Exercise walk-through

8.6
Performance and change

University Business

Perception: three questions before a verdict

Three questions, one verdict

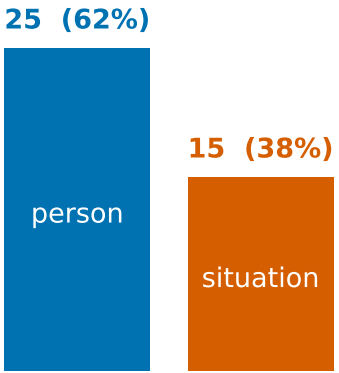
consistency	HIGH - 3 of 4 Saturdays
distinct.	LOW - stall too
consensus	LOW - colleague calm

high / low / low -> PERSON

withheld fact: the printer jammed all three times

The office split

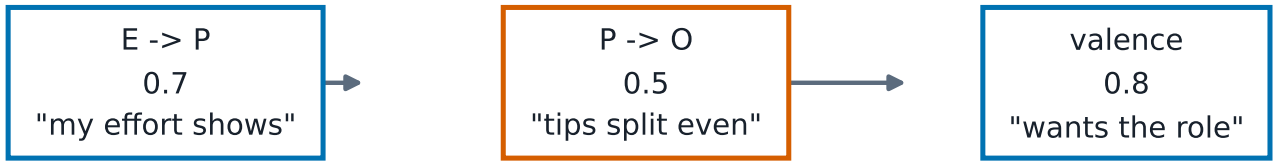
same clip, 40 staff



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

Motivation: fix the broken link

Force multiplies - a zero anywhere is a zero everywhere



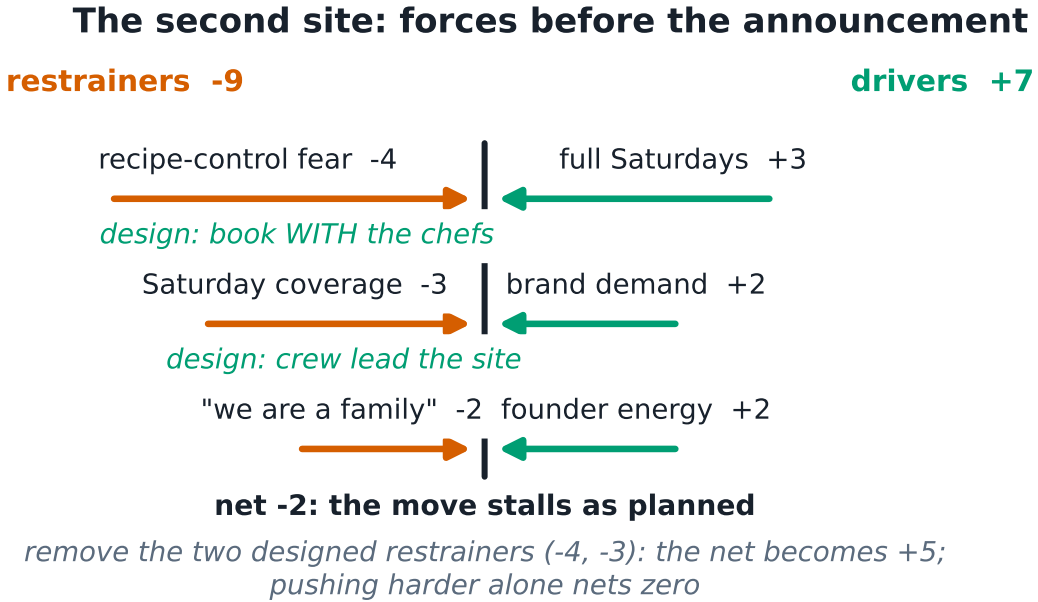
force = 0.7 x 0.5 x 0.8 = 0.28

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 Draw the field: compute each side's total and the net. [3]

2.2 Design two removals for the -4 and -3 restrainers, and compute the new net. [3]

Exercises 2.1·2.2

2.1 Draw the field: compute each side's total and the net. [3]

2.1

- Drivers: $3 + 2 = +5$.
- Restrainers: $4 + 3 + 2 = -9$.
- Net: -4 – the adoption stalls.

2.2 Design two removals for the -4 and -3 restrainers, and compute the new net. [3]

2.2

- Design A: scribes/admin support during transition (removes -4).
- Design B: parallel run with the old system for six weeks (removes -3).
- New net: $+5 - (-2) = +7$.

Exercises 2.3·2.4

2.3 A senior nurse's resistance turns out to be knowledge: the new system drops a field the old one captured. What changes in the plan – and what is gained? [3]

2.4 The appraisal grades the nurse "difficult" citing the autumn slowdown. Name two rating errors and redesign the rating. [3]

Exercises 2.3·2.4

2.3 A senior nurse's resistance turns out to be knowledge: the new system drops a field the old one captured. What changes in the plan – and what is gained? [3]

2.3

- The field spec gains the missing capture; her name is on the change.
- The strongest restrainer becomes a driver.
- Gained: free consulting – and trust instead of its price.

2.4 The appraisal grades the nurse "difficult" citing the autumn slowdown. Name two rating errors and redesign the rating. [3]

2.4

- Errors: recency (autumn) and halo/contrast ("difficult" grading everything).
- Redesign: monthly one-line ratings over the year.
- Behaviour-anchored criteria for "records handling", two raters.