



FORGOOD for Product Teams

FORGOOD should be used as a workflow tool, not as a checklist

- Research beyond your super users and consider how different users may be impacted
- Measure user experience alongside usability to ensure product features are responsibly built
- Balance commercial goals with user welfare, responsible monetisation builds sustainable growth through trust, not manipulation

Applying FORGOOD to the Product Team responsibilities

Discovery (*Understanding customer and market needs*)

Discovery shapes everything that follows. Responsible research uncovers genuine user needs and builds understanding that leads to products people truly value.

Strategy & Roadmap (*Defining the product vision and prioritising features*)

When you measure what truly matters to users alongside business metrics, you create products people love long-term. Clear prioritisation principles help teams navigate trade-offs confidently and ensures user benefit rather than just commercial gain.

Design & Development (*Collaborating to build the feature and user experience*)

Design details like defaults, friction, and wording translate your responsible principles into experiences users directly encounter. Particularly, in features where dark patterns and sludge are attempted to be used for commercial gains.

Launch & Marketing (*Go-live product to market, evaluating and iterating*)

Launch determines who encounters your product and what they expect. Honest communication enables informed choices, while measuring real-world impact ensures you're scaling solutions that genuinely help.

In practice this could be...

- Ensuring in your discovery research you speak to potentially vulnerable groups to understand how their needs differ.
- Ask yourself "what's the worst way someone could use this feature?" or "if this works exactly as intended, what behavior change are we creating?"
- Pair engagement metrics with satisfaction or value metrics. Always ask "are users glad they spent this time?"
- When presenting features to leadership or the team, include a slide on responsible considerations alongside business case and technical feasibility.
- Add a simple field to user story templates: "How does this respect user autonomy?" or "What's the user's exit strategy?"
- In design critiques, add "responsible critique" alongside usability and aesthetics. Train the team to spot dark patterns the way they spot poor contrast ratios.
- Conduct sludge and dark pattern audits.
- If launching as an A/B test, have you been able to identify how different groups have been affected?
- Monitor sentiment in reviews, support tickets, and social media for language about feeling misled, surprised by costs, or manipulated.

FORGOOD Framework for Product

Guiding Questions		Reflections, concerns, possible improvements	Pass / Fail / Mitigation / Improvement
FAIRNESS <i>User Equity</i>	Does this feature work equally well for different user segments, or does it advantage some over others? Have we tested with diverse users including edge cases, not just our typical super users?		
OPENNESS <i>Transparency</i>	Can users easily understand how this feature works and why we're suggesting it? Are we transparent about what data we're using and how behavioural techniques influence them? If asked "why are you showing me this?" could we give an honest, clear answer?		
RESPECT <i>User Experience</i>	Does this feature enhance user autonomy or quietly undermine it? Have we made it genuinely easy for users to opt out, pause, or reverse this action? Does this respect users' time, attention, and decision-making capacity?		
GOALS <i>Business vs User</i>	Whose goals does this feature primarily serve, users' needs or our business metrics? Would users who achieve our intended outcome feel like they've genuinely benefited? Where user and business goals conflict, have we acknowledged this and made conscious tradeoffs?		
OPINIONS <i>Brand Reputation</i>	Would we be comfortable publicly explaining exactly how this feature works? Has someone outside the immediate team reviewed this with fresh eyes?		
OPTIONS <i>Trade-offs</i>	Is this the least behaviourally invasive way to solve the user's problem? Have we considered alternatives that give users more control or require less manipulation?		
DELEGATION <i>Governance</i>	Do we have genuine user permission to intervene in this way, or are we assuming it? Would users view our use of their data, attention, or psychology here as appropriate? Are we staying within reasonable bounds of our relationship with users?		



FORGOOD for UX Teams

FORGOOD should be used as a workflow tool, not as a checklist

- Research with vulnerable users and test designs with underrepresented groups
- Design transparency into interfaces and build friction that protects rather than persuades
- It's your responsibility to champion user needs and challenge thinking

Applying FORGOOD to the UX Team responsibilities

Research (Understanding the customer)

Research is essential to really understanding people's problems. However, sampling bias and the framing of questions can impact the answers you receive.

In practice this could be...

- Ensuring you obtain consent from those participating in your research & compensate them fairly.
- Proactively recruit users from underrepresented groups
- Check the framing of your questions to ensure they're neutral.

Design (Defining the product vision and prioritising features)

Design choices directly influence user behaviour and inflict varying levels of cognitive load and friction. It is essential to avoid dark patterns and sludge.

- During design critiques discuss the exit routes you've designed and critically justify any use of dark patterns.
- Use AI to provide an initial accessibility review of the design as a user who would.

Testing (Collaborating to build the feature and user experience)

Validating your designs is essential for proving that your initiative is successful both in terms of business goals and user wellbeing, ensuring there is no manipulation.

- Monitor for different impacts across user segments (age, digital literacy, socioeconomic status, region).
- Test different variations not just optimised influence but also extra information.
- In usability testing ensure you have a variety of participants to capture opinions from those who might be vulnerable.

Iteration (Go-live product to market, evaluating and iterating)

Iterations need careful consideration to ensure that manipulation does not creep in and that improvements do not make certain groups worse off.

- Identify areas where users are struggling
- Challenge Product Manager's around what metrics are actually important and what the user experience is.



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FORGOOD Framework for UX

	Guiding Questions	Reflections, concerns, possible improvements	Pass / Fail / Mitigation / Improvement
FAIRNESS <i>User Equity</i>	Does this design work equally well for users with different levels of digital literacy, cognitive ability, or financial knowledge? Does the visual hierarchy give equal prominence to options that benefit users vs. those that benefit the business? Are we testing with diverse user groups, including vulnerable populations?		
OPENNESS <i>Transparency</i>	Is information about costs, risks, and consequences visible upfront or hidden behind clicks? Can users easily understand what data we're collecting and how it will be used? Are we being transparent about why we're recommending certain options?		
RESPECT <i>User Experience</i>	Does this design respect users' time, attention, and cognitive capacity? Are we using respectful language, or are we guilt-tripping/shaming users into choices? Do we honor user preferences once they've been set, or do we repeatedly ask them to reconsider?		
GOALS <i>Value Alignment</i>	Are we helping users achieve <i>their</i> goals, or manipulating them toward <i>our</i> goals? Are we designing for long-term user wellbeing or short-term conversions? When user and business goals conflict, how are we resolving this in the design?		
OPINIONS <i>Brand Reputation</i>	Have we sought input from users who might be negatively affected by this design? Do we have mechanisms to hear from users who struggle with or abandon the interface? Are we listening to concerns raised by accessibility advocates or vulnerable user representatives?		
OPTIONS <i>Trade-offs</i>	Have all design options been considered? Are opt-out paths as clear and easy as opt-in paths? Can users reverse decisions or change their minds without penalty?		
DELEGATION <i>Governance</i>	Are we empowering users to make their own decisions, or deciding for them through defaults and nudges? Do users have control over automated features and personalisation? Are we supporting user autonomy or undermining it?		



FORGOOD for Marketing Teams

How to use FORGOOD

FORGOOD should be used as a workflow tool, not as a checklist

- Build trust through messaging and targeting that's authentic to your brand values and respectful to customers
- Create engaging campaigns that strengthen long-term customer relationships and protect your reputation
- Balance business outcomes with customer benefits while maintaining responsible oversight

Applying FORGOOD to the Marketing Team responsibilities

Position & Strategise (brand positioning, value proposition, market insights)

Your positioning and value proposition determine which customers you attract and whether your brand promises are credible. Authenticity builds customer loyalty and enables sustainable growth.

Create & Target (campaign development, messaging, creative, targeting)

Campaign design choices (e.g. urgency or scarcity framing) shape brand perception and how much customers trust you. Respectful engagement drives conversion and retention.

Activate & Engage (CRM, personalisation, lifecycle, retention)

CRM and lifecycle execution determine how your customer relationships develop over time. Respectful communication and personalization are essential, while over-engagement must be avoided.

Measure & Optimise (KPIs, attribution, testing, analytics)

Tracking customer benefits alongside business outcomes (and being honest when they diverge) ensures you're scaling responsible campaigns that deliver genuine, holistic customer value.

In practice this could be...

- Including diverse customer segments in your research to understand how positioning affects them and aligns with brand purpose and reputation.
- Asking "who might this disadvantage?" alongside "how does this build long-term customer value?"
- Setting clear principles that treat customers respectfully and balance business goals with their benefits.
- Reviewing campaigns to ensure they're authentic and responsibly designed.
- Testing whether customers would view design choices as trustworthy and reasonable if they were transparent.
- Ensuring targeting criteria treat all customer segments fairly and respectfully.
- Testing whether re-engagement respects customer preferences, reflects brand values and rebuilds trust.
- Reviewing personalisation to make sure it doesn't exploit vulnerable moments (e.g., financial stress, impulsivity).
- Limiting communication frequency to respect customer needs and maintain trust.
- Monitoring customer complaints and sentiment alongside conversion rates to protect brand reputation and customer loyalty.
- Testing campaign variations for impact on vulnerable segments and flagging when "winners" disadvantage specific groups.
- Ensuring performance improvements benefit customers alongside business efficiency.

FORGOOD Framework for Marketing

Guiding Questions		Reflections, concerns, possible improvements	Pass / Fail / Mitigation / Improvement
FAIRNESS <i>Customer Equity</i>	Are all customer segments treated fairly and benefit equally from us? Could our personalisation unintentionally discriminate vulnerable groups? Can we identify and address bias or unintended consequences that could damage customer relationships?		
OPENNESS <i>Transparency</i>	Can customers easily understand how we're using their data? Are opt-outs and preferences accessible and respectful of customer choices? Are we avoiding transparency because it would hurt performance?		
RESPECT <i>Customer Experience</i>	Do campaigns support autonomous, informed choices that build and maintain trust? Are psychological triggers used responsibly? Would customers view our approach as trustworthy and authentic if they understood it?		
GOALS <i>Value Alignment</i>	Do campaigns build loyalty? Are they aligned with our value proposition and brand purpose? Are we balancing customer benefit with campaign KPIs in ways that protect brand reputation?		
OPINIONS <i>Brand Reputation</i>	Would our approach protect or damage our reputation, if it became public? Would customers, regulators and the public approve? Have we tested messaging with people outside marketing who might challenge us?		
OPTIONS <i>Trade-offs</i>	Have we considered alternatives that better balance customer benefit with business goals? When customer and business interests' conflict, how do we resolve it?		
DELEGATION <i>Governance</i>	Do we have the expertise and diversity to design campaigns that treat all customers respectfully? Are we acting within the boundaries of influence our customer relationships authorise?		



FORGOOD for People & Culture Teams (Initiative Lifecycle)

How to use FORGOOD

FORGOOD should be used as a workflow tool, not as a checklist

- Measure employee experience and wellbeing alongside behavioural outcomes, ensuring equitable impact
- Use behavioral science responsibly by respecting employee autonomy and making mechanisms transparent
- Establish clear governance to distinguish helpful support from harmful manipulation

Applying FORGOOD to People & Culture

Diagnose & Research (understanding employees behaviour today)

Understanding current behaviours and the contextual factors that drive them is essential. Research must identify not just what behaviors need to change, but why current behaviors exist, what barriers employees face, and how initiatives might affect different groups.

In practice this could be...

- Conducting behavioral observations and interviews
- Mapping the employee journey to identify friction points, choice architectures, and existing nudges
- Including diverse employee voices in research, particularly those from underrepresented or vulnerable groups

Design & Pilot (developing behavioural initiatives)

Initiatives and organisational practices should be responsibly designed, ensuring all options are considered. Pilots test whether initiatives work as intended or are perceived as helpful rather than manipulative.

- Co-designing initiatives with employees alongside the FORGOOD principles
- Testing multiple initiative variations
- Getting input from ethics committees, employee representatives, or external advisors before piloting
- Running FORGOOD pre-mortems to identify any risks before they happen

Deploy & Evaluate (piloting and measuring the impact)

Rolling out initiatives requires careful monitoring to ensure they don't create unintended harm. Evaluation should measure both organisational outcomes and employee experience, with particular attention to differential impacts across groups.

- Measuring both behavioral outcomes and employee perception
- Creating feedback channels for people to report concerns or unintended consequences
- Building in "pause points" where initiatives can be adjusted or stopped
- Segmenting results by employee demographics, role types, and vulnerable groups to catch disparate impacts

Iterate & Scale (rolling out initiatives across the organisations)

Successful scaling requires ongoing refinement to maintain effectiveness while preventing manipulation from creeping in. As context changes, initiatives must be continuously evaluated to ensure they remain beneficial and appropriate.

- Adapting initiatives for different contexts, cultures, and employee segments rather than one-size-fits-all
- Building governance processes to review scaled initiatives against FORGOOD principles



FORGOOD Framework for People & Culture (Initiative Lifecycle)

Guiding Questions		Reflections, concerns, possible improvements	Pass / Fail / Mitigation / Improvement
FAIRNESS <i>Employee Equity</i>	Are all employees treated fairly across backgrounds and roles? Could our initiatives create unintentional discrimination?		
OPENNESS <i>Transparency</i>	Are we being transparent about what data we're collecting on employee behavior and how it will be used? Would employees still participate if they fully understood the behavioral mechanisms at play?		
RESPECT <i>Employee Experience</i>	Does this initiative respect employees' time, cognitive capacity, and autonomy? Are we removing friction that helps employees (reducing sludge) or adding friction that serves only organisational goals?		
GOALS <i>Value Alignment</i>	Are we helping employees achieve their goals, or nudging them toward organisational goals disguised as employee benefits? When employee and organisational goals conflict, how are we transparently resolving this?		
OPINIONS <i>Employee Voice & Feedback</i>	Have we sought input from employees who might be negatively affected by this initiative? Would our approach damage employee trust or organisational culture if it became widely known or discussed externally?		
OPTIONS <i>Trade-offs</i>	Are opt-out paths as clear and easy as opt-in paths, or have we made opting out deliberately difficult? Have alternative initiatives been fully considered?		
DELEGATION <i>Governance</i>	Have we established appropriate oversight and governance for behaviourally influential initiatives? Do we have the expertise and diversity on our team to design initiatives that work equitably across all employee groups?		



FORGOOD for People & Culture Teams (Function Areas)

How to use FORGOOD

FORGOOD should be used as a workflow tool, not as a checklist

- Treat employees fairly, transparently and with respect for autonomy and privacy
- Balance employee outcomes with business priorities when interests diverge
- Ensure expertise and processes can identify bias and challenge practices

Applying FORGOOD to the People & Culture Team responsibilities

Attract & Hire (recruitment, employer branding, onboarding)

Selection decisions and employer branding shape who joins your organisation. Biases might exclude strong talent or favor similarity over capability, while misaligned brand promises could drive attrition and limit trust.

In practice this could be...

- Running bias audits on especially AI screening tools and interview processes, with human oversight to catch algorithmic discrimination.
- Testing whether employer brand claims align with actual employee survey data and feedback.
- Reviewing onboarding for examples, language or cultural references that might assume a default employee type.

Learn & Develop (L&D, upskilling, career pathways)

Learning and development systems shape employee capability and career growth. Access to training, mentoring, and development opportunities should be equitable, not dependent on manager relationships or visibility.

- Designing L&D initiatives that build employee agency and ownership beyond compliance with the status quo.
- Checking whether L&D opportunities (training, mentoring, key projects) are accessible across all employee groups.
- Testing whether career pathway guidance is tailored to diverse backgrounds and career stages.
- Monitoring whether learning resources and programs meet different learning styles and needs.

Perform & Reward (performance reviews, promotions, pay, recognition)

Compensation and recognition reveal which contributions are valued. Even unintended inequities can impact trust and motivation. If biased, recognition frameworks may further disadvantage certain employees.

- Ensuring performance evaluation uses objective, formalised criteria that reduce subjectivity and bias.
- Assessing whether AI-assisted evaluation systems risk feeling dehumanizing.
- Running equity analyses across pay, performance reviews and promotions.
- Challenging whether incentives favor visible contributions over behind-the-scenes work.
- Tracking behavioural impacts of AI usage, such as metric-gaming or cognitive offloading,

Support & Protect (DEI, wellbeing, employee relations, adjustments)

Support systems help employees maintain wellbeing, feel safe and access adjustments tailored to their individual needs. They further indicate whether inclusion is consistently applied across the entire organisation.

- Analysing wellbeing data to identify where workload, culture or expectations create pressure.
- Reviewing whether people monitoring tools (incl. AI-driven ones) risk being perceived as surveillance.
- Cross-checking whether employees trust speak-up mechanisms by comparing report rates with anonymous survey data.
- Assessing whether adjustments respond to individual needs.

FORGOOD Framework for People & Culture (Function Areas)

Guiding Questions		Reflections, concerns, possible improvements	Pass / Fail / Mitigation / Improvement
FAIRNESS <i>Employee Equity</i>	Are all employees treated fairly across backgrounds and roles? Could our systems create unintentional discrimination or inequitable outcomes?		
OPENNESS <i>Transparency</i>	Are our key processes (pay, performance, progression) transparent? Are employees informed about what is monitored and why, or does their data use feels like surveillance?		
RESPECT <i>Employee Experience</i>	Do our systems preserve employee agency, dignity and freedom of choice, esp. where AI tools shape outcomes? Are we protecting employee privacy and handling their data appropriately?		
GOALS <i>Value Alignment</i>	Are we monitoring and enabling outcomes that matters to employee development and wellbeing? When employee and business interests diverge, how do we decide? Are we tracking the behavioural impacts of AI on employees?		
OPINIONS <i>Organisational Culture</i>	Would employees and the public approve if our practices were fully visible? Have we challenged our practices with employees who might disagree?		
OPTIONS <i>Trade-offs</i>	How do we weigh employee outcomes against business efficiency when choosing approaches? What trade-offs are we accepting?		
DELEGATION <i>Governance</i>	Do we have the expertise and diversity needed for inclusivity? Can we identify and address bias in our employees, systems and culture?		



FORGOOD for Audit/Compliance Teams

FORGOOD should be used as a workflow tool, not as a checklist

- Use FORGOOD as a structured discovery tool to identify where behavioural influence is operating across initiatives, and assess its regulatory, reputational, and operational risk
- Apply it as a challenge framework to evaluate whether products, services and organisational practices meet regulatory expectations (incl. Consumer Duty) and have appropriate oversight
- Monitor initiatives continuously, ensuring they remain compliant, proportionate, and protective of customer and employee autonomy as market conditions change

Applying FORGOOD to the Audit/Compliance Team responsibilities

Identify & Assess (Risk identification and scoping)

Using FORGOOD's seven dimensions to surface where products, services and workplace practices use behavioural influence, and assess the associated regulatory and reputational risks. Much of this influence goes undetected as it is built into HR tech and workplace design.

In practice this could be...

- Mapping which functions are using behavioural influence and whether they have appropriate expertise
- Assessing regulatory risks (data privacy, discrimination) associated with identified initiatives
- Identifying gaps in current governance frameworks that allow uncontrolled experimentation on employees

Review & Challenge (Independent evaluation of initiatives)

Evaluating whether initiatives meet responsible standards, comply with regulations, and have appropriate governance. This involves challenging design choices and questioning whether employee autonomy is being respected.

- Conducting FORGOOD assessments of high-risk initiatives to evaluate responsible application
- Reviewing whether initiatives have documented rationale, responsible justification, and business case
- Verifying that opt-outs are genuinely accessible and that employees understand how behavioral influence is being used

Govern & Control (Establishing oversight policies and mechanisms)

Building governance structures, policies, and controls to ensure behavioral influence is used responsibly. This includes defining acceptable use, creating approval processes, and establishing accountability.

- Establishing approval requirements and stage gates for high-risk behavioural initiatives
- Defining documentation standards (rationale, ethical considerations, testing results, monitoring plans)
- Creating cross-functional ethics committees to review proposed initiatives before deployment

Monitor & Report (Ongoing oversight and accountability)

Continuously monitoring implemented initiatives to ensure they remain responsible and effective, catching unintended consequences, and reporting findings to leadership. This ensures accountability and supports continuous improvement.

- Conducting periodic audits of deployed initiatives to check they're operating as documented
- Spot-checking that initiatives still align with FORGOOD principles as context changes
- Reporting to audit committees, boards, or leadership on behavioral science governance maturity
- Building organisational learning by sharing what responsible application looks like in practice



FORGOOD Framework for Audit/Compliance

	Guiding Questions	Reflections, concerns, possible improvements	Pass / Fail / Mitigation / Improvement
FAIRNESS <i>User Equity</i>	Could this initiative create disparate impact on protected groups (age, disability, gender, race, neurodivergence, working patterns)? Have results been segmented to verify no employee / customer groups are being systematically disadvantaged?		
OPENNESS <i>Transparency</i>	Does data collection for this initiative comply with privacy regulations? Is information about how the initiative works, what data is collected, and how it will be used readily accessible to employees or customers? Are opt-out mechanisms genuinely accessible, or are they deliberately obscured or made difficult to find?		
RESPECT <i>User Experience</i>	Would employees view this initiative as supportive if they understood the behavioral mechanisms, or would they feel manipulated? Does this initiative respect employee autonomy, or does it coerce, manipulate, or exploit psychological vulnerabilities?		
GOALS <i>Value Alignment</i>	Does this initiative genuinely support employee / customer wellbeing and goals, or primarily serve organisational convenience disguised as employee / customer benefit? When goals conflict, has the tension been transparently acknowledged and appropriately resolved?		
OPINIONS <i>Brand Reputation</i>	Have employee representatives, works committees or DEI committees reviewed this initiative? Would this initiative damage employee trust, organisational reputation, or employer brand if details became publicly known or widely discussed?		
OPTIONS <i>Trade-offs</i>	Have alternative initiatives been fully considered? Are there other options that preserve greater autonomy and privacy?		
DELEGATION <i>Governance</i>	Is there clear accountability and documented ownership for this initiative’s design, deployment, and responsible oversight? Does the team deploying this initiative have appropriate behavioral expertise and training?		