1. Of 40 staff, 25 say personality. The share, in %?

   _____ %

2. E->P 0.7, P->O 0.5, valence 0.8. The force, to two decimals?

   _____

3. 18 active links of 28 possible. The density, to two decimals?

   _____

4. The founder is diagnosed (9,3). The engagement driver says "development is noticed". The target dot is:

   ☐ (3,9) - abandon production for people

   ☐ (9,7) - keep the task concern, add the people concern

   ☐ no move needed

   ☐ (5,5) - split the difference

5. Of 40 applicants, 3 are hired. The yield, in % (one decimal)?

   _____ %

6. Drivers +3+2+2; restrainers -4-3-2. The net force?

   _____

7. The knock-out listed "fine-dining experience". The right fix?

   ☐ trial-day work samples for all; the CV reduced to legal essentials

   ☐ hire to a quota

   ☐ ignore the audit

   ☐ lower the bar for one group only

8. Consistency high, distinctiveness low, consensus low. The cube points to:

   ☐ both equally

   ☐ a person attribution

   ☐ a situation attribution

   ☐ cannot tell

9. The 0.5 link is diluted because tips split evenly. The design fix?

   ☐ a speech about teamwork

   ☐ raise the total tip pool

   ☐ cut the weakest worker

10. The bridge person takes a festival off; nine orders mis-route. The fix is:

    ☐ ask the bridge to never take Saturdays off

    ☐ write a sterner rota

    ☐ accept the chaos

    ☐ a second bridge: cross-train one waiter and one cook - redundancy

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1. **62.5 %**

   $25/40 = 62.5\%$ - a majority person-verdict on one clip, before the printer fact.

2. **0.28**

   $0.7 \times 0.5 \times 0.8 = 0.28$ - multiplication means the weakest link caps the drive.

3. **0.64**

   $18/28 = 0.643$ - and after cross-training adds two links: $20/28 = 0.71$.

4. **(9,7) - keep the task concern, add the people concern**

   The grid evidence favours high-high: the task mastery stays, the development conversations are added - diarised, because what gets scheduled gets led.

5. **7.5 %**

   $3/40 = 7.5\%$ - and every intermediate arrow is a rate with a named criterion.

6. **-2**

   $7 - 9 = -2$: the move stalls as planned. Force-field arithmetic is the honesty check before any announcement.

7. **trial-day work samples for all; the CV reduced to legal essentials**

   Fix the criterion: make the gate job-relevant and the gap closes (52 vs 46). Quotas treat the symptom and leave the gate biased.

8. **a person attribution**

   The pattern says: this person, everywhere, alone - person. Adding the printer-jam fact restores the situation; the verdict is only as good as its evidence list.

9. **split tips by table served - performance connects to outcome per person**

   P->O is a design variable: who gets what when performance happens. Tighten the mapping, the force rises without touching the person.

10. **a second bridge: cross-train one waiter and one cook - redundancy**

    Networks are infrastructure: single points of failure need redundancy, not heroics. Two links more and the rush survives an absence.

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