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Five Core Concerns

As critical in creating disputes and finding resolution according to Psychologist Daniel L. Shapiro associate director of the Harvard Negotiation Project (Psychology Today, February 2007 p. 64).

Autonomy

(a person's freedom to make decisions for him/herself)

Appreciation

(or having actions acknowledged)

Affiliation

(being treated as a colleague)

Status

(feeling that others respect one's standing)

Fulfilling roles and activities.