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# LONE WARRIOR

# FREEZE THE WORLD

# SELF-MADE BOX

# RATIONAL HIGH GROUND

# IDENTIFICATION

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**Figure 1.2**

The five syndromes of conventional organizations.

interested parties to enable a genuine, effective collaboration to occur. And it is very hard for organizations to understand their own role in creating the disconnect, let alone to change their singular approach into a more collaborative one once the project is under way. Once the process has started off on the wrong foot, it is very hard to change. In the commercial world, projects that have started without an open engagement with the people they are setting out to create value for are very hard to redirect (Harkema 2012). In public-sector consultation processes, parties often dig in after an initial skirmish, and at that point the whole process shifts from dealing with the problem to discussions that focus only on “position bargaining.” In all the open, complex, dynamic, and networked problem situations above, the problem-solving situation can move forward only through collaboration.