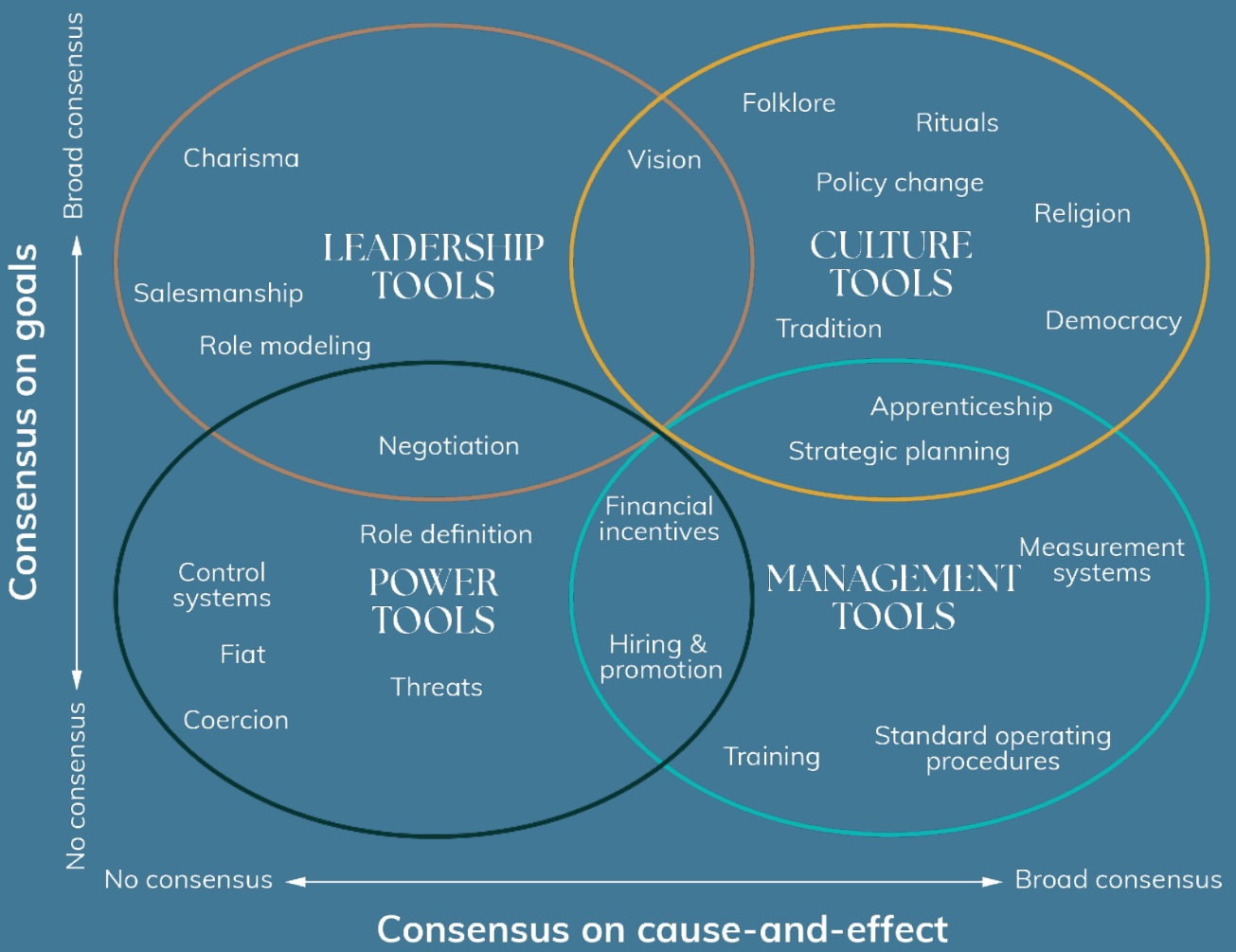


# WHEN TO USE THE TOOLS OF COOPERATION

Getting the diagnosis right has profound implications for how to roll out any proposed change.



**DISAGREE ON BOTH GOALS AND HOW TO ACHIEVE THEM?**

### Use Power Tools

The only tools that will elicit cooperation toward a new course.



**AGREE ON GOALS BUT DISAGREE ON HOW TO ACHIEVE THEM?**

### Use Leadership Tools

These are focused on results/goals, as opposed to process/plan.



**DISAGREE ON GOALS BUT AGREE ON HOW TO ACHIEVE THEM?**

### Use Management Tools

These are coordinative and process-oriented in nature.



**AGREE ON BOTH GOALS AND HOW TO ACHIEVE THEM?**

### Use Culture Tools

People instinctively prioritize similar options. Yet, these only preserve the status quo and don't cause change.