

THE CONTRIBUTION MODEL ASSESSMENT

FORMAL TOOL 1 OF 5 | Rate the Work Universe using current real-work evidence.

FOUR-POINT EVIDENCE SCALE

1 Rarely true | 2 Occasionally true | 3 Usually true | 4 Consistently true

UNDERSTANDING CONTRIBUTION

I understand the unique strengths of the people within my Constellation.

▼

I regularly look beyond job titles to identify how people can create additional organizational value.

▼

I encourage people to contribute ideas outside the narrow boundaries of their assigned roles.

▼

The people in my Constellation understand that accountability and contribution are related but not the same.

▼

Valuable expertise is routinely shared across the Constellation.

▼

BOUNDARY: Contribution does not define human value. Core contribution is complete and valuable.

THE CONTRIBUTION MODEL ASSESSMENT

FORMAL TOOL 1 OF 5 | Rate the Work Universe using current real-work evidence.

FOUR-POINT EVIDENCE SCALE

1 Rarely true | 2 Occasionally true | 3 Usually true | 4 Consistently true

DEVELOPING CATALYST CONTRIBUTION

I can identify people whose contribution naturally helps others become more successful.

▼

Curious people are encouraged to explore, learn, and grow.

▼

I intentionally create meaningful opportunities for promising people to expand their contribution.

▼

I recognize collaborative problem-solving - not only individual accomplishment.

▼

I actively develop people who multiply the contribution of others.

▼

BOUNDARY: Contribution does not define human value. Core contribution is complete and valuable.

THE CONTRIBUTION MODEL ASSESSMENT

FORMAL TOOL 1 OF 5 | Rate the Work Universe using current real-work evidence.

FOUR-POINT EVIDENCE SCALE

1 Rarely true | 2 Occasionally true | 3 Usually true | 4 Consistently true

ASSEMBLING CAPABILITY

I help ensure that important organizational problems receive the capabilities they require, regardless of departmental boundaries.

▼

I routinely seek expertise from outside my immediate Constellation.

▼

I intentionally connect people who can help one another succeed.

▼

I consider internal capability, AI, technology, and outside expertise when important work requires them.

▼

I think in terms of organizational capability rather than departmental ownership.

▼

BOUNDARY: Contribution does not define human value. Core contribution is complete and valuable.

THE CONTRIBUTION MODEL ASSESSMENT

FORMAL TOOL 1 OF 5 | Rate the Work Universe using current real-work evidence.

FOUR-POINT EVIDENCE SCALE

1 Rarely true | 2 Occasionally true | 3 Usually true | 4 Consistently true

STEWARDSHIP

My Work Universe encourages Curiosity.

Truth Flow is strong within my Constellation.

Accountability is accepted rather than feared.

People willingly help one another succeed.

Contribution is valued more than position.

REFLECTION

Which statement received your lowest rating, and why?

Where is this Work Universe unintentionally limiting contribution because of role boundaries?

What one change could you make during the next thirty days?

BOUNDARY: Contribution does not define human value. Core contribution is complete and valuable.

THE CATALYST IDENTIFICATION WORKSHEET

FORMAL TOOL 2 OF 5 | Evidence status describes the evidence, not a permanent class of person.

PERSON

PRIMARY ROLE

FORMAL EVIDENCE STATUS

Catalyst contribution is recognized through patterns, not isolated acts.

OBSERVED BEHAVIORS

- ☐ Demonstrates genuine Curiosity

☐ Solves difficult problems

☐ Builds Trust through successful Solution Delivery

☐ Strengthens communication

☐ Accepts Accountability

☐ Looks beyond assigned responsibilities when appropriate

☐ Makes the Constellation more effective
- ☐ Learns quickly

☐ Shares knowledge willingly

☐ Simplifies difficult concepts

☐ Helps others succeed

☐ Connects people

☐ Improves processes

What observable evidence supports the current status?

BOUNDARY: Catalyst is a form of contribution, not rank, title, or permanent personnel category.

THE CATALYST IDENTIFICATION WORKSHEET

FORMAL TOOL 2 OF 5 - CONTINUED | Test whether the contribution is multiplying rather than merely adding workload.

Which behaviors appear most often?

Which behaviors appear least often?

What meaningful opportunity could test or strengthen these behaviors?

What evidence would show that the person's contribution is multiplying rather than merely expanding workload?

What should be observed next before changing the evidence status?

THE CATALYST DEVELOPMENT PLAN

FORMAL TOOL 3 OF 5 | Curiosity -> Capability -> Opportunity -> Solution Delivery -> Trust -> Multiplying Contribution

PERSON

CURRENT ROLE

STEWARD

DATE STARTED

CATALYST DEVELOPMENT SEQUENCE

Curiosity -> Capability -> Opportunity -> Solution Delivery -> Trust -> Multiplying Contribution

CAPABILITIES TO CONSIDER

- ☐ Curiosity
- ☐ Relationship-building
- ☐ Process improvement
- ☐ Initiative
- ☐ Learning agility
- ☐ Problem-solving
- ☐ Technical capability
- ☐ Adaptability
- ☐ Accountability
- ☐ Communication
- ☐ Business knowledge

Which capabilities should be intentionally expanded?

What meaningful experience will broaden contribution?

What organizational purpose will this development support?

BOUNDARY: The objective is expanded contribution, not punishment for capability or unsustainable extra workload.

THE CATALYST DEVELOPMENT PLAN

FORMAL TOOL 3 OF 5 - CONTINUED | Create the conditions for responsible opportunity and capability transfer.

What authority, access, resources, protection, and Decision Rights will the Steward provide?

How will Solution Delivery be evaluated?

How will knowledge or capability be transferred to others?

How will you know contribution has multiplied?

What should the next opportunity be?

THE CAPABILITY ASSEMBLY CANVAS

FORMAL TOOL 4 OF 5 | CAPABILITY-FIRST RULE: define purpose and required capability before selecting a person.

Organizational purpose - What important purpose are you trying to fulfill?

Required capability - What knowledge, judgment, relationships, authority, technology, and experience are essential? Do not list people yet.

Existing capability - Where does capability already exist among people, Constellations, or Catalyst contributions?

Capability gaps - What capability is missing, and why?

Do not select the Strategic Catalyst until the capability need is clear.

THE CAPABILITY ASSEMBLY CANVAS

FORMAL TOOL 4 OF 5 - CONTINUED | Assemble capability from the sources the purpose actually requires.

Development opportunities - What can be developed internally through cross-training, coaching, experience, or AI-assisted learning?

AI and technology - What capability can technology augment? What human judgment and Accountability must remain?

External capability - What expertise may need to be acquired temporarily or permanently?

Integration - How will the required capabilities work together across role, Constellation, or Work Universe boundaries?

Retention and transfer - What knowledge, judgment, relationships, documentation, or capability must remain after the immediate purpose ends?

THE STRATEGIC CATALYST DEPLOYMENT PLANNER

FORMAL TOOL 5 OF 5 | The Capability Assembly Canvas defines the need; this Planner governs the deployment.

1. DEFINE THE PURPOSE

State the organizational purpose, why it matters, what must become different, and the consequence of delay.

2. IDENTIFY THE REQUIRED CAPABILITY

Identify the knowledge, judgment, relationships, authority, technology, and experience the purpose requires. Carry forward the Canvas.

3. SELECT THE STRATEGIC CATALYST

Identify the person whose capability, Curiosity, credibility, and capacity best fit the purpose. Record the evidence supporting the choice.

THE STRATEGIC CATALYST DEPLOYMENT PLANNER

FORMAL TOOL 5 OF 5 - STAGE 4

4. ESTABLISH SCOPE, AUTHORITY, OUTCOMES, AND TIME HORIZON

Scope - What does the Strategic Catalyst own, and what remains with affected Stewards?

Authority and Decision Rights - Which decisions may be made independently, and where is consultation required?

Outcomes and evidence - What meaningful result and evidence will indicate progress?

Time horizon and review points - Is the deployment temporary, recurring, purpose-specific, project-based, or permanent?

Participants and boundaries - Who must be involved, and what accountability boundaries must remain clear?

THE STRATEGIC CATALYST DEPLOYMENT PLANNER

FORMAL TOOL 5 OF 5 - STAGE 5

5. ENABLE AND SUPPORT THE WORK

Sponsorship - Who will sponsor the purpose and protect the deployment?

Access - What information, people, systems, expertise, or relationships must be accessible?

Resources - What resources are required?

Capacity and protection - What workload must change, and what avoidable interference must be removed?

Stewardship support - What must the sponsoring Steward do to keep purpose, boundaries, and Accountability clear?

THE STRATEGIC CATALYST DEPLOYMENT PLANNER

FORMAL TOOL 5 OF 5 - STAGE 6

6. TRANSFER CAPABILITY, EVALUATE THE RESULT, AND CONCLUDE, RENEW, OR REDIRECT

Capability transfer - How will expertise, documentation, judgment, relationships, and capability remain in the Work Universe?

Evaluate the result - Is the Work Universe stronger? What evidence supports that judgment?

DEPLOYMENT JUDGMENT

What does the evidence require now, and why?

A deployment is incomplete if the immediate work succeeds but knowledge or capability remains trapped in the Strategic Catalyst.

OBSERVATION RECORD

SUPPLEMENTAL WORKING RECORD - NOT A FORMAL TOOL | Capture an event before deciding what it means.

PERSON

DATE

Situation / problem / opportunity - What was happening?

Contribution - What did the person actually do?

Difference made - What happened differently?

Evidence - What supports that conclusion?

DIFFERENCE MADE & EVIDENCE REVIEW

SUPPLEMENTAL WORKING RECORD - NOT A FORMAL TOOL | Review delivered value without turning contribution into rank.

Problem or opportunity - What needed to change?

What did the person actually contribute?

What changed, and what evidence makes you confident the contribution mattered?

What did this teach you about the person, the Work Universe, or your Stewardship?

Where might this contribution matter next?

WHAT THE EVIDENCE IS SHOWING

SUPPLEMENTAL WORKING RECORD - NOT A FORMAL TOOL | Carry forward evidence to the appropriate formal tool.

The strongest evidence is...

This contribution seems most valuable when...

The conditions that make it work are...

I may have been wrong about...

The next thing worth testing is...

My Stewardship needs to...