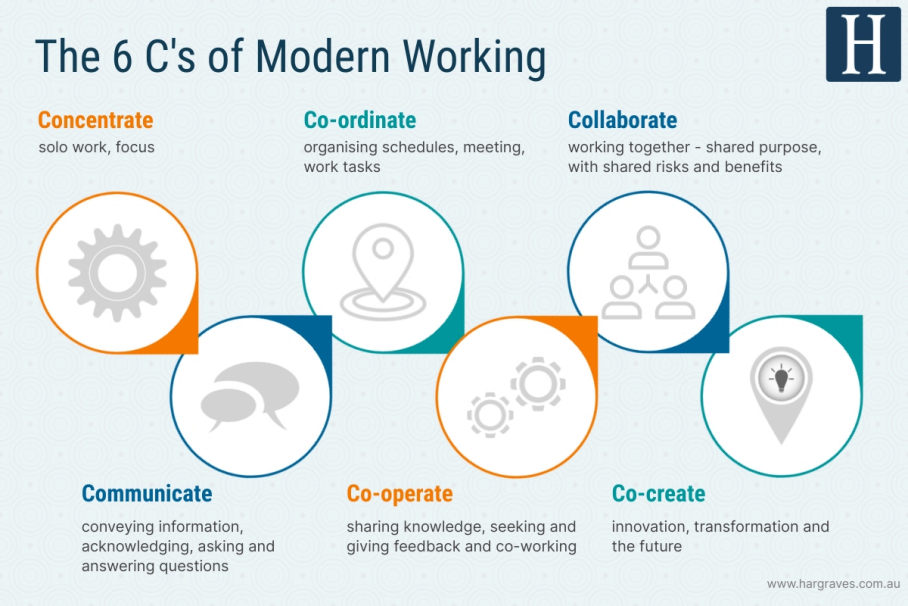
Co-Co-Co Conversation Framework

Shaping conversations where every voice is heard. This six-step framework guides leaders to uncover hidden issues, break down barriers, and spark meaningful change.

> *"It actually gets everybody involved. So it's not the loudest voices, not the most opinionated and even if they are, their opinion is as equal as everyone else in the room."*
>
> - S. Strachan, MLA



Co-Co-Co is our six-step conversation framework that ensures everyone's voice is heard and valued. It starts with individual reflection **(Concentrate),** moves to pairs or small group discussions **(Co-operate)**, and continues with group sharing **(Collaborate)**.

The framework also includes **Co-create** for identifying groups and themes, **Other Contributions** to make sure every idea is considered, and **Action Steps** to capture decisions and agreed outcomes.

Using Co-Co-Co as a facilitation technique helps leaders overcome common challenges in group meetings by:

- Building confidence in the outcomes through engaging every participant equally.
- Filtering and prioritising ideas and suggestions.
- Refining ideas through collaborative discussion before submitting back to the group.

With the Co-Co-Co framework, leaders can cultivate an inclusive, collaborative environment that values diverse perspectives and drives innovative solutions.

Give it a try!

Explore the Co-Co-Co framework with the included **Modern Workplace QTool** and **Action Template**, designed to help your group turn insights into action.

Hear how MLA uses Co-Co-Co to foster inclusive, collaborative group conversations.

© Hargraves Institute Pty Ltd · hargraves.com.au · hi@hargraves.com.au

The Process

Step 1: Concentrate

Set an individual activity. For example, you might ask participants to identify priority questions on a QTool, write down an idea for a problem, select some FLOW Cards they feel are important, or any other activity that allows them to pause and reflect individually.

Step 2: Co-operate

Divide the group into pairs and ask each individual to explain their responses or choices, before agreeing on 3 or 4 priorities.

Step 3: Collaborate

Separate the pairs and divide participants into new groups of 3 or 4. Repeat the process so that each group agrees on 2 or 3 priorities for the whole group.

Step 4: Co-create

On a board or large wall canvas, ask the groups to write down the issues they've agreed on. (If using a canvas, use markers or stickers to indicate their choices.) Have them explain to the rest of the group why these issues are important.

Cluster selections into themes, then ask the group: *"What should we do first?"* or *"What is the most important?"*

Step 5: Other Contributions

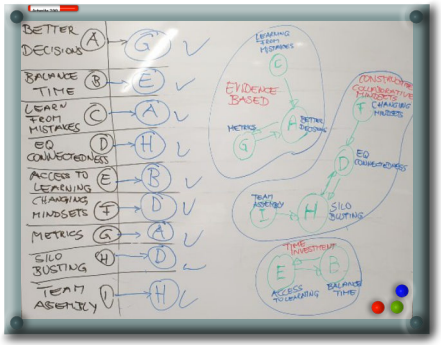
Ask the group if there are any contributions not represented. Discuss as a group, asking the contributor to explain why they think it is important. Decide if the additional contribution should be added to a cluster or if you should create new cluster, defer action, or delete.

Step 6: Next Steps

As a group, agree on the next steps for each cluster. Document on the Action Template.

Not sure where to start?

Connect with us to see how Perception Mapping highlights clusters and connections, transforming your group's priorities into an actionable map.



TIPS:

- Explain that this process is a way to hear from everyone equally and to prioritise ideas, issues and insights that are relevant to the topic being discussed.
- If issues emerge which are priorities for an individual but not for the pair or group, there will be an opportunity to consider them later in the process.
- Ask participants to look for common themes.

Discover the Hargraves difference. Uncommon tools and a People-First Approach since 2006.

Modern Workplace QTool

Hargraves INSTITUTE

Use this Question Tool with your team to explore diverse perspectives, spark meaningful conversations, and agree on actions.

EXPERTISE Experience, Understanding, Mastery, Skills, Sharing	BELIEF Purpose, Intention, Motivation	PERSPECTIVES Roles, Thinking, Experiences, Stories	BEHAVIOURS Attributes, Approaches Attitudes, Habits	CULTURE Focus, Priorities, Conventions, Norms	ACTION Order, Task Dependencies, Methods, Policies	RELATIONSHIPS Other Teams, Customers, Vendors, Partners, Networks	INFRASTRUCTURE Spaces, Buildings, Utilities, Technology, Data
CAPABLE PEOPLE How can we develop the skills and attributes we need?	**INSPIRATION** How can we clearly communicate our mission so we have shared values, behaviours and skills?	**DIFFERENT VIEWPOINTS** How can we ensure a diverse skill set within each team to perform the necessary tasks?	**LEADERSHIP BEHAVIOURS** How can we encourage our leaders to understand it is better to stop telling and start asking?	**INCLUSIVENESS** How can we encourage leaders to listen to bottom-up messages?	**DECISION MAKING** How can we make decisions effectively and in a timely fashion?	**STAKEHOLDERS** How can we work collaboratively with our stakeholders?	**WORKSPACES** How can we let people decide how, where and when they work?
CAPABLE LEADERS How can we build capable leaders who are decisive, flexible, collaborative and fair?	**PURPOSE** How can we ensure our purpose gives our people the energy, passion and motivation to get out of bed every day?	**DIFFERENT WAYS OF THINKING** How can we ensure we have a range of inputs and lenses when making decisions?	**TEAM BEHAVIOURS** How can we encourage helpfulness within and between teams?	**OPENNESS** How can we build an 'open by default' policy and an 'ask me anything' mentality?	**MEETINGS** How can we ensure our meetings are productive and the right people are included?	**CUSTOMERS** How can we engage our customers to ensure that we meet their needs?	**TECHNOLOGY** How can we use existing technology well to communicate, collaborate and improve outcomes?
DEVELOPMENT OPPORTUNITIES How can we offer our people flexible modes of training and development?	**COMMUNITY** How can we ensure our employees will do the right thing by us?	**CUSTOMER PERSPECTIVES** How can we ensure we focus on customer experience and needs?	**INNOVATION BEHAVIOURS** How can we encourage team members to experiment, learn and adapt?	**ADAPTABILITY** How can we change and adapt quickly?	**MANAGING UP** How can we ensure leaders get access to urgent and accurate information from the front line?	**NEW EMPLOYEES** How can we make sufficient time to onboard people so they fit into our way of working?	**DATA** How can we give people the right information at the right time to increase decision-making speed and accuracy?
FEEDBACK How can we ensure all team members regularly receive constructive and actionable feedback?	**SELF-MANAGEMENT** How can we offer employees the freedom to sculpt their jobs based on their interests, talents and strengths?	**AGILITY** How can we ensure that job roles are flexible enough to meet employee and organisation needs?	**TRUST BEHAVIOURS** How can we ensure that people feel psychologically safe and secure at work?	**CO-OPERATION** How can we ensure there is both independence and interdependence within and between teams?	**EXPERIMENTATION** How can we learn and respond through an open flow of information, experimentation and rapid cycles?	**SUPPLIERS** How can we design business terms to support our needs and suppliers?	**COMMUNICATION** How can we ensure transparent information sharing?
SKILL SHARING How can we ensure that finding people with specific skills in the organisation is easy?	**ENVIRONMENT AND SOCIAL IMPACT** How can we account for the real-world impact of our operations to minimise negative effects?	**AUTONOMY** How can we give our teams sufficient autonomy to help them achieve their purpose?	**CONFLICT RESOLUTION** How can we ensure a clear process to help conflicting parties resolve their issues?	**A SENSE OF BELONGING** How can we build employee ownership and pride from working in our organisation?	**ADOPTION PRACTICES** How can we build the understanding that change takes time and commitment?	**MARKETING** How can we clarify and communicate our value proposition?	**SUSTAINABILITY** How can we balance environmental needs with financial performance?
RESEARCH & EVIDENCE How can we ensure access to reliable and timely evidence?	**LIVED VALUES** How can we clarify and promote our values?	**NETWORKED TEAMS** How can we encourage co-operation across teams to optimise the strengths of the whole organisation?	**ACCOUNTABILITY** How can we ensure that both individuals and teams take responsibility for action?	**POSITIVE HABITS & PRACTICES** How can we align our practices and habits with our values and purpose?	**STRATEGY** How can we ensure our planning and budgeting processes are informed and future-oriented, with long-term goals?	**NETWORKS** How can we encourage our people to engage with diverse networks?	**FINANCIAL MANAGEMENT** How can we ensure our business model is sustainable?

1. **Co-Co-Co Step 1:** Define the team you are referring to. Quietly read each question and choose (tick) those you think are important. (Cross out any questions that aren't relevant.)
2. **Looking at the questions you've chosen**, circle those you think are most important right now. (If you do them well, these are your strengths.)
3. **Co-Co-Co Steps 2 to 6.** As a team, discuss your choices. Agree on 3 or 4 'most important' and think about actions you can take. Hint: to kick-start, look for quick wins.

© Hargraves Institute Pty Ltd

Action Template

Use this template to help you think through the issue.

Owners	
Title	
The problem is:	
Our solution is:	
Next Steps are:	