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.