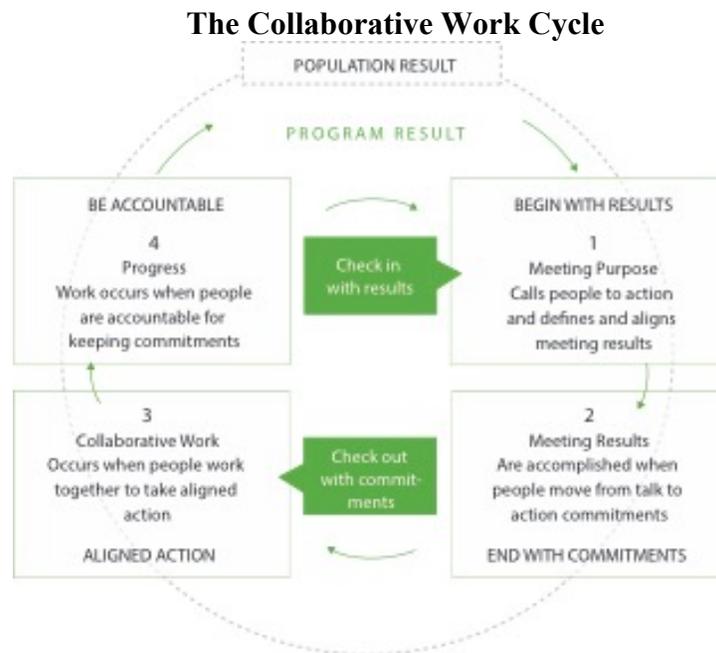


The Collaborative Work Cycle

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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 for program results.

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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. Meaningful results are observable and contribute to program improvement. People enter the meeting with these results in mind. *The All-in-One 3R Agenda*², helps clarify and strengthen the meeting results.

2. End with Commitments

Participants leave *effective* meetings with *action commitments* in hand. The action commitment format specifies who will do what when, with whom, how and with what impact.³ Subsequent meetings begin with an assessment of progress made in keeping action commitments.

3. Aligned Action

Progress occurs when individuals work together to contribute to a common result and *align* their efforts to have the maximum impact on achieving those results. The *Theory of Aligned Contributions*⁴ is the

¹ Pillsbury, J., *Results Based Facilitation: Book 2 - Advanced Skills - 2nd Ed*, Sherbrooke Consulting Press, p

² Pillsbury, J., *Results Based Facilitation: Book 1 - Foundation Skills - 2nd Ed*, Sherbrooke Consulting Press, p

³ Pillsbury, R., *Action Commitment Form*, <http://www.rbl-apps.com/ActionCommitmentAnalyzer.php>

emergent theory of change for achieving aligned action. *High Action/High Alignment*⁵ and the *HAHA Assessment Tool*⁶ help people assess the level of alignment and action for each commitment and the progress made in executing their commitments. *The Action Commitment Analyzer*⁷, is used to track action commitment trends over time. The *Analyzer* provides trend data on the strength of action and alignment and degree of implementation of action commitments that can inform strategies to achieve greater impact.

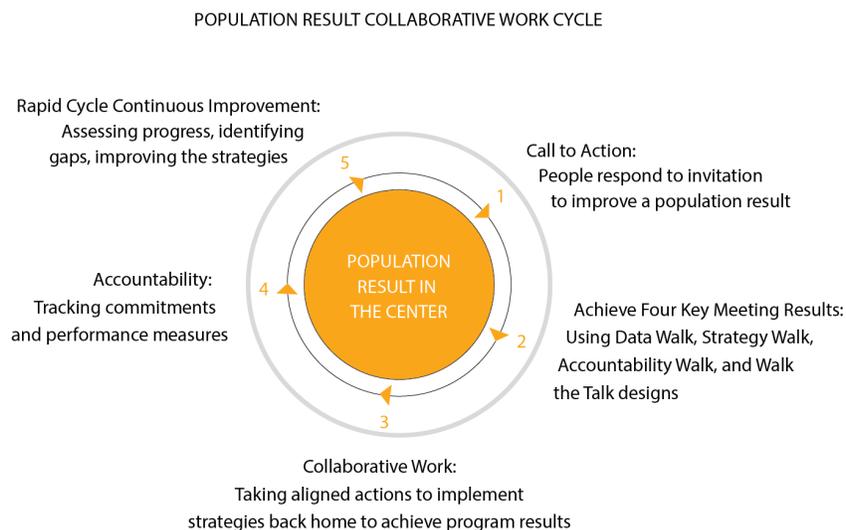
4. Be Accountable

Action commitments without personal and public accountability are unlikely to produce meaningful results. 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 associated with punishment or shame rather than learning or celebration. The *Accountability Pathway*⁸ can be used to create conversations about keeping commitments that are interesting, meaningful, engaging and lead to more effective action.

Repeat For Success and Scale

To achieve larger results and greater impact, the CWC is repeated with each meeting to ensure movement towards program population results. At each meeting, accountability for action commitments informs the agenda for the next meeting and the new action commitments made.

Success occurs when the group aligns their commitments to actions that produce results at greater scale and effectiveness. The following diagram shows the collaborative work cycle operating at a population level. At the population level, the CWC starts with a call to action by a group of leaders focused on data about the population and the result⁹. The leaders continue the cycle with partners and commit themselves to the rapid cycle continuous improvement needed to achieve aligned action at the scope and scale to contribute to the measurable improvement of population results.



⁴ Pillsbury, J., *The Theory of Aligned Contributions*, Sherbrooke Consulting Press, 2007

⁵ Pillsbury, J., and Chawla, R., <http://www.rbl-apps.com/HighActionHighAlignment.php>

⁶ Goddard-Truitt, V., and Pillsbury, J., <http://www.rbl-apps.com/HAHAAssessmentTool.php>

⁷ Pillsbury, R., *Action Commitment Form*, <http://www.rbl-apps.com/ActionCommitmentAnalyzer.php>

⁸ Pillsbury, J., *Accountability Pathway*, <http://www.rbl-apps.com/AccountabilityPathway.php>

⁹ Pillsbury, J., *Book 2, opcit*, p