8.4 Leadership and culture

Name: _____ Class: _____ Date: _____ **Total: 10 marks**

KEY WORDS transformational leadership • organisational culture

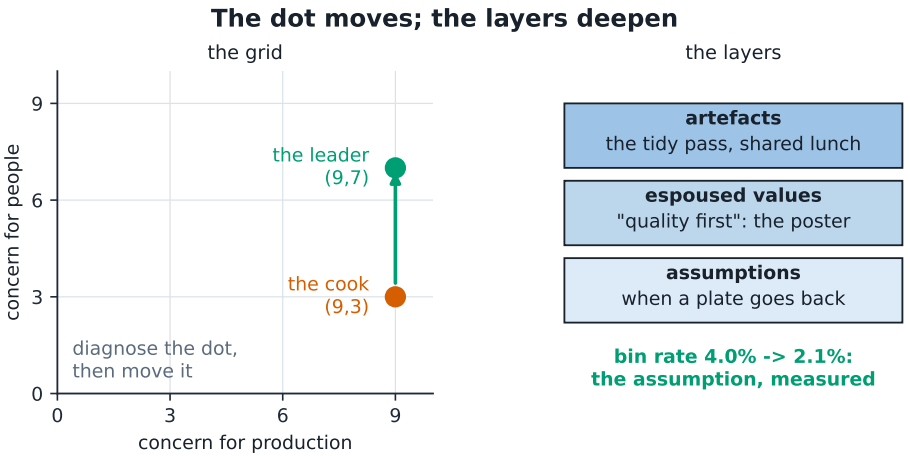
Objective

Diagnose leadership on the grid and by readiness; read culture at the layer that shows; schedule the behaviour that moves the dot.

1 Key knowledge and worked examples

■ Dot and layers

Grid (9,3) cook → (9,7) leader, the move priced as diarised conversations. Culture: artefacts, values, assumptions – change what is praised.



The dot moves; the layers deepen

■ Worked example. The bin rate

"Quality first" is tested by what happens when a plate goes back. Praise the catch and the rate falls 4.0% → 2.1% – the assumption, measured.

2 Practice

A head brewer runs a six-person brewery floor: outstanding at scheduling, no development conversations, and "the boards stay clean" is the only culture story anyone tells.

2.1 Place her on the grid and prescribe the move with a scheduled behaviour. [3]

2.2 Sort the evidence into layers: clean boards; "craft over speed" on the wall; the joke that reporting a bad batch "is a career move". [3]

2.3 The newest brewer gets a checklist; the senior gets the recipe sign-off. Name the theory and justify the difference. [2]

2.4 Write the praise that changes the assumption about bad batches. [2]

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Solutions

2.1

- (9,3): high task, low relationship.
- Target (9,7).
- Scheduled behaviour: one development conversation a fortnight, diarised like a supplier order.

2.2

- Clean boards: artefact.
- "Craft over speed": espoused value.
- The bad-batch joke: assumption – what actually happens under pressure.

2.3

- Situational leadership.
- New task/low readiness → direct; seasoned/high readiness → delegate.

2.4

- Public, immediate, specific: name the brewer, the batch caught, the pour saved.
- Assumptions learn from what is rewarded in front of the floor.

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