And done a lot of things to be real honest here.

Michael: So in an effort to become better, to sell better, to be more effective, this is where your thirst for learning how to do that came to be.

Jim: Absolutely, and then finally, Coach Hayes said to me one day, "Jim, you've got to read the classics. You've got to study the great minds and the great thinkers. You're a driven person and you cannot go through this life without studying the great minds and classics." So I started studying, literally, and I read Emerson's essay on compensation. I read Emerson's essay on self reliance. I read William Manchester's *The Last Lion*, and 187 volumes of great thinkers later, it all started coming to me so we use examples throughout our training. We didn't invent anything, Mike, and I had great, great scholars advising me. So going back to the question; I love Zig Ziegler to listen to and he's very entertaining; I love the way he talks. But you couldn't do that in the boardroom where I am today. If I used those tricks or tactics he teaches, I'd be thrown out. I wouldn't be invited back. You can't get there with that.

Michael: Right, not today you can't.

Jim: No, the only person that can get there is the person that's on stage teaching it, because they don't behave that way when they go behind doors with the real players.



- Michael: What are some of the other classics you can throw out there as recommended reading for some of these consultants?
- Jim: Oh my goodness, Drucker . . . read everything Drucker's ever written. It's wonderful. Read everything you can get by Stephen Ambrose on history, World War II, the Lewis & Clark Expedition, on the railroads and Lincoln. Read everything you can get your hands on on Lincoln, in the Gettysburg Address. Read Wills, read anything you can get your hands on that is fun to read about Socrates. Study those types of people. Study Emerson, study Thomas Edison, study those kinds of people. Study the great generals; study MacArthur and Patton and study the great presidents. Read everything you can get on great people and their biographies. Anything that drives effective decision making; that's really the key ingredient. We have 187 volumes we recommend to all of our clients to support reading for our training.
- Michael: Can we talk about some war stories? What's one of the biggest negotiating mistakes you made in your career?
- Jim: Oh boy, I've made so many. I think probably the biggest one I made was with my father when I wanted to borrow \$80,000 to buy the state of California for Wendy's.
- Michael: What happened?
- Jim: It was 1971 and I was with Coach Hayes at lunch with Dave Thomas at the MP Dealership in Columbus, Ohio and Dave Thomas told me if I put together \$80,000 he would sell a franchise for the state of California to me for Wendy's hamburgers, and he would help me get Wendy's started in California. And I went to my father to negotiate to borrow \$80,000 because I was in the military and didn't have two nickels to rub together. And my father was absolutely convinced that there was absolutely no future in hamburgers. That because of the Burger Boy Food-a-rama and the Burger King and Sandy's hamburgers and McDonald's hamburgers and all these other chains, Wendy's didn't have a chance.
- Michael: And you didn't have the skills to sell him.
- Jim: I didn't have the skill. I didn't have the fortitude to go to the banks or to anyone else or to bring a group of people together. I was still in the military looking to be discharged; it just wasn't going to happen. That's probably my greatest failure. That did sell for \$53,000,000 three years later.

- Michael: Well, I hope it doesn't eat you up too much.
- Jim: Oh, it doesn't.
- Michael: You've got some good stuff going. Any client success stories that you can talk about, of great stories that the consultants could relate to that maybe teach some kind of lesson in negotiation? Just a great success story?
- Jim: Mike, frankly in the book we probably have 500. They're not believable, to be quite honest with you. For example, Intel is probably the greatest adversary in the world of negotiation. They are a very difficult organization to negotiate with and we've had more than 30 contracts at full price with arguably the toughest negotiator in the high tech world. There are reasons for that, but that's probably the greatest success story. We've got a lot like that.
- Michael: Are you worried that your adversaries will read your books and learn your system and all of your secrets?
- Jim: No, because they can't get by themselves. Now that doesn't mean that people won't begin to catch on, which is what I want to have happen. My mission and purpose is truly to help the world become more effective in decision making. Here's the problem; the problem is people will read the book and they'll find it takes away the personal ego. I didn't invent this and neither did they. There are no tricks or tactics to celebrate. So because there's no tricks or tactics that "they invented"; it's just sound principled thought and the laws of human behavior, I can't claim ownership. I can only claim to introduce it or to arrange it in such a way that you can swallow it. Have you ever sat around in a sales group with one of what the world calls a Rainmaker and they love to swap stories about how smart they are and how they closed this deal and how they closed that deal and I got them on this one, or I got them on that one?
- Michael: Yes, it's ego driven.
- Jim: It's all ego driven, and if they can't get past their ego then they're not going to get it. In fact, they're going to reject it and attack it because they want to protect their smartness and they want to protect their intelligence which all boils down to emotion and ego. And that has no interest to me.
- Michael: What part of the method do you find your students have the most difficulty learning? What are some of the most difficult habits to break in order to master the Camp System?

Jim: Thinking! They think they know the answer so therefore they make assumptions and when they make assumptions, it drives their emotional fear to fall back to compromise to at least get something out of it. So they think they know what the person's going to say; they think they know what the person's going to believe; they think they know what the person's going to do. You know, think about it Mike. People go to Las Vegas because they think they're going to win the money. They go to Las Vegas to gamble because they think it's their lucky day. So that thought process, that being the smartest person on the block, that being the quickest, the slickest, the smartest, the trickiest, the coolest, the wordsmith who's better than anyone else; all of that is the toughest thing to overcome. I teach my students that the greatest strength of a professional negotiator is to not know. Because the truth is, we don't know what they're going to do. People do the craziest things; I have no idea what they're going to do. I have no idea what your audience is going to do with what we're talking about. I really don't. All I can say is, say no to it and move on.

Michael: What happens when a Camp-trained negotiator makes a mistake? How do you handle that?

Jim: They just go back and say, look I just really screwed this up. I've fallen short here; it's my fault not yours. Let me start again. I really dropped the ball here because, remember we're driven by mission and purpose. And mission and purpose is written in the adversary's world to their benefit with no money or power to us. Notice that I said my purpose is to help the world become more effective in its decision making; no money or power to me.

Michael: Can you go over the difference between, and you're probably relating to that right now with mission and purpose, but what's the difference between a goal and an objective and why is that important?

Jim: Oh, it's terribly important. See, so many people are misled by goal and the word goal is so misused. It's a terrible failing. Goal, by definition in Webster's dictionary, is an action to an end that is manageable. So now think about that a moment. So now you really do some soul searching and you ask yourself what can we manage? Now to manage, we look that work up and what does manage mean? Well, it means to control, to stop and start at will. Well, what can we control in this life? And people really struggle with this but eventually they discover they can only manage through habit, their activity, what they do with time, and their behavior and

how they behave. And that takes a great deal to overcome and build the proper habits. But that's a goal and that's the only goal we should ever set is our activity and our behavior. Now, an objective, by Webster's dictionary definition, is something that once achieved can be used again and again to forward our long term aim, which is our mission and purpose. An objective is also a building block to plan, which I'll talk about in a moment. But remember I said it's something we can use over and over again. So the activity of taking notes, at the end when it's finished and we've taken great notes, we've also accomplished an objective. We have a record of what was said. Now we can use that record to go back to to formulate our plans for the future. Those notes help us build a plan. To go out and purchase a computer, the driving of the car is an activity. The asking of questions is a behavior about the computer. So we set a goal to ask the right questions, go drive to get the computer. Now once we own the computer, we have accomplished an objective and the computer is going to fit into our plan. Now the plan must always be designed to solve the real problem. So based on our mission and purpose, we set goals and objectives and build plans that solve the real problem. Now people are all over the map with goals, objectives; they never even think about mission and purpose. In fact, I venture to say, Mike, that in the audiences I've been in front of in the last 20 years in this business, the audiences back in the days when we were doing a lot of workshops, we had no choice, we had to do workshops. I would ask, okay what is your mission, what's your purpose and someone would say, well it's my goal. Well, I want to make the deal, I want to sell this, or I want to make this deal, I want to build this relationship, I want blah, blah blah. So they're all over the map. They really confuse their adversary because they don't really know what they really want or what they want is not obtainable.

Michael: Can you tell me about your most exciting experience using the skills you learned with negotiating? Maybe what is your most exciting and memorable negotiation, if you would call it that?

Jim: I've got a couple. One is a player where I'm actually doing the negotiation and one is a coach where I'm coaching a negotiation. I think that probably the most exciting as a coach involved baby twin girls. A very close client of mine who was a client at the time called me and said we've had baby twin girls; they're premature. It looks like we're going to lose one daughter and the other one has a real problem with her heart. Would you coach me on negotiating with the doctors in the hospital and the insurance company to be sure she gets the absolute maximum best care? So I participated in that and I didn't do much but it was a very exciting negotiation for me

that I was really helping a family. So I think that one stands out for me. And then on the other side, as a player I was negotiating for the rights for the Nabisco brands label for a product we wanted to offer in our fundraising company many years ago. I had attended Dr. Karass's seminar in Cincinnati.

Michael: The negotiating guy?

Jim: Right, and I had gone to their seminars, bought all their products and came back.

Michael: Did you think it was great at the time?

Jim: I thought it was wonderful. I mean, it made perfect sense to me. Everybody's nice, right?

Michael: What was his philosophy?

Jim: Yes, win/win. And everybody's nice and every wants everybody to be happy and successful, right? And we're all going to be relationship builders, and yadda yah. And I came back and I was negotiating to use the label, the Nabisco brand's label in my little company for fundraising. And I called Dr. Karass and I asked him, I said I would like you to coach me on negotiations. We're having an amazing negotiation for the trademark of Nabisco that we want to put on our product in the field and use it in our advertising. And here's what Dr. Karass said to me; he said you want me to take responsibility for what we teach? And I said, well yes, I'm happy to pay you. He said I could never take responsibility for what we teach. I kind of sat back in my chair and one of my board members was there when he told me this. It was a very distinguished man who happened to be one of the founders of the Limited Stores in Columbus, Ohio. And he said to me as we hung up the phone, he said Jim, and you don't need that. Just go to Nabisco and create the vision of what you're trying to do and they'll give you the trademark. You don't need coaching.

Michael: Alright, so did you fly over?

Jim: I forgot my briefcase with my presentation; I was going to give them all the facts and figures and I didn't have anything. So I just said, well I came over, here's the question. How important is it that we distribute these cookies that were manufactured in your bakeries in Europe to the schools all over the United States? And they said, very. And I said, well I need your help. They said, what do you need us to do? I need the use of your trademark. Not a problem.

Michael: That was it.

Jim: That was it.

Michael: One question pulled it through. It cuts through all the shit, doesn't it?

Jim: And, Mike, I have to tell you. Everybody I talked to said there is no way Nabisco is going to give you their trademark to put out in the world.

Michael: So I've got consultants who want to be expert negotiators. You provide products and services. What would be your recommendation for them to really learn your system?

Jim: All they really have to do is step up to the plate and go to work. I mean, we have the team, we have the coaches, we have the programs, we're doing it every day.

Michael: Tell me the purpose of the coach? When you have students, is your philosophy for each student to have a coach?

Jim: We have two coaches for each student.

Michael: Tell me how that all works and where that philosophy came from.

Jim: Well, because it's a human performance event. I'm an old pilot, an old Viet Nam era guy. And manipulating the controls of that airplane is a human performance event. And it takes decision making. And the whole area is decision making. And negotiation is nothing more than a human performance event and over the years we've developed a system that works every single time. You're always safe if you're within that system. It's the same thing in the airplane. And we know that for your consultants, Mike, (I know this for a fact), for them to really develop a system and climb the mountain they'd like to climb, they're going to have to change their behaviors. And just like a fighter pilot has to change from driving a car to manipulating the controls of a jet, it's a whole different world. And we know they're going to have to fail safely so that they learn and own the system. So we assign an academic coach to support them while they fail academically, safely. Now that doesn't mean they're failures; it just means that it's not going to be apparent to them early on.

Michael: So what does an academic coach do?

- Jim: An academic coach monitors all of their work in academics; helps them answer questions; rethink questions. For example, if I said to you, what is it meant by you greatest strength is your greatest weakness? Emerson talks about your greatest strength is your greatest weakness; what does that mean?
- Michael: So your academic coach helps you understand these concepts.
- Jim: All the concepts, all the rules, all the principles. It takes about 18 hours of academic work on-line with a coach.
- Michael: And you have all these academic philosophies laid out in your training?
- Jim: Oh, absolutely, it's all laid out step by step.
- Michael: And the coach; is that on-line or by the phone? You pick up the phone and call?
- Jim: It's almost all on-line but you can talk back and forth on-line or you can also pick up the phone. That just depends on the individual and what they require.
- Michael: Okay, so you've got an academic coach to help you understand the philosophies behind the system. And you've integrated all these great ideas from your research over the years.
- Jim: Yes and it's all supported by extra reading.
- Michael: Drucker and all that stuff?
- Jim: We have links to all of it. Then we have a negotiations coach who actually immediately starts helping you prepare for a real negotiation.
- Michael: Would you consider going in for one of these Opportunity Analyses a potential client to sell your services or to get them to decide if they're a good match; that would be considered a negotiation, right?
- Jim: Oh, absolutely, see I think the appointment to go is a negotiation. See, if you're invited, that's one thing. If you tricked them into seeing you, that's another. So if you're saying, Mike, just give me 10 minutes; let me show you what I've got.

Michael: That's a trick.

Jim: That's a tactic. Nothing can be done in 10 minutes. Or if someone says to you on the phone, look I'll give you 10 minutes. What do you say? Well, I can't do anything in 10 minutes. I don't want to waste your time.

Michael: That's skill.

Jim: And it's principle, right? I mean, why would you want to see me to begin with? I don't need any favors, right? I'm not going to say that but I don't need them. So now the negotiation coach helps the participant with an actual negotiation. And it doesn't matter where they are in the world. Our technology allows them to link with the coach in real time right at their desk. We have a complete system of negotiations management that we provide the client and it's state of the art.

Michael: How many students have you trained in your Camp Method?

Jim: About nine thousand.

Michael: You have students from all over the world?

Jim: All over the world and all languages, all continents, today.

Michael: How are you handling the language barrier?

Jim: Everything we do is in English. And I'll tell you why. Because the rest of the world wants to negotiate in English. The book is published, *Start With No* and our new book *No* is being published in nine languages, but everyone who approaches us wants to do it in English because they know that English is where the big opportunities lie. But we are going to do a Spanish speaking version because we have Spanish speaking coaches who are being demanded that they be capable of doing negotiations in Spanish. So that's the one area that we are going to branch out into very quickly. But right now it's all English.

Michael: Take me through the process. Let's create some vision. Let's say we have a consultant or someone listening to this interview.

Jim: Yes, let's talk about David because I talked with him.

Michael: Alright, let's talk about Dave Flannery. He's fanatical. He's an avid learner and he's an animal.



Jim: He's definitely focused, there's no question. He was a pleasure to talk to.

Michael: Okay, so he's interested in this.

Jim: So David would sign up and he would receive his coaching assignments; two coaches. And they would call him on the telephone; they would talk him into the technology; show him how easy it is to use.

Michael: Okay, you need a high speed computer or would it work with regular dial up?

Jim: It's both. It was designed for dial-up and broadband makes it very fast.

Michael: I see a lot of stuff about it being very secure. What about the security?

Jim: Well, the security is, our corporate clients pay hundreds of thousands of dollars to use this and they require that their information be secure. We also have government contracts that require security.

Michael: So you have governments using this.

Jim: Yes, so let's go back to David. So David would speak with his academic coach and his negotiations coach. He would be given his protocol. The first step is David would take our first simulation involving a very large negotiation. It would take about 45 minutes. David would complete that negotiation.

Michael: Is the simulation presented like a video?

Jim: No, it's all digital.

Michael: So it's like a case study, right?

Jim: It's a real case study, actually copied from one of our negotiations.

Michael: Alright, so it's taken from a real negotiation and David's playing the part of the negotiator.

Jim: That's right, like the person approaching the negotiation. He'll take that negotiation, and then he moves into the first lesson. He

progresses through the first lesson and during that progression he goes back and as he's learning the tools of the system, he'll go back and retake the negotiation simulation (the first one).

Michael: How long does it take to go through the simulation?

Jim: Thirty to 40 minutes, depending on the individual.

Michael: Then are you graded on that simulation? So you're graded, then you see what you did wrong, learn from your mistakes and then do it again.

Jim: Well, what we're going to do is, you're graded but we don't point out the mistakes. You just take your grade and go in to study. Now there's a reason for this. In a flight simulator, if you crash, you crash. You don't study the crash until you leave the simulator. So we want them to fail safely and feel comfortable failing. We'll go back and retake it after we've done some study. Now we go back and start studying.

Michael: So is that study right within that first module? And how long does it take to study that?

Jim: That study will take about three hours. Then you go back and retake; if the retake is really excellent, we move on to the second simulation. If it's not excellent, then the coach will go back to the simulation, back to the academics, talk about some concepts that were missed and there will be a third retake of the simulation.

Michael: So each one of these tests are well thought out and it's a progressive learning based on fundamentals.

Jim: Now in the meanwhile, David works with the academic instructor and the simulations in training, the actual negotiations coach is helping David prepare for a real negotiation.

Michael: In his consulting business?

Jim: Absolutely.

Michael: Okay, so he can use it with what he's doing.

Jim: Yes, immediately, and the negotiations coach will help him establish his preparation for the next negotiation even though he hasn't completed the training. Because we want them having success and making money immediately. So now the academics continue until completion. It takes about 12

hours of academics, total, based on the client's schedule. But in the meanwhile, we're conducting real negotiations where we're practicing the skills learned in training. At the end of the period, now our best clients stick with us for one year minimum. If they have a budget restrain, they work with us for a t least 90 days and that gets them going. Now hopefully we have enough success in that 90 days that they can afford to stick with us for a year. And then we have clients that have been with us for 15 and 20 years. For more information on Jim's negotiating training go to Jim's site [here](#)

Michael: And they stay with you.

Jim: And once they get used to coaching, they would not be without the coach. That's a hard thing for us to say because it's too self serving; too much not believable.

Michael: Right, these simulations . . . how many are there in the training?

Jim: Five.

Michael: And these simulations would pertain to consultants or it would pertain to anyone across the board to learn the fundamentals?

Jim: Anyone trying to reach an agreement. The principles are the same.

Michael: Domestic or business.

Jim: Mike, it doesn't matter. It's just reaching an agreement between two or more parties.

Michael: Now what about, you've got some CD sets.

Jim: Yes, those are for people who have a real challenge financially. We're trying to get something in the hands of anyone who really, truly wants to try and get better but has a real financial problem.

Michael: Okay, the CD's are you doing actual live trainings?

Jim: A live training with real clients, yes.

Michael: Are they audio or video?

Jim: Audio.

Michael: So you're saying those CD's are you working with actual, real negotiations? And you're allowed to record them and stuff?

Jim: Yes, they're actual training sessions that we were allowed to record with the whole room full of real clients, real people, asking real questions, real challenges. You have consultants out there. Okay, I want to read something to you. Here's what Larry Chimeron said, "You could have been writing about me in *No*. I found it very difficult to say no to clients throughout my consulting career. As a result, I frequently took lower fees than I should have and took on added commitments using up huge amounts of time that I should not have given away. This is a must read for all consultants and all of the professional service providers who have been pressured into lower fees and/or added freebies by their clients. Where was Jim Camp when I began my consulting career? Lawrence Chimeron, PhD, President, Radner International Consulting and former Chairman and CEO of Chase at the Metrics and the WEFA Group."

Michael: You know, there's an interview I did with a guy named Larry Steinmetz and he does trainings all over the world on pricing; how to sell at higher prices. And there are some similarities and it keeps coming back to that damn confidence. The people who are too weak, who say yes to everything and don't have it in them to say no. You know, it's interesting how it all comes right back to you.

Jim: Well, I'll tell you where that confidence comes from.

Michael: It comes from having a system, a tool, something you can rely on.

Jim: You got it. I mean, I promise you that every guy and gal who to go pilot training, who take a look at that jet and they say you're going to eject; the first time they hear that they go, I'm going to do what?! They are scared to death. I was! I'm not going to do that; I'm not going to jump out of this airplane at 35,000 feet. Are you crazy? You overcome that with exactly what you said; a system that works every time. As long as you're within that system, you're safe. And that system will tell you what to do next. It's absolutely the case.

Michael: Do you have a guarantee with this system?

Jim: Oh sure, as long as they do the work. The only people that will fail are the ones that won't do the work and that's their problem. If you won't do the work, we can't help you

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