

SAVE
THIS
ONE

CONSULTING MOVES 006 • TOOLKIT

Design for the doing.



An experience is only useful if it
helps someone do something
better.

THE CENTRAL IDEA

You design the artefact. People live the **experience**.

THE ARTEFACT

A feedback conversation checklist.

- ☐ Name the specific behaviour
- ☐ Explain the impact
- ☐ Agree the next step

THE EXPERIENCE

Five minutes before a hard conversation. The last meeting ran over. They open the checklist on their phone, stomach in a knot, unsure how the other person will react.

A checklist, simulation, AI assistant or workshop is the artefact. The experience is what happens when someone meets it in their world. That's what this toolkit designs.

WHERE IT FITS

Four connected disciplines.

01

Performance consulting

Understand the gap and its causes
What's happening, what should be, and why?

02

Performance architecture

Choose the right interventions
What can reach the cause, with the least complexity?

03

Experience design

Shape the human experience of the intervention
What will people encounter, decide, practise and use?

04

Evidence and iteration

Test whether it improves performance
Is it working in the work?

These aren't phases you finish. You move between them, and the designer can still challenge the architecture when an intervention won't work for the people using it.



DECISION 01 • LOCATE THE MOMENT

Find the moment where the doing happens.

Start with the action. Find when and where it happens in the work, and design for that moment first.

QUESTIONS WORTH ASKING

- 01 Where does the person need to think, decide or act differently?
- 02 What triggers that moment, and how often does it happen?
- 03 How much time do they have when it arrives?
- 04 What happens just before, and just after?

DESIGN HEURISTIC

Design for the moment, then work outward. Before and after only matter if they serve it.

IN PRACTICE • FEEDBACK MANAGERS

A first-time manager about to raise a performance concern in a 1:1. It happens weekly, often with five minutes to prepare.

DECISION 02 • UNDERSTAND THE HUMAN

What does that moment feel like from the **inside**?

THINK

"Will this damage the relationship?"

FEEL

Anxious, exposed and short on time.

DO

Praise the good work, and leave the hard part for later.

A THINK • FEEL • DO MAP FOR THE FEEDBACK MANAGERS

QUESTIONS WORTH ASKING

- 01 What are they trying to achieve in that moment?
- 02 What are they worried about, and what do they doubt?
- 03 Who else shapes the moment?

DESIGN HEURISTIC

Watch before you ask. What people do in the moment tells you more than what they say about it.

AI MOVE

From these interview notes [paste], draft a think • feel • do map for this moment. Flag anything that is my assumption rather than their words.

DECISION 03 • SHAPE THE INTERACTION

Decide what they encounter, practise, use or receive.

Encounter

Information, a prompt, an example at the right time

IN PRACTICE • A one-line prompt in the 1:1 template

Practise

Rehearsal, simulation and feedback before the real moment

IN PRACTICE • Two real conversations in a practice lab

Use

A tool, checklist, AI assistant or simpler workflow

IN PRACTICE • AI role-play the night before

Receive

Feedback, coaching and recognition afterwards

IN PRACTICE • A peer circle one month later

QUESTIONS WORTH ASKING

- 01 What's the smallest interaction that helps in the moment?
- 02 What needs practising before the real moment arrives?
- 03 What should be within reach during it, and after?

DESIGN HEURISTIC

Where the cause is skill or confidence, design practice. Where it's knowledge or the work, design support. Move 004 goes deeper on practice.

DECISION 04 • REMOVE THE FRICTION

Make the right thing the easy thing.

- | | | |
|----|---------------------|---|
| 01 | Fewer steps | Every click, login and page is a reason to stop. |
| 02 | At the right time | Support that arrives after the moment gets ignored. |
| 03 | Inside the workflow | Put it in the tool they already open. |
| 04 | Light on the mind | One idea at a time. Cut what they don't need in the moment. |
| 05 | Open to everyone | Readable, inclusive, and works on a phone. |

QUESTIONS WORTH ASKING

- | | |
|----|---|
| 01 | Where would someone give up? |
| 02 | What do they have to remember that we could put in front of them? |
| 03 | Does it still work on a bad day, with no time? |

IN PRACTICE • FEEDBACK MANAGERS

The prompt sits inside the 1:1 template managers already open. One question, no login, no link.

DRAWS ON BEHAVIOURAL SCIENCE AND COGNITIVE LOAD



DECISION 05 · TEST IT IN THE WILD

Prototype rough. Watch what people **do**.

01

Make it rough

Paper, a slide, a draft prompt

02

Use real conditions

The real 1:1, the real week

03

Five people

Most problems appear by the fifth

04

Watch

What they do beats what they say

05

Change one thing

Then run it again

QUESTIONS WORTH ASKING

01 Where did they hesitate, skip it or work around it?

02 Did they use it when it mattered?

03 What did they do differently afterwards?

AI MOVE

Here is my prototype [paste]. Play a busy first-time manager using it five minutes before a hard conversation. Where would you skip it, misread it or give up?

THE SIGNATURE TEST

Useful. Usable. Impactful.

People can enjoy an experience that changes nothing about their work. Test every design against these three instead.

Useful

Does it meet a genuine performance need?

Is it tied to the moment that matters?

Would they miss it if it disappeared?

Usable

Can they reach it in real working conditions?

Can they use it first time, without help?

Does it fit the time they actually have?

Impactful

Does it change a decision, action or outcome?

Can we see that change in the work?

Is it worth the effort it asks of people?



WORKED EXAMPLE · FEEDBACK MANAGERS

Same five decisions. Two very different designs.

	The 1:1 prompt · LIGHT	The practice lab · RICH
MOMENT	Mid 1:1, every week	Before the first hard conversation
HUMAN	Busy, forgets, avoids the hard part	Anxious, unpractised, worried about the relationship
INTERACTION	One feedback question in the template	Rehearse two real conversations, with feedback
FRICTION	Inside a template they already use	90 minutes, real scenarios, their team's language
TEST	Is the question answered in 1:1 notes?	Do they raise a concern within two weeks?

The same decisions shape a complaints workflow, an AI assistant or a service experience. The size of the design follows the size of the gap.

THE EXPERIENCE CANVAS

One intervention. One moment. One **page**.

01

Locate the moment

Where, when and how often?

02

Understand the human

Think · feel · do

03

Shape the interaction

Encounter · practise · use · receive

04

Remove the friction

Steps · timing · workflow · load · access

05

Test it in the wild

Rough · real · five people · watch

TEST

The signature test

- ☐ Useful
- ☐ Usable
- ☐ Impactful

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someone do something better.

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Danny Batts
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