



The 5 Core Concerns Approach

Do not confront your opponent's emotions directly
 Focus attention on core relations concerns
 Seeks to help develop a positive self image in your opponent to naturally stimulate positive emotions & refocus on the problem



Appreciation

Understand opponent's views; reflect back on this understanding; acknowledge merit in opponent's position



Autonomy

Listen to opponent's needs; brainstorm options; seek opponent's views



Status

Treat opponent with respect; seek advice & feedback from opponent



Affiliation

Identify sources of commonality; bring opponent into the "in group"



Role

Help define a place and set of activities for opponent that they find fulfilling and rewarding

Roger Fisher & Daniel Shapiro– Beyond Reason: Using Emotions as you Negotiate (2005),

Infographic created for the Washington State Public Employment Relations Commission's Negotiation Project