

The CORE CONCERNS Framework

Preparation Chart

1. Recall a tough relationship that you would like to improve upon, whether professional or personal.

- Who is the other person?
- What is an interaction that exemplifies your challenge in working together?

2. Which core concerns feel most sensitive in you? Do you feel...

- **Unappreciated:** Unheard, misunderstood, devalued
- **Disaffiliated:** Distanced, excluded, treated as an adversary
- **Impinged autonomy:** Uninformed, not consulted, excluded from decision making
- **Demeaned in status:** Disrespected for your social standing or particular experience/expertise
- **Cast into an ineffective role:** Dissatisfied with your role

3. Which core concerns may be most sensitive in the other? Might they feel...

- **Unappreciated:** Unheard, misunderstood, devalued
- **Disaffiliated:** Distanced, excluded, treated as an adversary
- **Impinged autonomy:** Uninformed, not consulted, excluded from decision making
- **Demeaned in status:** Disrespected for their social standing or particular experience/expertise
- **Cast into an ineffective role:** Dissatisfied with their role

4. What is one thing you could say or do to better address:

- **The other's core concerns?** (e.g, consult them; ask their advice; authentically express appreciation; reframe a conflict as a shared problem)

- **Your core concerns?** (e.g., take time to build affiliation with them; assert your status while not demeaning theirs; reshape roles as "colleagues working on a shared problem")