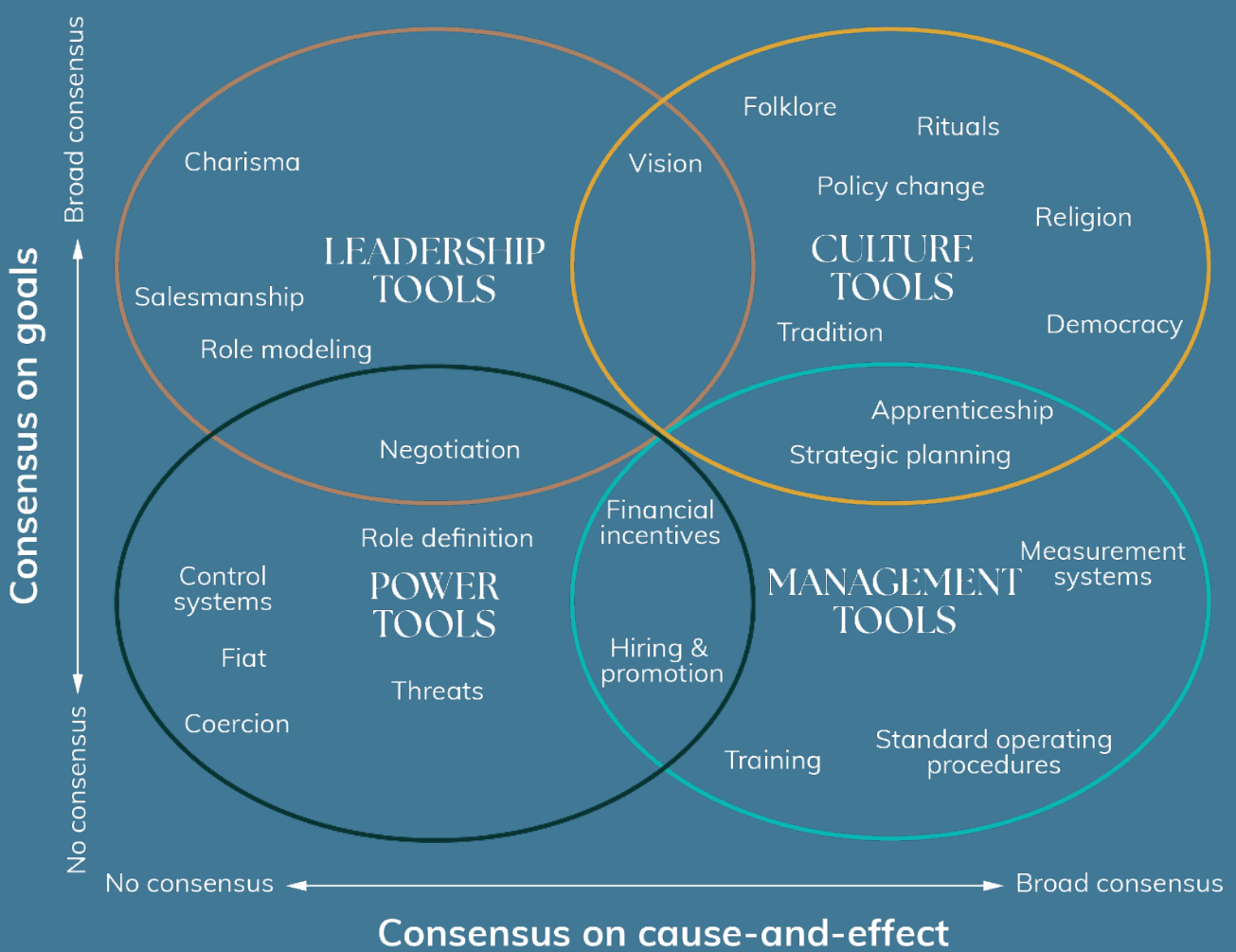


WHEN TO USE THE TOOLS OF COOPERATION

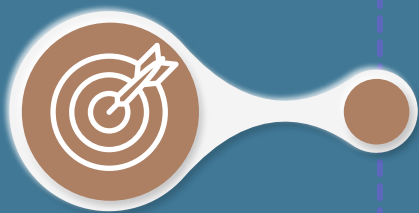
Getting the diagnosis right has profound implications for how to roll out any proposed change.



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.