

Shuffle

Rebuild one workflow around AI.

A tool for teams to rethink their work in a single afternoon.





Start here

NICE
WORK

Rebuild one workflow in an afternoon — with the people who do the work, before anyone talks to IT.

WHO'S IN THE ROOM

Whoever owns the process, and every team it hands off to. Four to eight people, one screen everyone can see. No engineers needed; bring a few real examples of the finished work.

HOW LONG

About two hours in one sitting, or save and come back. Two weeks for the first build. Nothing you type leaves your browser.

WHAT YOU LEAVE WITH

A one-page brief for the first step to build — what it does, who checks it, where it stops, what it touches, who holds the keys — and the questions to ask them.

The rule for the room

Name the decision before you argue about it. Every step ends with a call somebody makes — say what it is, then say who could make it.

How the site paces you

Next stays grey until the step's question is answered. Everything is saved in the browser; "Share link" carries the whole board; "Bigger type" is for the projector.



Contents

NICE
WORK

Eight steps · about two hours

01 Map the work 25 min

One process, start to finish — and under every step, what has to be true before the work moves on.

02 Who makes each call? 15 min

Every "done when" goes to one of three places: a machine decides, a machine does it and a person checks, or a person decides.

03 Where could AI help? 15 min

Eight cards for what AI is unusually good at, one guess at a time. Take it or skip it; add what we missed.

04 Rearrange the work 15 min

The steps change shape: a loop, two steps made one, a step that only existed because someone had to look.

05 Push it further 10 min

Three questions that catch a lazy redesign.

06 Catch mistakes 15 min

A check, a stop, and a safety net for everything a machine touches — suggested first, yours to change.

07 Write the brief 20 min

The boring step first. One page: what it does, who checks it, where it stops, what it touches, who holds the keys.

08 Your brief 5 min

The brief, the other briefs, a second opinion, and the questions for whoever holds the keys.

01

Map the work

One process. Five to eight steps. Under every step, what has to be true before the work moves on.

ON SCREEN Begin → type the process name → what kicks it off and the finish line → the steps (Enter adds the next) → an owner on each → "done when" under each → good, bad, how often. Next unlocks as each is answered.

25 min

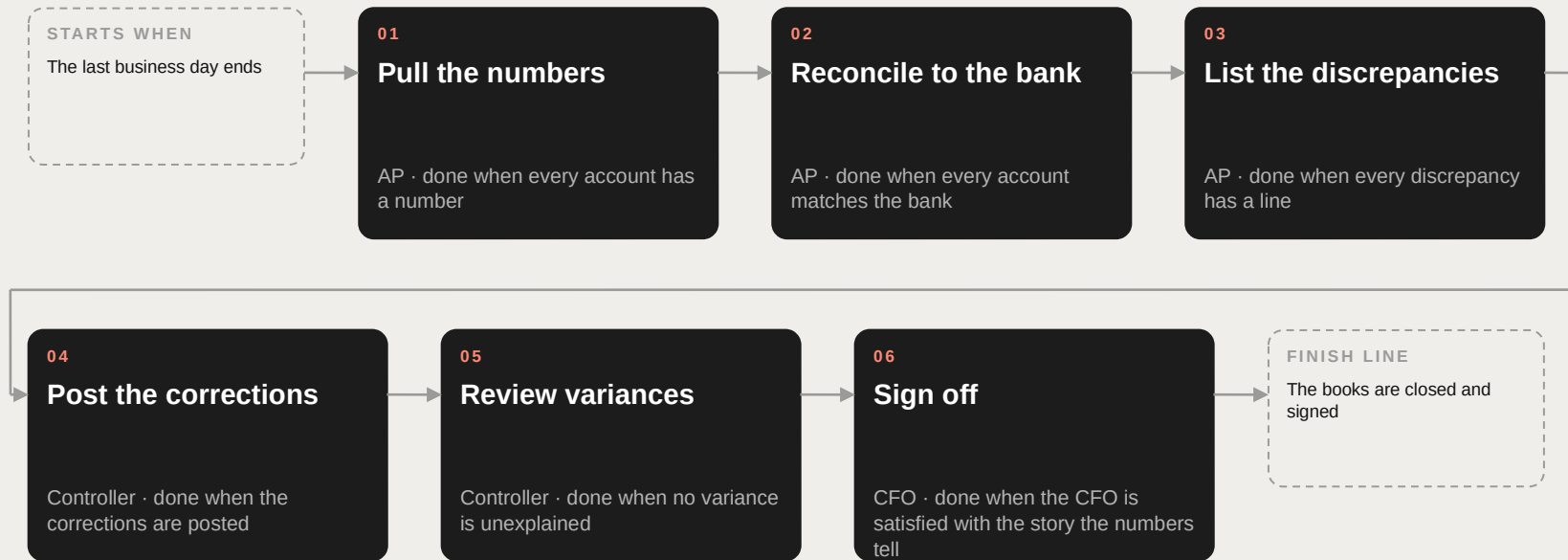
01 Map the work

Six questions, in order. The fifth is the one that matters.

- 01 **What process are we rebuilding?** One thing you do from start to finish — onboarding a customer, closing the month. If it takes twenty steps to describe, pick a smaller piece.
- 02 **What kicks it off — and where is the finish line?** It starts with something — a signed contract, a Monday, a complaint. It ends when something is true — the invoice is paid, the page is live.
- 03 **What are the steps, in order?** Five to eight. Say the work, not the department: "pull the numbers", not "Finance".
- 04 **Who owns each step?** A team or a person. If two teams both think they own one, write both.
- 05 **What decides each step is done?** Under each step, finish "done when..." with what has to be true before the work moves on. Not who, not when.
- 06 **How would we know it worked?** A good result, a bad one, how often it runs, how often it goes wrong today — even a guess — and where good examples live.

01 What it looks like on screen

A month-end close, mapped: start, six steps with owners and "done when" lines, finish.



On the site: the line runs through the work and wraps when it runs out of room. From the last question of round 1 on, the steps fold to a single strip whenever the cards need the room.

01 The line everything else reads from

Under every step: "done when..." — a thing that is true at the end. Not who does it. Not when the meeting is.

SAYS WHAT IS TRUE

"every account matches the bank"

a machine can test it

"the headline is under 70 characters"

a rule, not an opinion

"legal has said yes in writing"

a fact you can check

"every question in the ticket is answered"

countable

SAYS WHO, OR WHEN

~~"the controller has reviewed it"~~

that's a person, not a condition

~~"by Friday"~~

that's a date

~~"it looks right"~~

right to whom? say what "right" is

~~"we're happy with it"~~

say what would make you unhappy

Why it matters: the next step asks who could make that call. If the line names a person, the question answers itself — and the redesign never starts.

AP Earnings

Seven steps, four people — and one number that mattered: one story in fifteen needed a correction.

The AP mapped earnings coverage from a company releasing numbers to an accurate story on the wire — about 3,000 stories a quarter.

The "done when" lines were the hard part. "The editor has checked it" became "every figure ties to its filing" — a condition, not a person. That single rewrite is what later let a machine take the check.

Good: every figure right, published within minutes. Bad: a late story, or one wrong number the wire can't take back.

BEFORE · SEVEN STEPS

STARTS WHEN

A company releases its earnings

01 Pull the numbers

Associate A · done when every figure is in the sheet

02 Draft the story

Associate A · done when a draft exists for every filing

03 Check every figure against the filing

Associate A · done when every figure ties to its filing

04 Second read

Associate B · done when a second person has read it

05 Add the human angle

Reporter · done when there is a story beyond the numbers

06 Write the headline

Reporter · done when the headline is under 70 characters

07 Publish to the wire

Desk editor · done when it is fit to go on the wire

FINISH LINE

An accurate story is on the wire

02

Who makes each call?

Every "done when" is a call somebody makes today. One at a time: could a machine make it?

ON SCREEN One decision at a time, three buttons: "A machine can tell" · "A machine does it, a person checks" · "A person has to judge". Click a placed decision to move it. Next unlocks when every call is placed.

15 min

02 Three places a call can go

Take each "done when" one at a time and pick the answer that's true today.

A machine decides

The rule fits on a sticky note: a number, a match, a checklist. Nobody has to look.

every account matches the bank

the headline is under 70 characters

ON SCREEN, CLICK *"A machine can tell"*

A machine does it, a person checks

The machine can do the work, but someone should look before it counts.

no variance is unexplained · checks a sample

the corrections are posted · signs off every one

ON SCREEN, CLICK *"A machine does it, a person checks" — then "We could fix it afterwards" or "It's hard to take back"*

A person decides

No rule to write down — taste, politics, a judgment call. The machine can do the homework.

the CFO is satisfied with the story the numbers tell

ON SCREEN, CLICK *"A person has to judge"*

The follow-up for the middle row. If the machine got one wrong — **we could fix it afterwards** → a person checks a sample. **It's hard to take back** (money out, a message sent, a page live) → a person signs off every one.

AP Earnings

Seven calls. Four a machine could make alone, one a person checks, two a person signs off.

"Every figure ties to its filing" — a match. A machine can test it. "The headline is under 70 characters" — a rule. Machine.

"There is a story beyond the numbers" — judgment, but a wrong call is easy to fix, so a person checks a sample.

"It is fit to go on the wire" — a wrong call can't be taken back. A person signs off every one.

And "a second person has read it" — the one line that names a person. The room parked it: it existed only because someone had to look.

A machine decides

every figure is in the sheet

a draft exists for every filing

every figure ties to its filing

the headline is under 70 characters

A machine does it, a person checks

there is a story beyond the numbers · sample

a second person has read it · signs off

it is fit to go on the wire · signs off

A person decides

nothing here



Where could AI help?

Eight cards for what AI is unusually good at. Every card has a weakness on the back.

ON SCREEN A guess at a time: "Put it on this step" or "Not for this step"; "Skip the rest" ends them. Then drag a card onto a step, or click a card, then the step. Next unlocks once one step has a card.

15 min

03 Eight cards

01

The Speed Reader

Reads an entire library in seconds.

STRENGTH

02

The Rough Drafter

Kills the blank page. A rough first version of anything, now.

STRENGTH

03

The Universal Translator

Turns anything into anything — code, prose, data, a form.

STRENGTH

04

The Bouncer

Checks every item against the rules. Fast. Never gets tired of the list.

STRENGTH

05

The Multiplier

One becomes a hundred. Work stops being one-at-a-time.

STRENGTH

06

The Bartender

Never closes. Handles every conversation, no matter how small.

STRENGTH

07

The Flight Simulator

Rehearse the customer, the critic, the regulator — before we spend.

STRENGTH

08

The Pattern Spotter

Sorts the pile and finds the odd one out — the duplicate, the outlier, the claim that doesn't look like the others.

STRENGTH

03 The weakness on the back

01

The Speed Reader

Confidently cites page 201 of a 200-page document.

WEAKNESS

02

The Rough Drafter

Camry prose. Reliable, beige, sounds like everyone.

WEAKNESS

03

The Universal Translator

Something is always lost in translation. It won't say what.

WEAKNESS

04

The Bouncer

Only as good as the list — and a good story can talk it past the door.

WEAKNESS

05

The Multiplier

Fifty brooms, no foreman. The basement floods.

WEAKNESS

06

The Bartender

Answers to no one. A smooth talker can talk it into anything.

WEAKNESS

07

The Flight Simulator

The simulator isn't the storm. It's a confident guess.

WEAKNESS

08

The Pattern Spotter

Sees patterns that aren't there. A coincidence looks like a signal.

WEAKNESS

03 Dealing cards onto steps

One guess at a time. Take it or skip it. Then add anything we missed.

Guess 3 of 7 · for step 03, Check every figure against the filing

The Bouncer — because "check" is in the step name

Put it on this step

Not for this step

01 The guess is a word list, not AI. It reads the step name, the "done when", and who makes the call. It misses things — so every guess asks first.

02 Add what it missed by hand. Drag a card from the hand onto a step, or click the card, then the step. The × on a label takes it off.

03 Every card carries its weakness. A step that takes the Bouncer takes "only as good as the list" with it. Round 6 is where that gets a check.

THE AP DESK AFTER DEALING

01 Pull the numbers

Speed Reader · Multiplier

02 Draft the story

Rough Drafter

03 Check every figure

Bouncer

04 Second read

—

05 Add the human angle

Rough Drafter

06 Write the headline

Rough Drafter

07 Publish to the wire

Bouncer

04

Rearrange the work



Now that AI does some of the work, how should the steps change? Five moves — all undoable.

ON SCREEN The site changes the steps first, from your answers, and lists each change with Undo. Then: click a step for its buttons (merge, at the same time, move, remove) or drag it; "Draw a loop", then click the first and last step. "Break the loop" undoes a loop.

15 min

04 Five moves

On screen the steps rearrange themselves first, from your answers. Every change is listed and undoable. Then make your own.



Loop

The machine does a few steps, checks its own work, and goes round again until something you can check is true. Do, check, fix, repeat.

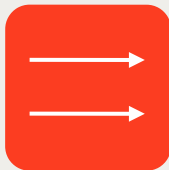
Draw a loop, then click the first and last step.



Merge

Two steps become one. The handoff between them — and the wait — disappears.

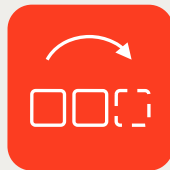
Click a step → Merge into previous. Or drag it onto another step.



At the same time

Steps that waited in line can happen at the same time, in one dashed box.

Click a step → At the same time as the step before. Or drag it into the slot under a step.



Move

A step slides earlier or later so nothing waits on it.

Click a step → Move earlier / later. Or drag it into a gap.



Remove

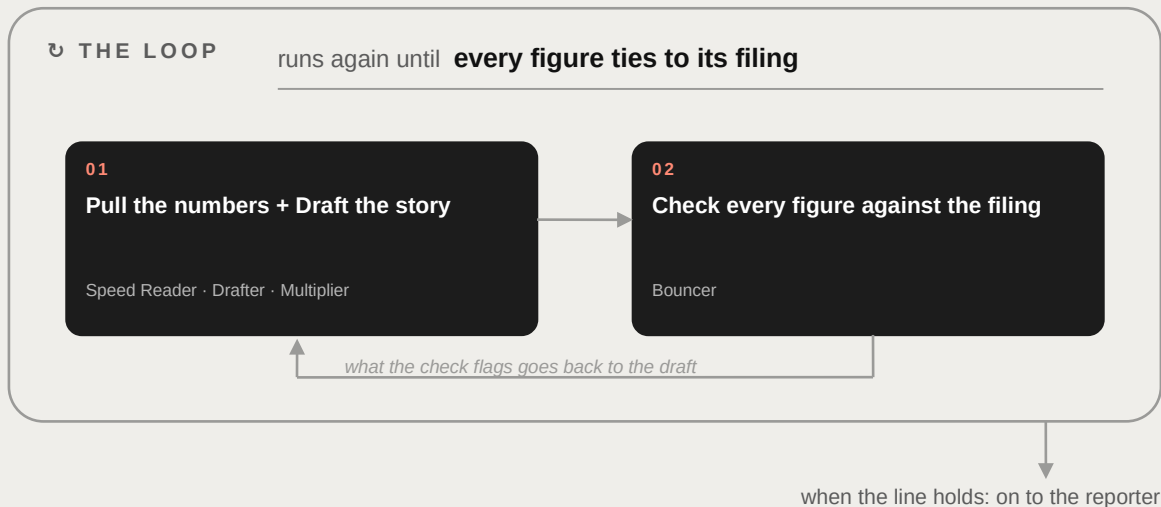
Take a step out. Its "done when" moves to the step before it.

Click a step → Remove. Or drag it to the red box.

When the site suggests a change it says why in one line — "Check every figure is a check with a finish a machine can test, so: do → check → again, until every figure ties to its filing" — and marks the change so the room can undo it.

04 The loop

Do, check, fix, and go round again — until the line is true. Then the work moves on.



On screen the site draws the loop for you when a step reads as a check with a testable "done when" — and says why in one line.

A loop needs four things

- 01 Steps a machine can run.** A do step and a check step in a row — a fix step if there is one.
- 02 A check it can run itself.** One of the four machine checks from round 6. If a person must look every time, it is not a loop.
- 03 A line that ends it.** The check's "done when". A machine must be able to test it — not a person, not a date.
- 04 A cap.** Three tries, then a person. Without one it never stops.

AP Earnings

Seven steps became six: a loop, and two steps that run at the same time.

The site proposed the loop first: "Check every figure against the filing" reads as a check, and its "done when" — every figure ties to its filing — is something a machine can test. So pull, draft and check became one loop that runs until it holds.

The human angle and the headline don't wait on each other. At the same time.

Both changes were marked and could be undone; the room kept them. The second read survived this step — for now.



05

Push it further

Three questions that catch a lazy redesign — each one points at something on the board.

ON SCREEN Three screens, one question each. Q1: a Remove button per step (and "put it back"). Q2: a text box and "Add it at the end". Q3 won't unlock Next until "The old thing, faster" or "A new thing" is picked.

10 min

05 Three questions

In order. Each one points at something on the board and offers a move.

THE HUMAN ROUTER

Which steps exist only because a person had to look?

For each step where a person checks or signs off: if the machine were trusted, would this step exist at all? Remove the ones that wouldn't. Keep the rest — and say why.

ON SCREEN: Remove it — or Put it back

THE \$0 QUESTION

What do you skip today because it's too expensive?

A machine now does the work for almost nothing. A check on every item, a customer you never call back, a report nobody has time for. Name one — and if it belongs in this process, add it as a step.

ON SCREEN: Add it at the end

FASTER HORSES

Is this the old process, faster — or a new thing?

Be honest. "The old thing, faster" is a fine first build. But say so, and say what the new thing would be. If there is no loop on the board, that is usually where the new thing hides.

ON SCREEN: The old thing, faster · A new thing

Saved for the end — Tomorrow morning. What's the dumbest version of this a machine could run by tomorrow? A template, a spreadsheet, one person and a chat window. It goes on the printed brief, once the brief exists.

AP Earnings

Six steps became five — and one question turned coverage into a different business.

THE HUMAN ROUTER

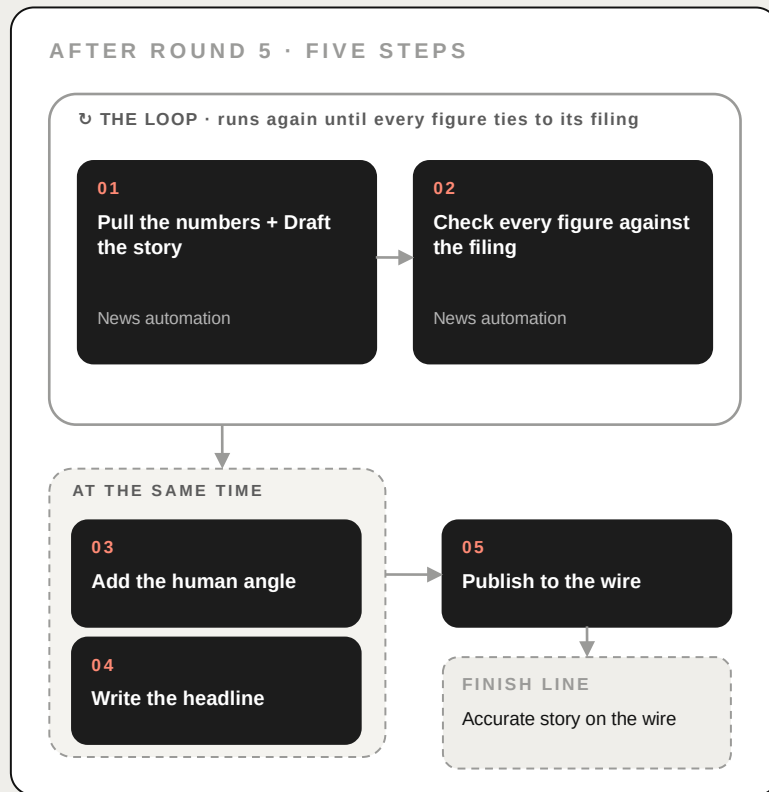
The second read existed only to re-read numbers a machine now checks. Removed. The editor's sign-off stays — it is where the wire's reputation lives, not where typos are caught.

THE \$0 QUESTION

Thousands of small-cap earnings nobody had ever staffed. Every filing, not the top few hundred — the loop covers them all.

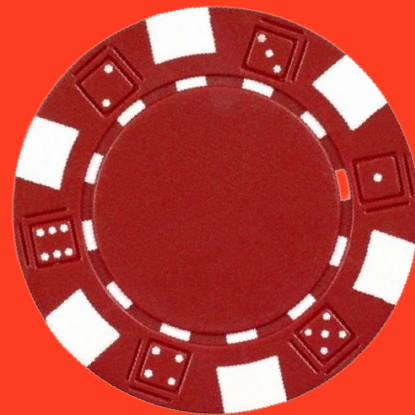
FASTER HORSES

A new thing: coverage of companies the desk never covered, and a reporter's time on the story beyond the numbers.



06

Catch mistakes



A check, a stop, and a safety net for everything a machine touches. Suggested first; yours to change.

ON SCREEN Three screens: checks, stops, safety nets. A guess on every decision (outlined) — keep it, × it, or drag on another. Next unlocks once one decision has a check; what ends a loop needs a machine check and a Cap.

15 min

06 Six checks

How will we know each machine decision is right? At least one per decision.

Rule Check

A rule, written down, that a machine tests every time: the sum ties, the field is filled, the format is right.

CHECK · A MACHINE RUNS IT

Answer Key

Compare the result to answers we already know are right — a set of past examples, graded in advance.

CHECK · A MACHINE RUNS IT

Receipt

Every claim traces back to a source record, or it doesn't go out.

CHECK · A MACHINE RUNS IT

Second Opinion

A second AI marks the work against a written scoring guide.

CHECK · A MACHINE RUNS IT

Smoke Alarm

Watches for anything unusual and gets a person's attention.

CHECK · MACHINE WATCHES

Spot Check

A person samples the work on a schedule. The fallback when nothing else fits.

CHECK · A PERSON

Our guess on screen: a rule in the "done when" → Rule Check · a source record → Receipt · something the machine writes → Answer Key, or Second Opinion above a thousand runs a year · a person checking a sample → Spot Check · a machine alone with none of those → Smoke Alarm.

06 Three stops, two safety nets

When should a run stop? And where does the machine earn trust before it goes live?

STOPS — A RUN IS ONE TIME THROUGH

Cap

A limit on attempts, time, or spend — whichever runs out first.

STOP

Tap-Out

A few failures in a row? Stop and hand it to a person.

STOP

Kill Switch

A person can stop it mid-way, any time.

STOP

SAFETY NETS — WHILE THE MACHINE IS NEW

Dry Run

Real data in, nothing goes anywhere real — until you've watched it get things right.

SAFETY NET

Rollback

Can't check it first? Make it reversible and check it after.

SAFETY NET

-
- 01 **A machine decides alone** → Tap-Out. A few failures in a row and it hands the work to a person.
 - 02 **Hard to take back** → Kill Switch, with a person's name on it — you'll write the name on the brief.
 - 03 **A loop** → Cap. Three tries, then a person. Without it the loop never stops.
 - 04 **Everything a machine touches** → Dry Run until it has earned it. Rollback where a mistake is easy to undo and you can't check first.

AP Earnings

Every machine decision got a stop. The loop's exit got two machine checks and a Cap.

The Receipt does the heavy lifting: every figure in a story links to the line in the filing it came from, or the story doesn't leave the loop. The Rule Check keeps the template locked.

The editor keeps the Kill Switch. The reporter's judgment gets a Spot Check, not a rule.

Dry Run for the first month: real filings in, stories parked, an editor reading every one until the correction rate beat the humans'.

every figure ties to its filing

A machine decides - ends the loop

Receipt

Rule Check

Cap

Tap-Out

Dry Run

a draft exists for every filing

A machine decides

Tap-Out

Dry Run

the headline is under 70 characters

A machine decides

Rule Check

Tap-Out

there is a story beyond the numbers

A person checks a sample

Spot Check

it is fit to go on the wire

A person signs off every one

Spot Check

Kill Switch

Rollback

07

Write the brief

The boring step first. One page, filled in from everything the room has said.

ON SCREEN The site picks the most shippable step ("start here") and prefills the page; grey text is a guess — edit it or click Keep. Tabs switch between briefs. A list at the top says what is still missing.

20 min

07 The Build Brief

01 PROCESS

What process is this? What does it produce?

02 SUCCESS

What does good look like? Bad? Where do good examples live?

03 STEP

What happens in this step, and how often does it run?

C DATA

What does the machine read or change? How is it reached, and who can grant access?

A STARTS WHEN

What starts this step? How does the machine know to begin?

D OWNER

Who owns it, judges the work, gets the alerts — and how often do they look?

B AI CARDS

What's the work? Which cards apply?

E HANDOFF

What gets handed off, in what form, to whom?

04 STOPS

If it's not working, where do we cut it off?

Attempts _____

Time _____

Spend _____

Who pulls the plug _____

05 CHECK

How do we catch a bad result before it goes out? What counts as passing?

One page per step a machine touches. A loop is one brief; its steps are not. The Data box lists every system, read or write, how it is reached, and who can grant access — that list becomes the questions in round 8.

07 The Build Brief - the AP loop

The three boxes the room argued about. The rest was prefilled and kept.

03 STEP

1. Pull the numbers + Draft the story
(News automation)
 2. Check every figure against the filing
(News automation)
- Runs until: every figure ties to its filing
About 3,000 per quarter

E BETWEEN TRIES

Between tries: the figures that don't tie go back to the draft with the filing line they should match.

When the loop ends: a draft with every figure linked → the reporter, in the CMS.

04 · 05 STOPS · CHECK

Attempts: 3 tries, then a person
Time: 2 minutes · Spend: \$50/day
Pulls the plug: Desk editor

Check: every figure ties to its filing →
Receipt (every figure links to the filing),
Rule Check (template locked). Passing:
zero unlinked figures.

Tomorrow morning: a template that drops one company's numbers into one story.

08

Your brief

The brief, the other briefs, a second opinion, and the questions for whoever holds the keys.

ON SCREEN Print this brief · Copy as text · Save to a file · Copy a share link. "Write this brief" on each remaining step. "Copy the second-opinion text" and paste it into your own Claude or ChatGPT. Tomorrow morning goes in the box under the brief.

5 min

08 Questions for whoever holds the keys

NICE
WORK

Written from the systems you listed, one line per person to ask. Printed on the brief.

IT (Marcus) · Filings feed

Filings feed has a direct connection (API) — which one, and who can give the machine access?

Head of news automation · CMS

CMS has a direct connection (API) — which one? It also needs to write — with whose login, and what is the least access that works?

Desk editor · Style rules

Style rules come as an export today — could the machine read it live instead?

Everyone

Where do fifty good examples live, and who can hand them over this week?

Everyone

What does one run cost in AI usage and time, at a thousand runs? At ten thousand?

Everyone

When the answer is "not possible": is it not possible, or not yet permitted? Who could permit it?

A SECOND OPINION

Paste a ready-made text into your own Claude or ChatGPT and it acts as a referee: decisions with no owner, machine steps with no check, decisions a person should sign off, the brief rewritten as prose, and the questions the team avoided. Nothing is sent from the page.

THEN

Print the brief. Write the other briefs — one per step a machine touches, most of it prefilled. Two weeks to the first build: one ugly step, running against live work.



Run it on screen

NICE
WORK

shuffle.nice.work — the same eight rounds, with the guesses dealt for you and the brief filled in as you go.

The screenshot displays the 'Shuffle' interface for 'Closing the month'. At the top, a progress bar shows 8 rounds, with Round 2 currently active. The main heading is '02 Round 2 of 8 · Who makes each call?'. Below this is the question 'Who makes each call?' and a detailed instruction: 'Each step has a "done when" — the call that lets the work move on. Take them one at a time and say who could make that call: a machine, a machine with a person checking, or a person.' Navigation buttons for 'Back' and 'Next' are present, with a hint 'Up next · Where could AI help?'. A horizontal list of steps is shown below, with '01 Pull the numbers from NetSuite' highlighted. The main content area for Step 01 is titled 'Step 01 · Pull the numbers from NetSuite' and 'DONE WHEN every account has a number'. It asks 'Who could make this call?' and provides three options in boxes: 'A machine decides' (rule fits on a sticky note), 'A machine does it, a person checks' (machine can do the work, but someone should look), and 'A person decides' (no rule to write down). At the bottom, it states 'Your answers will collect in three rows here — a machine decides · a machine does it, a person checks · a person decides.' and '5 more to answer after this one.' A note indicates '+ A step has more than one decision.'

No server, no accounts

Nothing you type leaves the browser. Save a file, share a link, come back later.

The guesses are a word list

Every card, check and change the site suggests is a rule over what you typed — and every one asks first.

The brief prints

Landscape, one page per step, with the key-holder questions on it. "Bigger type" for the projector.

Thanks

The cards are free. The hard conversation is what you hire us for.

On screen: shuffle.nice.work

More tools: nice.work/insights



A Appendix · how the site guesses cards

No AI — it reads each step as what it does + to what. That is why every guess asks first.

read · look up · screen · receive + something to read

→ **The Speed Reader**

draft · write · prepare + something to write

→ **The Rough Drafter**

reply · respond · email + a person

→ **The Bartender**

enter · log · set up · send + a system, a template, money

→ **The Universal Translator**

check · reconcile · verify + a rule, numbers, a document

→ **The Bouncer**

flag · triage · sort, or discrepancies and outliers

→ **The Pattern Spotter**

forecast · estimate · model · rehearse

→ **The Flight Simulator**

"batch", "bulk", or about a hundred runs a day

→ **The Multiplier**

A card is ticked only when the verb and the object agree and a machine touches the step. Physical work (a truck, a device, a site) gets no card. If a person decides, nothing is ticked — the best guess is a maybe. A rule in the "done when" adds the Bouncer. Two guesses per step at most.

B Appendix · the AP loop brief in full

NICE
WORK

As the site prefilled it. Grey is the site's guess; the room edits it or keeps it.

01 PROCESS

What process is this? What does it produce?

Earnings coverage

Finish line: an accurate story is on the wire

02 SUCCESS

What does good look like? Bad?
Where do good examples live?

Good: every figure right, published within minutes

Bad: a late story, or one wrong number

Today: wrong about 1 in 15

Examples: last quarter's published stories

03 STEP

What happens in this step, and how often does it run?

1. Pull the numbers + Draft the story
 2. Check every figure against the filing
- Until every figure ties to its filing
~3,000 a quarter

C DATA

What does the machine read or change? How is it reached, and who can grant access?

Filings feed — read — API — keys: IT (Marcus)
CMS — write — API — keys: Head of news automation
Style rules — read — file — keys: Desk editor

A STARTS WHEN

What starts this step? How does the machine know to begin?

A filing hits the data feed (managed by IT)

D OWNER

Who owns it, judges the work, gets the alerts — and how often do they look?

Head of news automation.
Reviews every story at first; drops to spot-checks as the error rate falls.

B AI CARDS

What's the work? Which cards apply?

The Speed Reader, The Rough Drafter, The Multiplier, The Bouncer

E BETWEEN TRIES

What does the next try get from the check? And what leaves when the loop ends?

Between tries: figures that don't tie go back to the draft with the filing line they should match.
At the end: a draft with every figure linked → the reporter, in the CMS

04 STOPS

If it's not working, where do we cut it off?

Attempts: 3 tries, then a person
Time: 2 minutes
Spend: \$50/day
Pulls the plug: Desk editor

05 CHECK

How do we catch a bad result before it goes out? What counts as passing?

every figure ties to its filing → Receipt (every figure links to the filing), Rule Check (template locked). Passing: zero unlinked figures.

Tomorrow morning: a template that drops one company's numbers into one story.