

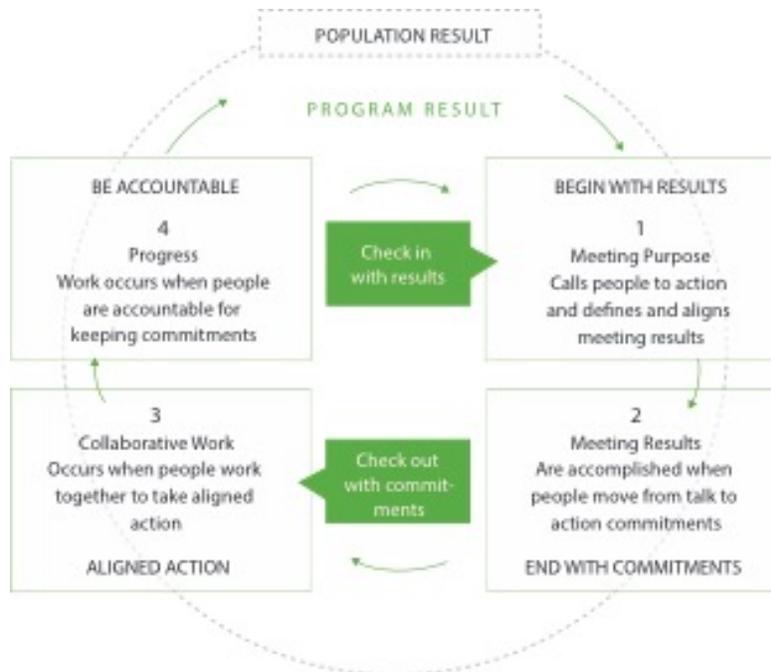
The Collaborative Work Cycle

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The Collaborative Work Cycle (CWC) is a foundational Results Based Facilitation (RBF) mental model.¹ The four steps of the CWC provide a frame for moving to aligned action and achieving desired results. The figure below illustrates the four steps of the cycle.

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The Four Steps

1. Begin with Results

The first step in the Collaborative Work Cycle is to define the results that you and your team want to produce and for which you will hold yourselves accountable. These results must be measurable and observable.

2. End with Commitments

Results may be for a meeting, a project (requiring multiple meetings), or a collaboration requiring multiple workgroups and meetings. Results for each meeting can be scaffolded into project or collaboration results. There is an additional app, *The All-in-One 3R Agenda*, which can help you organize the meeting results.

¹ *Results Based Facilitation: Book 2 – Advanced Skills – 2nd Edition*, Jolie Bain Pillsbury, Sherbrooke Consulting Press. 2015

Participants leave *effective* meetings with *action commitments* in hand. These commitments have a *What I will do; By when; and with Whom*. In multiple meeting projects, subsequent meetings can start with an self- and group assessment of progress made towards meeting these action commitments. There is an app, *The Action Commitment Analyzer*, which can be used to enter, assess and display action commitments across time.

3. Aligned Action

Aligned action occurs when individuals come together around a common result and *align* their efforts to have the maximum impact on achieving those results. The *Theory of Aligned Contributions*² is the foundation for Results Based Leadership. The booklet can be downloaded from RBL-APPS.

In addition to the theory booklet, to apps, *High Action/High Alignment* and the *HABA Assessment Tool* help people understand and assess the two dimensions of the action commitment.

4. Be Accountable

Action commitments without personal accountability are meaningless. Accountability is the ability to make commitments to action, then keep those commitments, or acknowledge that you haven't and figure out what you need to do to move to action.

Many people's experience with accountability conversations is negative and often associated with punishment or shame rather than learning or celebration.

The App, *Accountability Pathway* can be used to create conversations about keeping commitments that are interesting, meaningful, engaging and lead to more effective action.

Repeat Until Successful

In a multiple meeting context, the cycle is repeated with the individual meeting results building toward the program or population level results. Accountability for prior meeting action commitments fold into the agenda for the next meeting and into the new action commitments made.

Success will occur when meeting participants align their commitments to actions that produce results.

² *The Theory of Aligned Contributions*, Jolie Bain Pillsbury, Sherbrooke Consulting Press, 2007.