

debate	dialogue
1 Competition with a single winner or only losers (either-or thinking; short-term oriented)	Cooperation where everyone could be a winner (and-and thinking; longer term oriented)
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, and 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