Exercise walk-through

8.4
Leadership and culture

University Business

Perception: three questions before a verdict

Three questions, one verdict

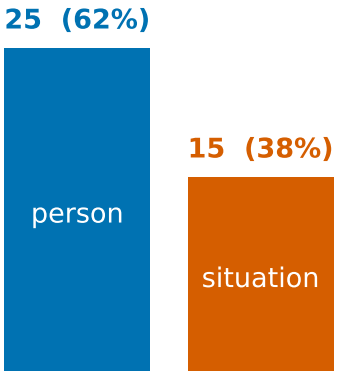
consistency	HIGH - 3 of 4 Saturdays
distinct.	LOW - stall too
consensus	LOW - colleague calm

high / low / low -> PERSON

withheld fact: the printer jammed all three times

The office split

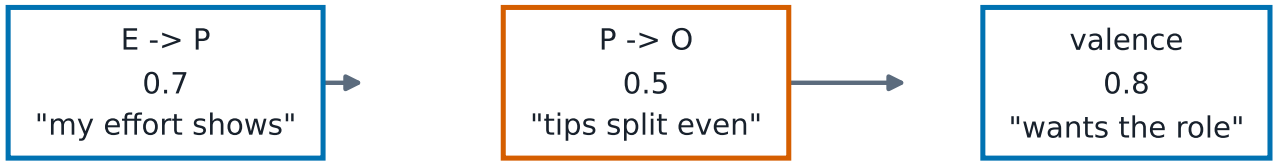
same clip, 40 staff



> High consistency, low distinctiveness and consensus point to the person.

Motivation: fix the broken link

Force multiplies - a zero anywhere is a zero everywhere



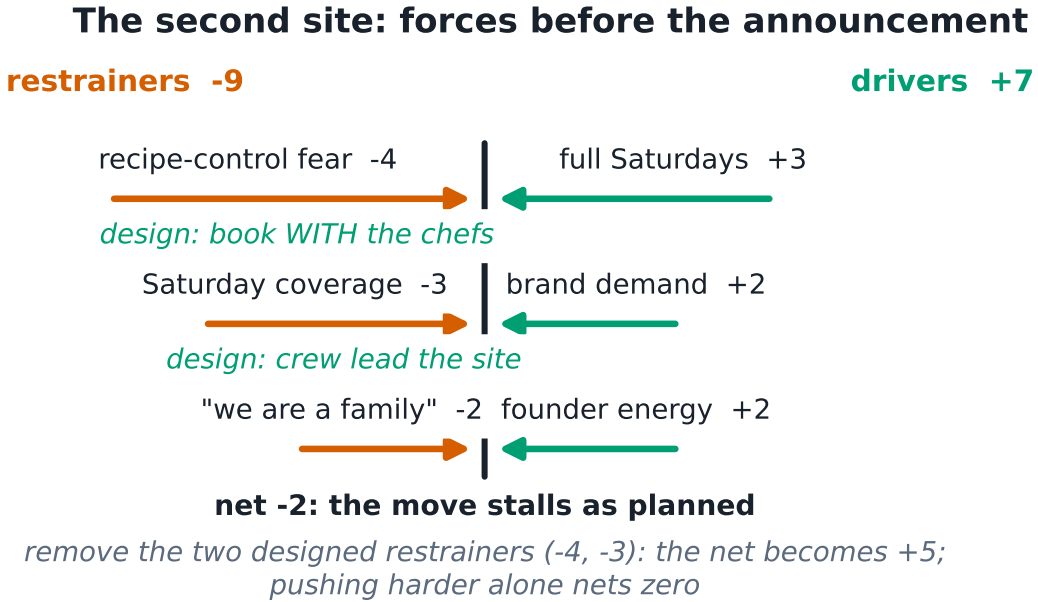
force = 0.7 x 0.5 x 0.8 = 0.28

the diluted 0.5 is the lever: split tips by table served and the chain tightens

diagnose the link, not the person

Force = 0.7 x 0.5 x 0.8 = 0.28: fix the weakest link.

Performance and change: draw the field first



Restrainers -9 against drivers +7; two designs turn net -2 into +5.

Exercises 2.1–2.2

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]

Exercises 2.1–2.2

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

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 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]

2.2

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

Exercises 2.3·2.4

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]

Exercises 2.3·2.4

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

2.3

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

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

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.