

Contribution is the difference you make that helps the business succeed. It is sustainable, valuable and more than performance.

- Facilitates
- Coaches
- Encourages
- Collaborates
- Motivates
- Role models
- Shares expertise
- Empowers
- Guides
- Enthuses
- Recognises
- Integrates
- Communicates
- Unblocks
- Cares
- Innovates
- Flexes
- Enables
- Develops

Performance is what you deliver, your productivity or ability to meet targets, and is usually about time, quality and cost.

- Targets
- Monitors
- Measures
- Delivers
- Achieves
- Improves
- Plans
- Verifies
- Responds
- Solves

“Every person has a longing to be significant, to make a contribution, to be a part of something noble and purposeful.”

John C. Maxwell






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MANAGER'S CONTRIBUTION CURVE



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		 Reacting 0-1	 Controlling 1-2	 Directing 2-3	 Facilitating 3-4	 Leading 4-5
THINKING		“All decisions need to come through me.” “I roll up my sleeves and help out.” “I am the expert.”	“It’s all about the team.” “I create and delegate to a functioning team.” “Right people, right time, right place.”	“I contribute through others.” “Focus pays off.” “We learn and adapt.”	“I trust and empower.” “I collaborate rather than compete with my peers.” “I am surprised and delighted.”	“I think strategically.” “I create clarity, I integrate and drive simplification.” “I am an internal and external ambassador for the team, our customers and wider organisation.”
DOING	Setting direction	Allocating people to the tasks at hand and solving emerging problems.	Developing team vision, values and goals that are aligned with department vision, values and goals.	Enabling a sharp focus on what maximises contribution; flexing and adapting as required.	Empowering people to deliver our vision, values and goals their way.	Providing a clear and consistent strategic vision and ensuring a flow down to meaningful goals.
	Key relationships	Working with immediate team and ‘problem’ customers and suppliers.	Co-ordinating the wider formal team including non-direct reports, wider customers and supply chain.	Leveraging the wider formal team and proactively engaging the informal network.	Collaborating with internal and external peers, building a wider stakeholder network.	Building and nurturing a culture of collaboration in the ecosystem.
	Planning and co-ordinating	Focusing on the here and now: tasks, tactics, and measures of success. Maintaining staffing and addressing immediate capability needs.	Planning, securing and co-ordinating resources and activities for the short to medium term.	Focusing on the medium term; creating flexible and adaptable systems and processes to ensure the right things get done well.	Collaborating with peers to deliver on the strategy, clear roadblocks, secure resources and eliminate low contributing activities.	Focusing on the long-term; anticipating future customer needs, developing strategy and business models.
	Generating engagement	Providing recognition and thanks after a demanding activity.	Providing recognition for good outcomes and going above and beyond. Tailoring communication for different audiences.	Insightful and flexible with people; matching roles and business needs with skills, knowledge and motivation.	Celebrating people's contribution and creating a magnetic team. Holding constructive conversations that focus on what makes the biggest difference.	Always linking customer needs with organisational purpose and individual motivation.
	Innovation and change	Reacting to change when it is forced upon them.	Developing innovation opportunities in day-to-day work. Influencing responses to change in my team.	Supporting an innovation culture and realising business benefit and learning from innovation. Making tailored responses to wider change.	Fostering an innovation culture and helping the organisation think differently. Organising and co-ordinating across a complex hybrid working environment. Making changes to the organisation, work and working practices.	Being an internal entrepreneur. Leading an innovation culture in the ecosystem. Anticipating and activating the business case for change. Making trade-offs and tough decisions.
	My learning and development	Emulating peers’ good practice.	Using time management and self-awareness to prioritise. Coaching and delegating effectively and consistently. Asking, listening, and understanding what's important.	Understanding myself and others to build trusting and productive relationships. Understanding where to add the most value and saying no to everything else.	Actively seeking regular feedback from a range of stakeholders to build self-awareness and stimulate learning and development.	Mastering self-leadership through building self-awareness, resilience and emotional intelligence.
	Developing others	Understanding the importance of equality, diversity and inclusion in the workplace. Giving feedback on the task and putting short term development plans in place.	Recruiting, retaining and developing a functioning team. Giving performance feedback, coaching and mentoring team members. Holding open conversations about resilience, well-being, diversity and inclusion.	Role modelling the giving and receiving of feedback to enable every opportunity to be a learning opportunity. Role modelling resilience & well-being. Contributing to departmental talent management plans.	Coaching peers and seniors. Creating managers of the future by spotting and developing deputies. Contributing to an organisational talent management plan.	Coaching and influencing people key to achieving the vision. Contributing to ecosystem talent management strategy and plans using external workforce trends.
GETTING		Today’s tasks completed. Reduced contribution from all people including line manager.	Results – every time. A contented team delivering customer satisfaction.	An agile, stable team that contributes highly and feels fulfilled. Happy customers and suppliers.	An effective and efficient department that contributes highly. Delighted customers and loyal suppliers. People queuing to join the department.	Long term customer and supplier collaborations. Sustainable revenue streams with long term security. An investable organisation that’s fit for the future.