

# Emotions vs. Core Concerns

It is impossible to really control emotions (one's own and the ones of others). What negotiators can do, however, is to deal wisely with the underlying core concerns.

The core concerns stimulate positive emotions when they are met and negative emotions when they are ignored.

## Appreciation

- The desire to feel appreciated
- The fear that one's own thoughts, feelings, decisions and actions will not be taken seriously

## Affiliation

- The desire to feel accepted
- The fear to be treated as an adversary, to be left out

## Autonomy

- The desire to be in control of one's own well-being and destiny
- The fear that decisions which are important for us will be taken without our involvement in the decision making process

## Status

- The desire to be treated according to one's own standing, competence, title, etc.
- The fear that one's own status will not be recognized and respected

## Role

- The desire to be able to be proud of oneself, of one's own activities and achievements
- The fear to have to play a role which is not self-fulfilling

Source: Roger Fisher and Daniel Shapiro, *Beyond Reason – Using Emotions as You Negotiate*, Viking, Penguin Books. See also: [www.beyond-reason.net](http://www.beyond-reason.net).