Exercise walk-through

8.7
Inclusion and ethics

University Business

Perception: three questions before a verdict

Three questions, one verdict

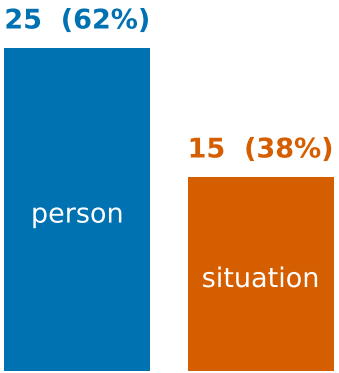
consistency	HIGH - 3 of 4 Saturdays
distinct.	LOW - stall too
consensus	LOW - colleague calm

high / low / low -> PERSON

withheld fact: the printer jammed all three times

The office split

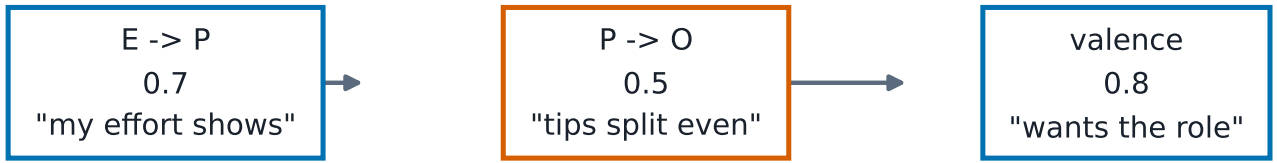
same clip, 40 staff



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

Motivation: fix the broken link

Force multiplies - a zero anywhere is a zero everywhere



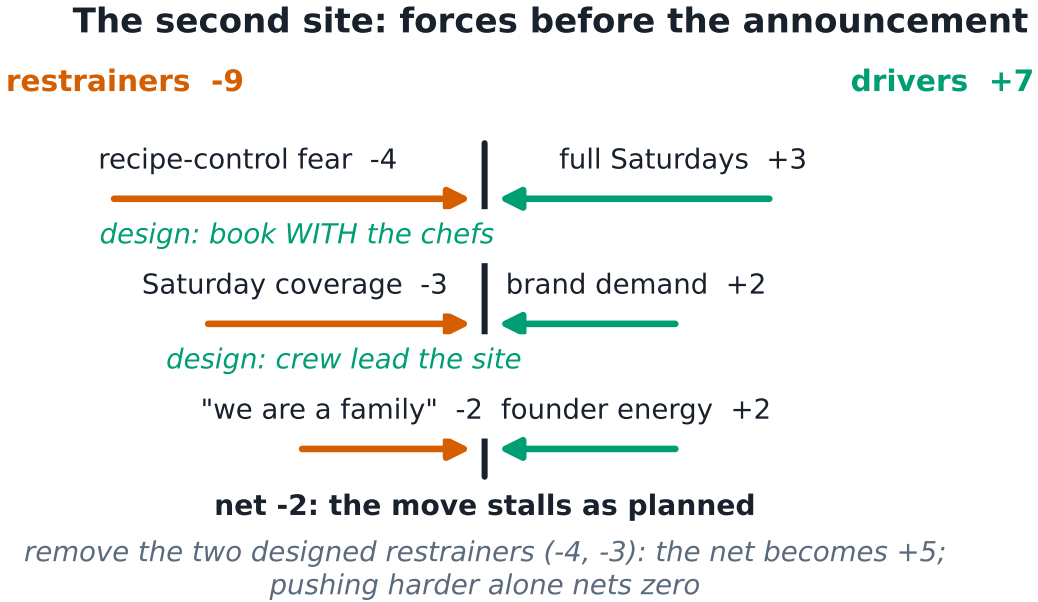
force = 0.7 x 0.5 x 0.8 = 0.28

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 Compute each shift's promotion rate and the ratio. Does the four-fifths line prompt scrutiny? [3]

2.2 Investigation: promotion interviews are held at 9 am – the day shift's working hours. Name the mechanism and design the fix. [3]

Exercises 2.1·2.2

2.1 Compute each shift's promotion rate and the ratio. Does the four-fifths line prompt scrutiny? [3]

2.1

- Evening: $6/30 = 20\%$; day: $1/20 = 5\%$.
- Ratio $5/20 = 0.25 < 0.80$ – scrutiny prompted.

2.2 Investigation: promotion interviews are held at 9 am – the day shift's working hours. Name the mechanism and design the fix. [3]

2.2

- Mechanism: a scheduling criterion functioning as a shift gate – the same structurally-neutral-gate pattern as "fine-dining".
- Fix: interviews in mixed slots; promotion criteria measured on the floor.
- The audit becomes a habit, not a one-off.

Exercises 2.3·2.4

2.3 After the fix, rates are 5/30 and 3/20. Compute the new ratio and state what the audit now asks. [2]

2.4 The best picker leads a second job; the utilitarian case says flex him. Name the two colliding frames and design one answer that meets both. [3]

Exercises 2.3·2.4

2.3 After the fix, rates are 5/30 and 3/20. Compute the new ratio and state what the audit now asks. [2]

2.3

- 15% vs 15%: ratio 1.0.
- The audit now asks whether the criteria are job-relevant – and watches next cycle.

2.4 The best picker leads a second job; the utilitarian case says flex him. Name the two colliding frames and design one answer that meets both. [3]

2.4

- Frames: rights (the contract applies) vs justice (flexibility offerable to all).
- Design: a transparent swap-board – flexibility real, access for everyone, the rush covered.