



CHANGE TOOLKIT

Tool: Collaborative Outcomes

Used in:
GAIN ENTRY
FACT FIND
Also good for:
DISENGAGE
GENERATE OPTIONS

My Notes

What is it?

A collaborative outcome is an outcome between two or more people that fulfils the needs of all parties. A truly collaborative outcome is a win-win scenario as it ensures that no-one loses out, there is minimal need to compromise, and each party gets from the situation what they want and need.

Why use it in a change process?

The collaborative outcomes tool can be used initially in the **Gain Entry / Fact Find** stage of the change curve because it can help you to find out at an early stage in the process what is at the root of the issues and concerns of those going through the change. The collaborative outcomes tool can also be used during the **Disengage** stage (to show that there are other ways of doing what needs doing) and is probably of most practical use in the **Generate Options** stage of the change curve where it can help people build stronger options by pooling their individual ideas.

What do I need to do?

1. Explain the principle:

- To reach a collaborative outcome we use a technique called chunking to find the place of common ground where agreement can be reached. Many arguments can reach agreement by looking at the bigger picture (chunking up) and/or by looking at the detail (chunking down).
- In order to reach a collaborative outcome you need to explore the bigger picture and the details for the common ground. By exploring what's possible it's often possible to find a win-win solution.

2. Offer an example, if you need to:

- Think of your perfect holiday...where would it be? What would you be doing? What would be important about it to you?
- Now join up with someone else who has on the surface very different holiday requirements to you...chunk up and find a holiday you can share that gives you each everything you want...and more. Next, chunk down to see what specifics can fit into the bigger picture.

3. Chunk up to lay out the issue:

- Ask the first person what's important to them about their starting point, and when they tell you, take them to the next layer up ask again what's important to them about that.
- Keep repeating this question until, by chunking up' you have arrived at their highest criteria.
- Now go through the same process for the next person's starting point until you have reached their highest criteria.
- Often you will find that the final criteria for both parties will be the same or similar.

4. Chunk down to find your collaborative outcome:

- Agree a new outcome that will fulfil both party's needs and requirements - maybe even exceed them.
- Generating this idea allows you to subsequently generate the detail of the new deal.
- As each level of detail is explored, check to agree that it supports the overall agreed outcome.
- Push for a collaboratively generated outcome with detail that the parties feel is better than the two original outcomes.