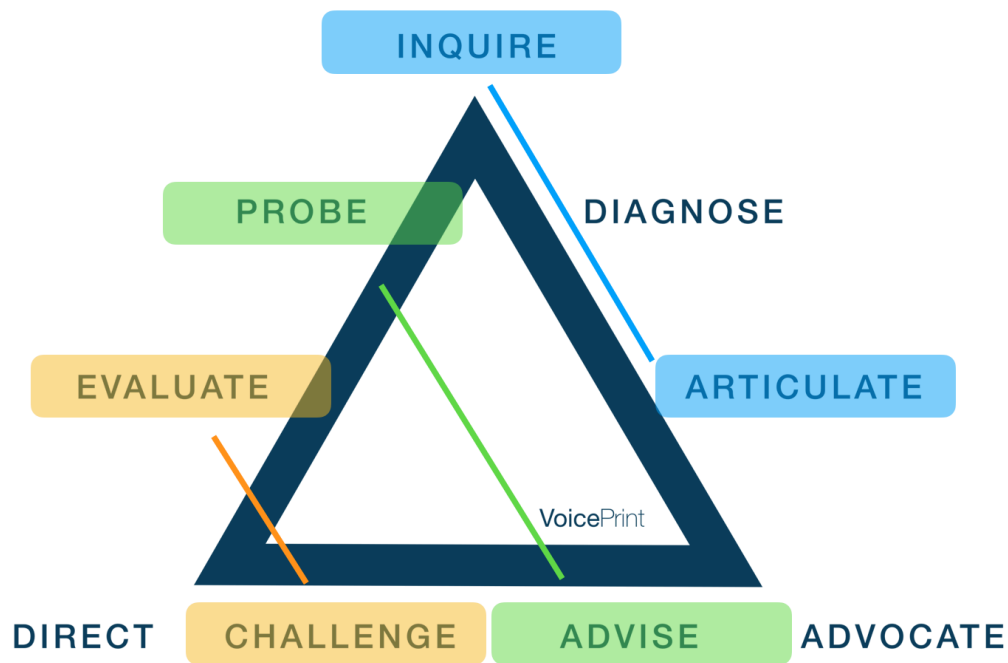


Map 8: 3 Patterns of Collaboration



Observing how voices are combined and used in practice, we have identified three distinct patterns of collaboration.

An open-minded interplay between the **Inquire and Articulate** voices produces a process of joint sense-making. It works best by fully involving the parties concerned, but note that while this can develop the relationship as well as producing robust outcomes, it also makes this approach time-consuming and dependent on a willingness to cooperate.

The interplay between **Advise and Probe** is a more focused form of collaboration, characteristic of a professional consultation. It works best when one participant has particular experience or expertise to offer and can do so without leaving others feeling ‘processed.’

The interplay between **Challenge and Evaluate** may not seem so obviously collaborative, because it may give little attention to social niceties, but it is essentially a highly focused way of addressing and resolving issues. It works well when participants expect and accept a tough-minded approach.

Note that all of these interactive patterns are usually iterative, rather than simple two-step processes.

Note also that, in each case, the process can commence from either of the two voices. Skilful facilitators actively signpost and steer the interplay between the two voices.