Organisational Behaviour and HRM

Curated undergraduate study track (not accredited, no external exam). Original explanations and practice only, following the reviewed course handout.

Eight people, one Saturday

- The front-of-house crew carries the course - survey, funnel and meeting numbers all recomputable.
- People processes get **fair, measurable and honest** designs - or they get bias by default.

Perception: three questions before a verdict

Three questions, one verdict

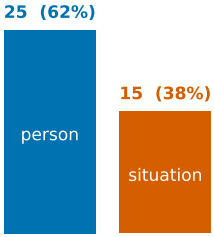
consistency	HIGH - 3 of 4 Saturdays
distinct.	LOW - stall too
consensus	LOW - colleague calm

high / low / low -> PERSON

withheld fact: the printer jammed all three times

The office split

same clip, 40 staff



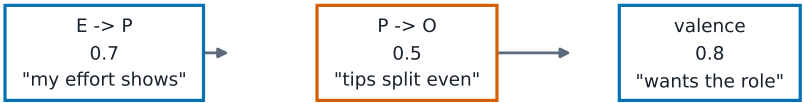
High consistency, low distinctiveness and consensus point to the person.

Perception in action: the flip test

1. **Cube** High consistency, low distinctiveness, low consensus: PERSON at 62% office agreement.
2. **Fact** The printer jammed on all three occasions - consensus returns: EVERYONE would snap.
3. **Test** If no evidence could flip your verdict, you are decorating a decision already made.

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

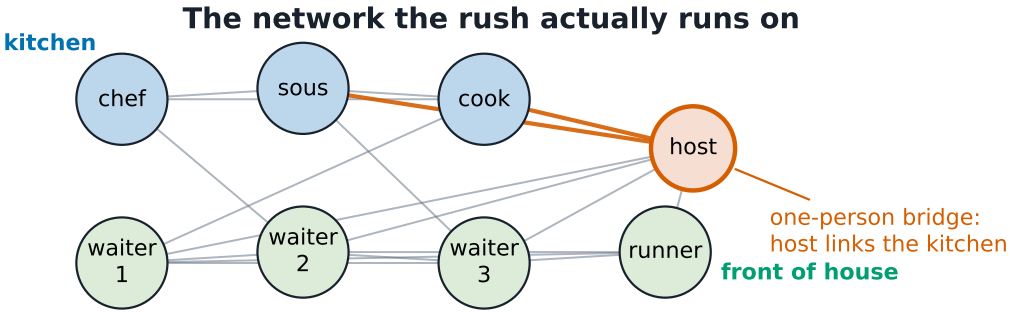
diagnose the link, not the person

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

Motivation in action: the specials cook

1. **Measure** E->P fine (he can cook them); P->O broken (specials earn team tips, not recognition); valence fine (the sous role).
2. **Fix** A specials menu credit - recognition with a name on it, not a pep talk.
3. **Goals** The crew's own 95 covers, 12 minutes, checked at 2 and 6: acceptance carries the energy.

Teams: design before dynamics



Density 0.64, but the pass runs through one host: a single point of failure.

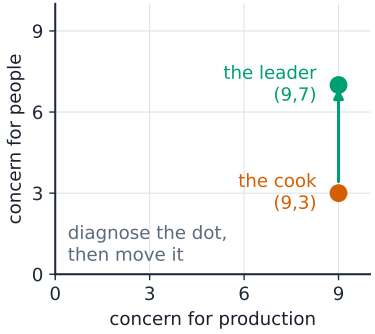
Teams in action: the festival Saturday

1. **Fail** Both pass-critical links ran through the host: his absence strands the pass even with waiter shortcuts.
2. **Redesign** Cross-train a waiter and a cook as a second pass-pair: two more links, density 0.64 -> 0.71.
3. **Voice** The round-robin took voices from 3 of 8 to 7 of 8 - stock-outs 3 -> 1 a month.

Leadership: the dot and the layers

The dot moves; the layers deepen

the grid



the layers

artefacts
the tidy pass, shared lunch

espoused values
"quality first": the poster

assumptions
when a plate goes back

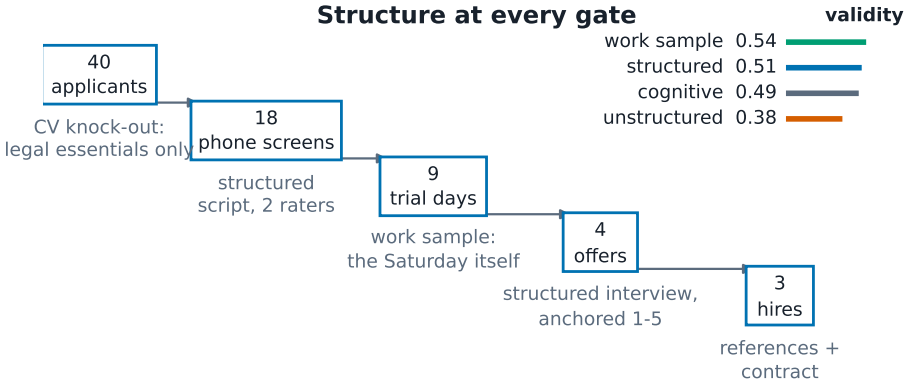
bin rate 4.0% -> 2.1%:
the assumption, measured

The founder moves from (9,3) to (9,7); bin rate falls 4.0% to 2.1%.

Leadership in action: the scheduled dot

1. **Diagnose** The grid says the cook still runs the kitchen: nine task, three relationship.
2. **Move** One development conversation a fortnight, diarised like a supplier order.
3. **Measure** The bin rate 4.0% -> 2.1%: the assumption moved, because the praise moved.

Recruitment and development: structure beats instinct

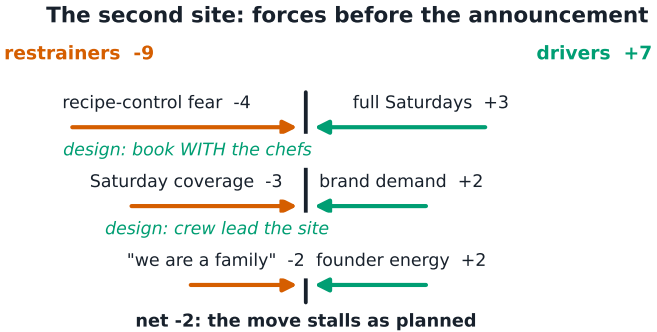


40 applicants become 3 hires; work samples predict best at 0.54.

Recruitment in action: the sheet beats the gut

1. **Old** "Are you good under pressure?" - everyone says yes; 0.38 validity with total confidence.
2. **New** "Tell me about a Saturday that went wrong - what did you do first?" - anchored 1-5, two raters, 0.51.
3. **Sample** The trial day IS the job: 0.54 validity at 90 pounds a candidate - 810 total against a 9,600-pound mis-hire.

Performance and change: draw the field first



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

Change in action: resistance as consulting

1. **Field** Drivers +7, restrainers -9: announcement without designs nets negative.
2. **Design** Book written WITH the chefs (removes -4); founding crew lead the site (removes -3): net +5.
3. **Listen** The unwritten variations page - his name on it - turned the strongest restrainer into a driver.

Inclusion: audit outcomes, design fixes

Each station carries its own metric

the pipeline

sourcing	screening	appraisal	promotion	development
reach by postcode pool	pass rate 60% vs 36% - ratio 0.6	"availability" comments x3	rate by tenure band	training access by shift pattern

the four-fifths line (0.80) prompts scrutiny - a smoke detector, not a verdict

fix the criterion, not the quota: trial days for all, CV trimmed to essentials

Screening selects at a 0.60 ratio, below four-fifths; trial days fix it.

Inclusion in action: the gate, not the quota

1. **Detect** Pass rates 60% vs 36%: below four-fifths (0.80 x 60% = 48%) - the smoke detector beeps.
2. **Investigate** "Fine-dining experience" was a postcode gate wearing a neutral label.
3. **Fix** Trial days for all, CV to legal essentials: 52% vs 46% (0.88) - and the gate is job-relevant.

The crew sheet, reproducible

1. **Numbers** 40 staff / 62-38 split; force 0.28; 18/28 links; 40-18-9-4-3 funnel; +7 vs -9 field; 60/36 screen.
2. **Moves** Voices 3/8 -> 7/8; bin 4.0 -> 2.1; ratio 0.60 -> 0.88; net -2 -> +5.
3. **Standard** A reader with a calculator can check any number - that is the bar.

Check yourself

- The cube on H/L/L? (Person - until consensus returns.)
- The chain 0.7 x 0.5 x 0.8? (Force 0.28.)
- The network before and after cross-training? ($18/28 = 0.64$; $20/28 = 0.71$.)
- The field after the two designs? ($+7$ vs -2 remaining: net $+5$.)