Solutions

2.1

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

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: $+5 - (-2) = +7$.

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

- 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.