

Table G.6 From debate towards dialogue

Debate	Dialogue
1 Competition with a single winner or only losers (either-or thinking; short-term orientated)	→ → → Cooperation where everyone could be a winner (and-and thinking; longer term orientated)
2 Egocentric where the other is a threat or a means to personal gain	→ → → Empathetic where the other party is seen as an opportunity and represents an intrinsic interest
3 Putting yourself in a better light	→ → → Being yourself
4 Speaking while others must listen	→ → → Listening to others before speaking yourself
5 Persuading	→ → → Convincing
6 Confrontational, combative and destructive, seeking out weaknesses and set on proving the other wrong while negating commonalities	→ → → Constructive, showing mutual understanding and respect so as to find commonalities from which to approach differences
7 A closed and defensive attitude because you have sole access to the truth	→ → → A vulnerable attitude because many truths exist, where all parties are open to criticism about their performance in order to learn from each other
8 Taking and keeping	→ → → Giving and taking
9 Divide and rule	→ → → Share and serve
10 Separate/isolated responsibilities	→ → → Shared responsibilities

Source: Kaptein and Van Tulder, 2003; Van Tulder with Van der Zwart, 2006