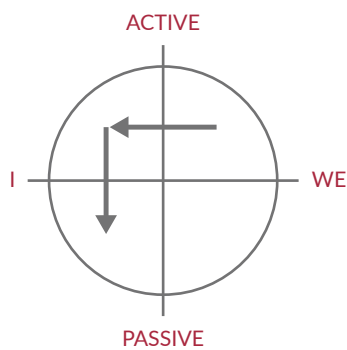


Give arguments to defend a certain vision, goal or solution/approach.



Pushing to the I-side  
De-activating when you continue to argue

## Examples

- This time we will make sure that it works, we have learned from the past.
- It will happen in all operations; it is already working very well in some of them.
- It will help us to create a different culture with more ownership.
- Studies show that values make a big difference in the success of the company.
- We have little time to discuss the values, but just presenting them is better than nothing.

## Leary's Rose

Arguments to convince one another are in essence situated on the I-side. You are defending your opinion and every argument holds the risk that you are saying, 'You didn't think of that and I did'. In this case, they will trigger I-behaviour. Indeed, one argument often triggers another. This will lead to a debate on the I-side where every party defends its own position. This can be very effective when finally someone is able to pull the discussion to the We-side in finding a conclusion or win/win situation. Otherwise it will continue until one of the parties will retreat. If arguments are really based on facts, they can be perceived on the active/We-side.

## Respecting SCARF (status, certainty, autonomy, relatedness, fairness) leads to ownership, identification and recognition.

Arguments can be a real threat to the status of the other person, since every argument holds the risk of saying, 'You didn't think of that and I did'. This can lead to a struggle over who is the smartest. The more personal and emotional and the less factual arguments become, the more they will undermine the feeling of fairness. When the arguments of the loudest shouter or the most verbally fluent are validated, the sense of fairness will get lost.