

## BUILDING MASTERY

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### TOOL 1

#### **DEFINING WHAT'S AT STAKE**

##### DEFINE YOUR CRUCIBLE

Consider which of these matters most to you, and your objectives for each.

##### **ACHIEVING MATERIAL GOALS:**

In order of importance, what are my tangible objectives? (Financial, logistical, legal, etc.)

##### **BUILDING SOCIAL CAPITAL:**

What kind of relationship do I want with the other person? What kind of reputation do I want to cultivate?

##### **MANAGING EMOTION:**

How important is it for me to avoid feeling negative emotions?  
Which negative emotions am I most at risk for? (See the tools in “Summoning and Maintaining Poise.”)

##### DEFINE SUCCESS

Given how you've defined your crucible, what does success look like?  
Complete the following sentence: “I will have succeeded in this negotiation if . . .”

If you are representing others, also complete this statement: “Given our interests and the consequences of no agreement, my team will feel we have succeeded if . . .”