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.

www.christenseninstitute.org/tools-of-cooperation