

CONTRIBUTION SHIFT LIVE

Complete User Manual

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Practical instructions for playing, understanding and troubleshooting ContributionShift Live.

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Welcome

What ContributionShift Live is

ContributionShift Live is a leadership simulation about moving from personal contribution to contribution through others, through leaders and through sustainable organisational systems. It is not a quiz with one permanently correct answer. People remember what you do, work continues across rounds, pressure accumulates, and decisions can create immediate, delayed, recoverable or damaging consequences.

The overall aim

Your long-term aim is to reach and sustain CMMO® Level 5 - Multiplying Contribution. Level 5 means the organisation can create clarity, distribute authority, grow capability, maintain trust, follow through and continue contributing without depending on individual heroes or constant intervention from you.

The leadership question

Do not ask only, 'Did the work get done?' Also ask, 'What did this decision leave behind?' A fast rescue may protect a deadline but create dependency. A difficult renegotiation may protect trust. A slower development decision may create capability that continues after you step away.

The core loop

1. Notice what is changing.
2. Decide where your limited leadership attention matters most.
3. Act through conversation, delegation, development, prioritisation, system improvement, escalation or deliberate non-action.
4. Complete the round.
5. Review outcomes, delayed effects and Mentor feedback.
6. Adjust before pressure becomes Contribution Debt.

Starting a game

Experience modes

Leadership Journey begins before formal leadership and progressively unlocks responsibility. New Team Leader begins with direct team leadership. Experienced Manager opens the broader organisational simulation. Volunteer Leadership Journey uses purpose-led and volunteer constraints. Custom Scenario lets you select role, organisation and difficulty.

Campaign styles

Guided Growth provides clearer support. People Challenge emphasises trust, development and retention. Delivery Pressure increases deadline and senior-manager pressure. Turnaround begins with weaker organisational conditions. Purpose-Led introduces volunteer capacity, mission and stakeholder expectations. Surprise Me creates a less predictable combination.

Campaign length

Short Facilitated lasts 12 rounds and suits workshops or focused practice. Standard lasts 24 rounds. Extended Career lasts 36 rounds and provides more time for career progression, maturity, departures, recovery and the Step Away test.

Difficulty and replay

Difficulty changes attention, pressure, ambiguity, support and recovery opportunities. Each new game creates a different coherent mix of people, relationships, hidden risks, objectives and events while keeping each person's identity consistent throughout that game.

Navigation and interface

Main boards

The main menu opens Leadership Inbox, Work Board, Team Board, Team Dynamics, Development, Stakeholders, Recruitment, Contribution System, Contribution Map, Leadership Dashboard and other available areas. Some boards remain locked until the player's career stage requires them.

iPhone navigation

On iPhone, use the Main Menu icon at the top-right to return to the main menu. The Help question mark sits immediately to its left. The swipe-right gesture remains available but is not required.

Contextual Help

Tap the question mark at the top-right of a board for help that reflects the current screen and game state. Help can explain what is blocking progress, what counts as a valid action, why a control is disabled and where to go next without revealing hidden future outcomes.

People and portraits

Tap a portrait or person row to open the person's profile when that screen supports profile viewing. During selection screens, the selection circle beside the name shows that the row is selectable and the portrait does not open an unrelated popup. A person keeps the same identity and expression set throughout the game.

Visible selection controls

Selectable options use a consistent circular selector, bordered row and selected state. Primary action buttons remain disabled until required choices have been made. Disabled buttons should explain what is still required.

Rounds and meaningful actions

What a round represents

A round represents a meaningful period of work. Some actions apply immediately; others are assessed when the round is completed or over several later rounds.

Complete Round

The Complete Round control is visible at the top-right of Leadership Inbox. It becomes available after the player completes a meaningful action. A meaningful action changes simulation state, such as responding to an inbox item, adding support, revising a delegation agreement, reallocating work, holding a meeting or one-on-one, starting development, escalating, delaying, stopping or reprioritising work.

What does not count

Opening a card, viewing a profile, changing tabs, reading the manual or opening and closing a selection without confirming it does not count as a meaningful action.

No-action completion

If no meaningful action is taken, the no-action completion option becomes available after the configured waiting period. The player must confirm that unresolved work and signals may carry forward or worsen.

Pending effects

When an intervention is designed to take effect at round completion, Work Detail shows that it is pending, the action taken, the likely blocker and when the result will be assessed.

Leadership attention and consequences

Leadership attention

You cannot respond deeply to everything. Attention is a strategic resource. Spending it on rescue may reduce immediate pressure but leave less capacity for development, early signals or system improvement.

Decision and consequence trail

Important choices and material omissions are recorded with the originating round, people, work, objectives and Contribution System conditions affected. Immediate effects appear first; delayed effects are added only when they become visible.

Multi-round consequences

Consequences can unfold across several rounds, intensify, recover or create later events. Corrective action can interrupt a chain before an irreversible threshold. Later action may contain damage without fully undoing what has already occurred.

Contribution Debt

Contribution Debt is future pressure created by achieving an immediate result in a way that leaves dependency, overload, unclear authority, weak follow-through, ignored development or fragile workarounds. Sustained corrective leadership can reduce relevant debt, while unresolved debt lowers the campaign outcome.

People leadership and memory

Persistent person memory

People remember promises, missed one-on-ones, concerns, follow-up, recognition, development commitments, acting assignments, delegated authority, work taken back, conflict, career discussions, personal disclosures and periods of overload.

Behavioural preferences

People differ in autonomy preference, ambition, change tolerance, feedback preference and communication style. The same leadership action can therefore produce different reactions.

One-on-ones

Use one-on-ones to understand context, clarify expectations, discuss workload, follow up concerns and review development. Person-specific conversations are more effective than repeating a generic conversation.

Promises and weak signals

A promise can strengthen trust when honoured or become a weak signal when ignored. Repeated missed follow-through may increase departure risk even when delivery still appears healthy.

Development and mentoring

Training and mentoring are finite commitments with a start, expected duration, progress, completion point and outcome review. Choose a suitable mentor using the visible selection circles. Mentor fit, capacity and opportunities to practise all affect the result.

Work Board and risk

Work Board order

The Work Board presents Unassigned work first when it exists, followed by At Risk work and then Active work. At Risk is written as two words and shown in red, with text labels so colour is not the only indicator.

Work Detail

Work Detail shows ownership, progress, risk, blocker, deadline, history, delegation agreement, support and available actions. Review the current blocker before choosing an intervention.

Risk Guidance

For At Risk or blocked work, Risk Guidance shows the likely blocker, action taken this round, whether the intervention is pending and whether the chosen support appears relevant. If repeated attempts do not address the cause, guidance becomes more direct.

Assessment timing

Support, clarification, mentoring and revised delegation agreements may not reduce the displayed risk immediately. When their effect is deferred, the screen states that the intervention will be assessed at round completion.

Delegation, assistance and ownership

Delegation agreement

A strong delegation agreement includes expected outcome, accountable owner, authority, decision boundaries, support and resources, check-in timing, escalation conditions and definition of done.

Reviewing an agreement

Use Review Delegation Agreement in Work Detail to correct or renegotiate an active agreement. The current agreement is shown before editing. Changes are recorded with a reason, use leadership capacity and do not erase consequences that have already occurred. Repeated changes may reduce clarity or trust.

Adding support

Use Add Support when the current owner should remain responsible but needs help. Assistance does not transfer responsibility. Choose the support type and a suitable helper; the confirmation control remains disabled until both are selected.

Support types

Support can include clarification, mentoring, paired assistance, peer review, blocker removal and stakeholder support. The most effective choice depends on the task's blocker, the helper's capability and available capacity.

Reallocating work

Use Reallocate Work when ownership itself should change. Reallocation is different from assistance: it transfers responsibility rather than strengthening the current owner.

Team Dynamics and meetings

Meeting agenda selection

Before holding a team meeting, select a meeting agenda using the visible selection circle. Hold Team Meeting remains disabled until an agenda has been selected.

Meeting purpose

Meetings should address a real need such as priority conflict, decision rights, coordination, learning, trust repair or workload. Repeated generic meetings consume attention without necessarily improving ownership or follow-through.

Acting and temporary roles

Acting Team Lead, Project Lead, Improvement Lead, Delivery Coordinator, Stakeholder Lead and Mentor or Coach assignments should include purpose, authority, duration, support, success criteria and outcome review.

Objectives and Critical Contribution Path

Objectives and outcomes

Objectives can be On Track, At Risk, in Recovery, Partially Achieved, Achieved Late, Achieved or Failed. Final outcomes consider delivery, people, stakeholders, Contribution System health, Contribution Debt and the Step Away result.

Strategic choices

You may protect, delay, stop, release, reassign, escalate, renegotiate, reduce scope or resequence work. Direct action can be appropriate, but it should not become the permanent operating model.

Critical Contribution Path

The Critical Contribution Path identifies work whose failure threatens the larger outcome. It considers deadlines, delivery risk, ownership, capability, stakeholder pressure, dependencies, authority clarity and hand-off quality.

Dependency status

Dependencies can be healthy, at risk or blocked. Review who owns each hand-off, whether authority is clear and whether the receiving person has capacity.

Stakeholders and recruitment

Stakeholder relationships

Stakeholders can include customers, executives, sponsors, suppliers, boards, committees, service recipients and partners. Each relationship has trust, alignment, influence, pressure, commitments and memory.

Stakeholder score colours

Trust, Alignment and Influence use green for 70 or above, orange for 50 to 69 and red below 50. Pressure uses the reverse health interpretation: green at 30 or below, orange from 31 to 59 and red at 60 or above.

Recruitment scores

Recruitment shows Organisation, Talent, Hiring Manager and Candidate Experience scores. These use green for 70 or above, orange for 50 to 69 and red below 50.

Movement arrows

A small arrow beside each supported score compares it with the previous round: up means increased, down means decreased and a dash means unchanged. The arrow uses the same colour as the score. On an older save, arrows appear after a new comparison baseline has been recorded.

Renegotiation

Honest renegotiation before a due date can preserve more trust than silent failure. Repeated overpromising reduces future flexibility. A credible no can be better leadership than an unrealistic yes.

Reputation, retention and departures

Retention risk

Retention risk is explained through evidence such as trust, energy, confidence, workload pressure and leadership history. Protective factors include kept promises, recognition, sustainable energy and meaningful development.

Reputation measures

The game tracks Organisational Reputation, Talent Reputation, Alumni Advocacy, Candidate Quality, Customer Reputation, Delivery Reputation and Stakeholder Confidence. These measures affect recruitment, stakeholder flexibility and recovery.

Departure types

Departures may reflect healthy progression, retirement, personal circumstances, burnout, broken trust, role mismatch, restructuring or preventable loss. Farewell records explain why the person left and the effects on work, knowledge, morale, succession and alumni relationships.

Healthy and harmful departures

A healthy departure after successful development can strengthen Talent Reputation and alumni advocacy. A harmful departure caused by overload or broken trust can damage morale, delivery, candidate quality and stakeholder confidence.

CMMO® and the Contribution System

The five levels

Level 1 Personal Output depends on individual effort and heroes. Level 2 Reliable Delivery creates clearer commitments and predictable execution. Level 3 Shared Contribution broadens ownership and knowledge. Level 4 System Contribution improves root causes and enabling systems. Level 5 Multiplying Contribution distributes leadership, authority and capability so contribution continues without individual heroes.

The seven conditions

Clarity: outcomes and priorities are understood. Responsibility: ownership is accepted. Authority: decision rights match responsibility. Flow: work and information move through dependencies. Trust: people speak honestly and rely on commitments. Capability: people have and develop the required skills. Follow-through: commitments are completed, reviewed or renegotiated.

Limiting condition

CMMO® is bottleneck-aware. A strong average cannot hide a severely weak condition. The Contribution System shows the limiting condition, strongest and weakest conditions, effective maturity, gap to the next level and recent maturity history.

Top score banner

Maturity, Talent and Organisation scores are colour-coded: green at 70 or above, orange from 50 to 69 and red below 50. Up, down or unchanged indicators compare each score with the previous round and use the same colour as the number.

Volunteer leadership

Volunteer context

Volunteer leadership includes irregular availability, accreditation requirements, different commitment levels, belonging, informal influence and mission motivation. Volunteers may decline work without breaching an employment obligation.

Safe partial delivery

When volunteer capacity is insufficient, protect safety-critical and mission-critical work first. A safe, honest partial delivery is better than spreading people so thinly that every activity becomes unsafe or ineffective.

Mentor, career and Step Away

Round Mentor review

At the end of a round, the Mentor reviews actual decisions and omissions, recognises strengths, identifies missed opportunities, distinguishes mistakes from reasonable trade-offs and suggests priorities for the next round.

Leadership patterns

Across the campaign, the Mentor looks for over-functioning, hero leadership, conflict avoidance, escalation habits, delegation without authority, trust stewardship, capability building, succession and strategic prioritisation.

Leadership CV

The persistent Leadership CV records roles, organisations, responsibilities, acting assignments, promotions, development, major outcomes, setbacks, people developed, reputation and maturity progress.

Step Away test

The Step Away test limits direct rescue and system redesign for two rounds. It examines named ownership, authority, succession depth, unresolved weak signals, player-owned work, CMMO@ maturity and Contribution Debt.

End-of-campaign interpretation

Read the final result across objectives, people, departures, reputation, maturity, debt, stakeholder confidence, succession and career readiness. Delivery alone does not define success.

Accessibility, appearance and saving

Appearance

Accessibility & Play Settings includes Use Device Setting, Light and Dark appearance. The selection applies immediately, persists between sessions and is shared across the app.

Accessibility settings

The app supports Dynamic Type, VoiceOver, Reduce Motion, written severity labels, higher-contrast status badges and action confirmations. Controls use meaningful labels, selectable rows announce their selected state and important status is not communicated by colour alone.

Save and resume

Game state is autosaved locally, including people, memories, relationships, objectives, consequences, Contribution Debt, maturity history, campaign configuration, career evidence, support arrangements, delegation revisions, score-comparison baselines and an active Step Away test.

Print and export

The Contribution Map can create a landscape PDF for printing or sharing. Use the system share sheet where available. Confirm the current build's available exports before relying on a report in a facilitated session.

Worked examples

Rescue or develop?

A capable employee is struggling with a high-risk item due next round. Rescuing it personally may protect delivery but create dependency. A bounded intervention could clarify the outcome, grant authority, remove one competing task and set a review point.

Assistance without reallocation

A task owner understands the outcome but lacks experience. Adding mentoring or paired assistance keeps responsibility with the owner while building capability. Reallocation may protect delivery but removes the learning opportunity.

Stakeholder promise

A supplier delay makes a promised customer date unrealistic. Renegotiating early with evidence, revised scope and a credible new date can preserve more trust than waiting until failure becomes visible.

Team meeting

The team reports overload, but the real issue is conflicting priorities. Select a priority and decision-rights agenda rather than a generic wellbeing meeting, then record owners and commitments.

Step Away

Before starting the test, check whether critical work has named owners, acting leaders have authority, weak signals have owners and succession is more than one person deep.

Troubleshooting**Complete Round is unavailable**

Confirm that you completed and confirmed a meaningful action rather than only viewing information. Open contextual Help in Leadership Inbox to see whether an action has been recorded and what options are currently available.

Risk is not reducing immediately

Open Risk Guidance in Work Detail. If the intervention is pending, complete the round to have its effect assessed. If the chosen support does not match the blocker, revise the support or delegation agreement.

A board is locked

The current career stage does not yet require that responsibility. Tap the board to see the unlock requirement and focus on the current development evidence.

A score looks wrong

Inspect the relevant board and recent history. Remember that Pressure uses an inverse colour scale and movement arrows compare with the previous completed round.

A delayed consequence appeared unexpectedly

Open the Decision and Consequence Trail. The consequence should identify the earlier decision or omission, originating round and affected people or work.

A person appears likely to leave

Review retention evidence, memory history, workload, trust, development and broken promises before choosing a generic retention action.

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