020 Point Of Experience

Perspective Book · https://kb.jeffreysummers.com/docs/020-point-of-experience/

Every [The Two Roads] decision is made at a specific moment, by a specific actor, in response to a specific interaction. That moment is the [Point Of Experience].

It is not abstract. It is not a category of decision or a type of situation. It is the literal point in time at which the fork appears and the actor picks a road — because an interaction forced the choice.

No interaction, no forced decision, no [Point Of Experience]. The fork only exists because the interaction created it. The decision happens at the moment of contact.

Three actors, three versions of the same structure:

The Guest's [Point Of Experience] is every touchpoint where the Guest interacts with another actor of the business. The Guest's own [Perspective] determines which road that moment routes them down — whether they lean in or pull back, whether they return or they do not.

The operator's [Point Of Experience] is the moment of interaction that forces an operator decision. Hire this person or not. Correct this cast member here or after the shift. Hold this standard or let it slide tonight. Every one of those is a POE. The operator's [Perspective] determines the road taken at each one.

The cast member's [Point Of Experience] is the moment of interaction that forces a cast decision. Recover this Guest moment or ignore it. Lead this table or process it. Every contact point is a fork. The cast member's [Perspective] determines which road they take.

[Point Of Experience] is the load-bearing infrastructure under [The Two Roads]. Without it, [The Two Roads] is a binary in the abstract — a framework the operator understands intellectually and cannot locate operationally. With it, [The Two Roads] is a binary that gets resolved by a real actor at a real moment. If the operator cannot name the POE for a given decision, that decision is being made by default rather than by design.

Every [The Two Roads] decision is made at a specific moment, by a specific actor, in response to a specific interaction. That moment is the [Point Of Experience].

There is no fork without the interaction. The interaction forces the choice. The decision happens at the moment of contact — not in the planning meeting, not in the pre-shift, not in theory. Right there, in real time, with a real person on the other side of it.

Three actors, three versions of the same structure. The Guest's [Point Of Experience] is every touchpoint where they interact with another actor of the business. The operator's is every moment of interaction that forces an operator decision. The cast member's is every moment of contact that forces a cast decision. Same structure, different seat, different stakes.

If you cannot name the [Point Of Experience] for a given decision, that decision is being made by default. [By Design Or By Default] does not live in the abstract — it gets resolved right there, at the point of contact, by whoever is standing there.

What Changes Tomorrow

Before tomorrow's shift, name one Point of Experience where the Two Roads actually fork — a specific moment, a specific actor, a specific interaction, not a vague area like 'service.' If you can't name it precisely, the decision that happens there is being made by default. Name it, then decide on purpose which road you're taking through it.