

SAVE
THIS
ONE

CONSULTING MOVES 005 • TOOLKIT

Size the response to the gap.



See the whole performance ecosystem, find the real cause, and build only what the gap deserves.

THREE LAYERS

Every request arrives as a symptom.

Symptom

WHAT PEOPLE NOTICE

"Our people say they never get feedback that helps them improve."

Problem

THE GAP BETWEEN CURRENT AND REQUIRED PERFORMANCE

"Managers recognise good work often, but rarely raise what needs to improve."

Cause

WHAT CREATES OR SUSTAINS THE GAP

"They worry it will damage the relationship, and nothing in their month prompts it."

Treat the symptom and it returns. Close the cause and the problem goes with it.

WHERE CAUSES LIVE →

THE PERFORMANCE ECOSYSTEM

Performance is shaped by more than the **person**.

The person

Knowledge · skill ·
confidence

The work

Workflows ·
processes · tools ·
information

The environment

Managers ·
expectations ·
incentives · culture

INSIDE THE PERSON: THREE DIFFERENT GAPS

Knowledge

Knowing what to do and why: the facts,
rules and information.

TEST · COULD THEY
EXPLAIN IT?

Skill

Being able to do it well, built through
practice.

TEST · CAN THEY DO IT
WHEN ASKED?

Confidence

Believing they can, and being willing to
act when it counts.

TEST · WILL THEY DO IT
UNDER PRESSURE?

TOOL 01 • DIG DOWN

From what people notice to what's really **going on**.

SYMPTOM → PROBLEM

What are people doing now, and what should they be doing?

Who exactly, how often, and how far from good?

PROBLEM → CAUSE

Do they know what to do and why?

KNOWLEDGE

Could they do it well if asked right now?

SKILL

Do they believe they can, and feel safe to try?

CONFIDENCE

Does the work make it easy, or get in the way?

THE WORK

Is it expected, noticed and rewarded?

ENVIRONMENT

AI MOVE

Here is a request: [paste]. Separate the symptoms, the performance problem and possible causes across the person, the work and the environment. Flag anything that is an assumption.

TOOL 02 • PROPORTION THE GAP

How big is the gap, **really?**

Magnitude

How far is current performance from good?

- 1 A small shortfall
- 2 A noticeable gap
- 3 Far from good

Frequency

How often does the performance happen?

- 1 Rarely, a few times a year
- 2 Monthly
- 3 Weekly or daily

Consequence

What does getting it wrong cost, or risk?

- 1 A minor inconvenience
- 2 Cost, rework or customer impact
- 3 Serious risk or harm

Reach

How many people does it affect?

- 1 A handful of people
- 2 A defined group
- 3 Most of the organisation

ADD THE SCORES. MATCH THE RESPONSE.

4-6

Light touch

A fix, a prompt or a conversation

7-9

Targeted

A few connected interventions

10-12

Full architecture

Several zones, a pilot and clear measures

AI MOVE

Using this data [paste], estimate how often the gap occurs, what it costs and how many people it affects. Show your workings and your assumptions.

TOOL 03 · MAP CAUSES TO INTERVENTIONS

Match each intervention to a cause.

KNOWLEDGE

Reference, job aids, searchable answers, AI retrieval

SKILL

Practice, feedback, coaching, simulation

CONFIDENCE

Rehearsal, safe first attempts, peer examples

WORKFLOW AND TOOLS

Fix the process, embed the tool, templates, AI in the flow of work

EXPECTATIONS

Define what good looks like, clarify roles

MANAGERS AND INCENTIVES

Manager routines, recognition, measures that reward it

Learning fits knowledge, skill and confidence. The other causes need changes to the work and its conditions.

AI MOVE

For each cause, suggest three interventions. Then tell me the smallest one that would still close the gap, and why.

TOOL 04 • ARCHITECT THE RESPONSE

Place support where the need occurs.

ZONE 01

Before the work

Preparation, expectations,
foundational practice

ZONE 02

At the point of work

Guidance, tools, prompts, decision
support, AI assistance

ZONE 03

After the work

Feedback, coaching, reflection,
reinforcement

ZONE 04

Around the person

Managers, process, technology,
incentives, standards

01 Use only the zones the gap needs.

02 Connect every intervention to something someone does.

03 Let the proportion score decide how much you build.

WORKED EXAMPLE →



WORKED EXAMPLE · PART 1

"Roll out feedback workshops to every manager."

400 people managers. Engagement results say people don't get feedback that helps them improve. The request: a feedback framework and workshops for everyone.

SYMPTOM

Low feedback scores, and underperformance that only surfaces at year-end.

PROBLEM

Managers recognise good work often, but rarely give constructive feedback. The gap is largest for 150 first-time managers.

CAUSES, ACROSS THE ECOSYSTEM

They worry it will damage the relationship

CONFIDENCE

They've rarely practised a constructive conversation

SKILL

Nothing in their month prompts it until year-end

THE WORK

Recognition is celebrated. Improvement feedback isn't expected.

ENVIRONMENT

Most already know a feedback framework

KNOWLEDGE · NOT THE GAP



WORKED EXAMPLE · PART 2

Proportion first. Then build only what fits.

MAGNITUDE
3

FREQUENCY
3

CONSEQUENCE
2

REACH
2

150 FIRST-TIME MANAGERS
10 · Full

The other 250 managers score 6: a light touch

A feedback prompt in their 1:1 template

BEFORE	A practice lab: rehearse two real conversations, with feedback	SKILL
AT THE POINT OF WORK	A one-page conversation planner	CONFIDENCE
AT THE POINT OF WORK	AI role-play to rehearse before a tough conversation	CONFIDENCE
AT THE POINT OF WORK	One feedback question added to every 1:1	THE WORK
AFTER	A monthly peer circle to debrief real conversations	CONFIDENCE
AROUND	Their leaders ask: what feedback did you give this month?	ENVIRONMENT

WHAT WON'T WORK HERE

A framework and workshop for all 400 managers. Most already know a framework, so it targets the wrong cause and costs 800+ hours of manager time. Confidence, practice and rhythm stay unchanged.

PILOT BEFORE YOU SCALE

Test it small. Measure it in the work.

HYPOTHESIS

Practice, prompts and leader follow-up will increase constructive feedback

GROUP

Two cohorts of 20 first-time managers, for six weeks

EVIDENCE

Constructive conversations held, team pulse on helpful feedback, time to address underperformance

DECISION

Scale, adjust or stop, based on the evidence

FOR YOUR STAKEHOLDER

"Our managers already know how to give feedback. What's missing is confidence, practice and a rhythm that makes it normal. We'll start with the 150 first-time managers where the gap is biggest, and prove it with two cohorts first."

AI MOVE

Act as a team member whose work has slipped. I'm your manager. Respond realistically to my feedback, then tell me what landed, what didn't and what to try next.

CHEAT SHEET · SCREENSHOT THIS

01

THREE LAYERS

Symptom → problem → cause

02

THE ECOSYSTEM

The person · the work · the environment

03

INSIDE THE PERSON

Knowledge · skill · confidence

04

PROPORTION

Magnitude · frequency · consequence · reach

05

MAP

Every intervention matched to a cause

06

ARCHITECT

Before · at the point · after · around

Size the response to the gap.



Danny Batts
Practice —Upgrade

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