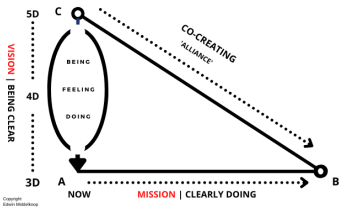
# BUSINESS ALIGNMENT
## WORKSHEETS

PLAN THE IMPOSSIBLE

### THE THREE KEY QUESTIONS - YOUR COMPASS

Explore new possibilities, prepare your input and use this canvas as a guide for the shared conversation.

**THE TWO AXES / FRAME OF REFERENCE**




**BEING | Vertical axis**
Degree of Conscious Being.

**DOING | Horizontal axis**
Degree of Conscious Doing.

Ideally, both are aligned.
The axes are a frame of reference, not a process step.

**ORGANIZATION / TEAM**

**FACILITATOR**

**DATE**

**THEME / SUBJECT**

### THE PROCESS / FROM SUBJECT TO VALUE

One continuous movement from alignment to movement and value.

**0 OPEN START & ALIGNMENT**

Subject, intention, context and each other. Build rapport and explore the field.

Exploration & MBQ · pp. 2-5

**1 IS THERE CLARITY?**

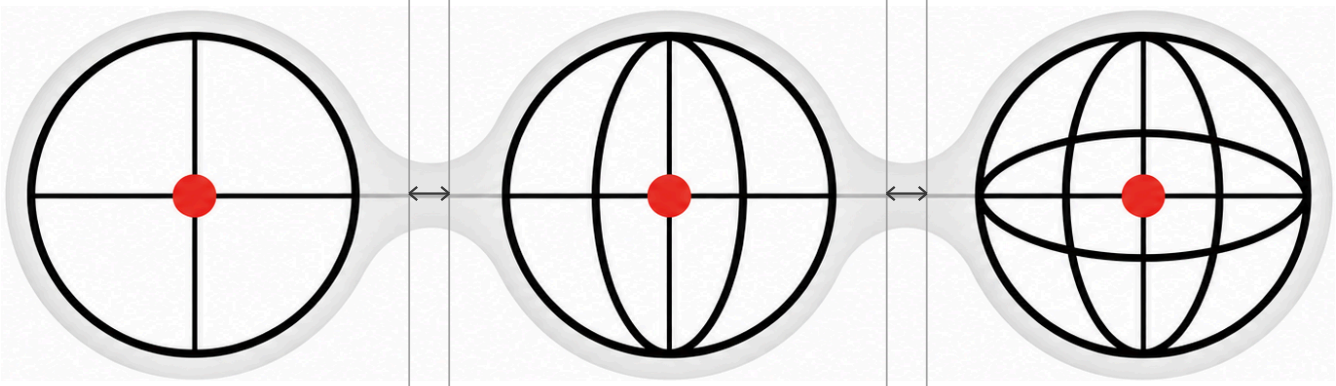
What is really going on here?

**2 IS THERE RECEPTIVITY?**

What is needed to create space for transformation here?

**3 IS THERE CONFIDENCE?**

What is an appropriate next step?



**SEE · UNDERSTAND · DEFINE**

**OPEN · TRANSFORM NEW POSSIBILITIES**

**CHOICE · COMMITMENT · ACTION**

Three Key Questions · pp. 6-8

Your input · p. 9

**4 MOMENTUM**

The first aligned movement.
Direction gains strength.

**5 WHAT EMERGES**

New possibilities. Better decisions.
Concrete results. Value creation.

**EXPLORATION -> INSIGHT & TRANSFORMATION -> MOVEMENT -> REALIZATION**

### HOW TO USE THESE WORKSHEETS

**1 PREPARE INDIVIDUALLY**
Choose a shared subject and prepare your observations, questions and possibilities.

**2 EXPLORE TOGETHER**
Use Clarity, Receptivity and Confidence to guide the conversation, with Being and Doing as your frame of reference.

**3 MOVE FORWARD**
Agree on a first Momentum Step, ownership and a review moment.
Allow 60-90 minutes. One facilitator supports an open, balanced conversation.

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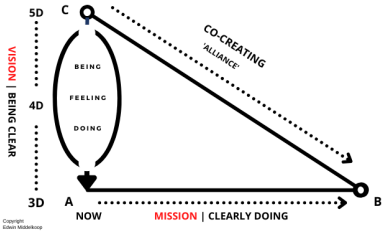
# OPENING FOR ALIGNMENT

Make space before exploring the subject.

0 OPEN START · 1 CLARITY · 2 RECEPTIVITY · 3 CONFIDENCE · 4 MOMENTUM · 5 WHAT EMERGES

## OPEN THE CHANNEL




Being · Feeling · Doing

**What emerges when we keep both axes open?**

## BEING / VISION

**Where do we truly want to go?**

## FEELING / ALIGNMENT

**What do we notice and what calls for alignment?**

## DOING / MISSION

**What movement and contribution belong here?**

## OPENING / FREE EXPLORATION

**What do I want to bring into this conversation?**

## PARTICIPANTS & FACILITATION

**Who is involved and who facilitates the conversation?**

## PRACTICAL ALIGNMENT

**Date, time, location and agreements for the conversation. Guideline: 60-90 minutes.**

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# SUBJECT AND BUSINESS FIELD

Explore which components, criteria and perspectives are meaningful.

0 OPEN START | 1 CLARITY | 2 RECEPTIVITY | 3 CONFIDENCE | 4 MOMENTUM | 5 WHAT EMERGES

## OPTIONAL - EXPLORE WITH MBQ

Use this module if you want to explore or broaden the subject, or discover new questions. If the subject is already clear and sufficiently defined, you can skip the MBQ module on pages 3-4 and continue with the contrast exploration on page 5.

## EXPLORE BEYOND YOUR FAMILIAR WAYS OF THINKING

Let the model spark new thoughts. Connect components you normally consider separately, change perspective and ask questions you do not yet know the answer to. Write, sketch and associate freely. What else could be possible?

First give new thoughts space. Then choose what you want to explore further with The Three Key Questions.

### MAIN SUBJECT

What requires our shared attention?

• A subject, opportunity, development, decision or change challenge.

### OPEN STARTING QUESTION

What do we truly want to explore together?

• A clear focus for the conversation.

### CONTEXT & SIGNALS

What makes this relevant or promising now?

• Facts, experiences, developments and initial observations.

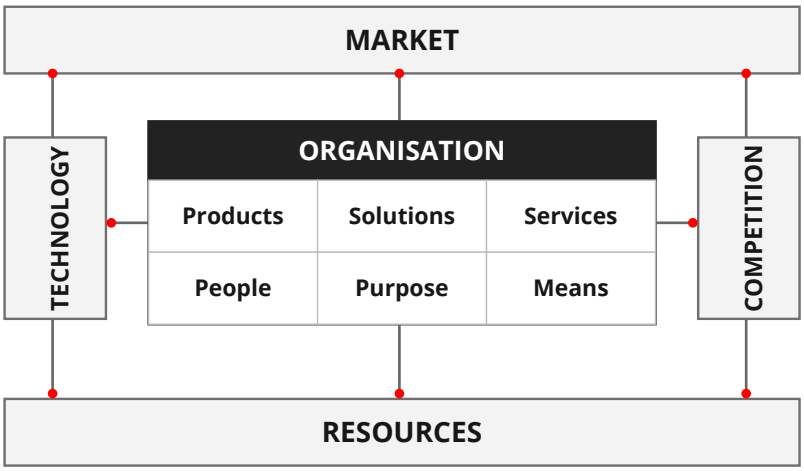
### PERSPECTIVES AT THE TABLE

Whose voice is still missing here?

• People, clients, partners, experts and unexpected signals.

### THE THREE KEY QUESTIONS MBQ MODEL

MBQ stands for Major Business Questions. The model shows the organization and its environment in context: market, technology, competition and resources, with the organization at the center. Use the components and connections to formulate relevant business questions. Then explore these questions with The Three Key Questions.




### SUBTOPICS, CRITERIA & PARAMETERS

What do we take through the Three Key Questions?

• Components, processes, people, resources, suppliers, R&D, market and competition.
• Business-specific: ownership, succession, governance, locations, supply chains, IP and reputation.

1
2
3
4
5
6

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# COMPONENTS AND CONNECTIONS

Subject already clear and well-defined? Go directly to the contrast exploration on page 5.

## MARKET / CLIENT

- [ ] Clients / needs
- [ ] Segments / demand
- [ ] Channels / access
- [ ] Price / revenue model
- [ ] Trends / opportunities
- [ ] Regulation / context

## TECHNOLOGY

- [ ] Existing technology
- [ ] New development
- [ ] Data / AI
- [ ] Automation
- [ ] R&D / labs
- [ ] Platforms / cyber

## COMPANY / CHALLENGE

- [ ] Products
- [ ] Solutions
- [ ] Services
- [ ] People
- [ ] Purpose
- [ ] Means

## COMPETITION

- [ ] Offering / alternative
- [ ] Positioning
- [ ] Capabilities
- [ ] Access to resources
- [ ] Technology use
- [ ] Market approach

## RESOURCES

- [ ] People / knowledge
- [ ] Capital
- [ ] Suppliers / partners
- [ ] Materials
- [ ] Assets / capacity
- [ ] Energy / infrastructure

## ADDITIONAL COMPONENTS

## FROM COMPANY TO MARKET

- [ ] Company -> Market
- [ ] Technology -> Company -> Market
- [ ] Resources -> Company -> Market

## FROM COMPETITION TO MARKET

- [ ] Competition -> Market
- [ ] Resources -> Competition -> Market
- [ ] Technology -> Resources -> Competition -> Market

## CONNECTIONS & POSITIONING

- [ ] Technology x Resources -> Company
- [ ] Technology -> Resources -> Competition
- [ ] Company <-> Competition -> Market

## YOUR OWN ROUTE / CONNECTION

Which connection do we want to explore further?

## CHOSEN MAIN ROUTE

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# MAKE THE CONTRAST VISIBLE

Gather impulses for change: what do you no longer want, and how would you truly like it to be?

**0 OPEN START** | **1 CLARITY** | **2 RECEPTIVITY** | **3 CONFIDENCE** | **4 MOMENTUM** | **5 WHAT EMERGES**

Explore the main subject, subtopics, problems or challenges. For each row, note on the left what you currently see or experience and no longer want. On the right, describe how you truly want it to be. Give your vision space: write, sketch or visualize. Leave the question of how to get there open for now.

**MAIN SUBJECT / FOCUS**

| NO. | CURRENT / NO LONGER DESIRED | DESIRED / VISION |
|---|---|---|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |
| 5 | | |
| 6 | | |
| 7 | | |
| 8 | | |
| 9 | | |
| 10 | | |
| 11 | | |

**HARVEST / WHICH IMPULSES FOR CHANGE NEED ATTENTION?**

**Mark 1-3 contrasts that reveal energy, tension or opportunity. Take them into the Three Key Questions.**

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# IS THERE CLARITY?

What is really going on here?

## 1 REALITY

**What do we see factually, separate from what we think about it?**

- What do we know for certain?
- What do we observe without judgment?
- What is fact and what is an assumption we have mistaken for fact?

## 2 DIRECTION

**What do we truly want, if nothing were standing in our way?**

- What do we truly want?
- What is the desired movement?
- Where is the tension between what we say and what we truly want?

## 3 MEANING

**Why does this truly matter now?**

- Why does this matter?
- What value do we want to create?
- What changes if this succeeds, and if it does not?

## 4 CRITERIA

**How do we recognize genuine progress?**

- How do we see progress?
- What is good enough?
- Which signals or KPIs really help us observe?

## ACTION QUESTION

**What could become clearer?**

## CHECK AFTER EXPLORATION

**Is there sufficient Clarity now?**

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# IS THERE RECEPTIVITY?

What is needed to create space for transformation here?

0 OPEN START | 1 CLARITY | **2 RECEPTIVITY** | 3 CONFIDENCE | 4 MOMENTUM | 5 WHAT EMERGES

## 1 POSSIBILITIES

### What can emerge here?

- What else is possible?
- Which unexpected route do we see?
- What would we try without existing constraints?

## 2 PERSPECTIVES

### What can we see differently?

- Who sees this differently?
- What do the client, colleague or partner see?
- What information is still missing, and why have we not looked for it yet?

## 3 MOVEMENT / INFLUENCE

### What can we change or influence?

- What can we influence?
- What can we learn, stop or do differently?
- Where is the leverage point that makes the greatest difference?

## 4 CONDITIONS

### What is needed to make transformation possible?

- What support or resources are needed?
- What needs to be investigated first?
- Which blockage needs attention now, rather than delay?

## ACTION QUESTION

### Where can space emerge for transformation?

## CHECK AFTER EXPLORATION

### Is there sufficient Receptivity now?

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# IS THERE CONFIDENCE?

What is an appropriate next step?

0 OPEN START | 1 CLARITY | 2 RECEPTIVITY | 3 CONFIDENCE | 4 MOMENTUM | 5 WHAT EMERGES

## 1 DESIRED OUTCOME

**Which outcome feels right and holds up in practice?**

- Which outcome feels right and fits?
- What creates real value?
- Does this fit the bigger picture?

## 2 CONGRUENCE

**Are thinking, feeling and doing truly aligned here?**

- Are thinking, feeling and doing aligned?
- Does this fit our vision and values?
- Are we truly behind it, or only in agreement?

## 3 COMMITMENT

**Who takes the first step, and when?**

- Who takes ownership?
- What is the first concrete step?
- When do we take that step: today, this week?

## 4 LETTING GO

**What can we let go of, now that the commitment is there?**

- What no longer needs to be held onto?
- Where is confidence needed instead of control?
- How do we remain open to what emerges?

## ACTION QUESTION

**Where can more confidence emerge?**

## CHECK AFTER EXPLORATION

**Is there sufficient Confidence now?**

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# WHAT WILL YOU BRING TO THE MEETING?

My insights, questions, possibilities and discussion points from the Three Key Questions.

**CLARITY**

**What has become clear to me and what do I still want to clarify?**

**RECEPTIVITY**

**Which perspectives and possibilities do I want to explore?**

**CONFIDENCE**

**Where do I have confidence and what still needs alignment?**

**MY PROPOSED DIRECTION**

**Which direction do I want to explore with the others?**

**DISCUSSION POINTS**

**Which questions or decisions do I want to discuss?**

**POSSIBILITIES**

**Which opportunities or combinations do I want to bring in?**

**OPEN SPACE**

**What do I want to leave open for the conversation?**

**RETURN TO COMPASS**

**Which open points or contradictions do I want to revisit through the Three Key Questions?**

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# BRING CONFIDENCE INTO MOTION

Choose one first aligned Momentum Step and record what is needed to begin.

0 OPEN START | 1 CLARITY | 2 RECEPTIVITY | 3 CONFIDENCE | 4 MOMENTUM | 5 WHAT EMERGES

**FIRST MOMENTUM STEP**

**What is the smallest concrete step that brings the chosen direction into motion?**

**OWNER**

**START DATE**

**FIRST DESIRED EFFECT**

**FIRST OBSERVABLE SIGNAL**

**NEXT STEPS**

| NO. | NEXT STEP | OWNER | TIMEFRAME / SIGNAL |
|---|---|---|---|
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |

**MOMENTUM SPIRAL**

**Observe -> Align -> Move -> Let go -> Observe again.**

Momentum can emerge through Clarity, Receptivity or Confidence, at any point in the conversation. Its strength varies as these communicating vessels influence one another and aligned movement emerges or continues.

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# VALUE, RESULTS AND FOLLOW-UP

New possibilities. Better decisions. Concrete results. Value creation.

**NEW POSSIBILITIES**

**What new space or opportunities are emerging?**

**BETTER DECISIONS**

**Which decisions become possible?**

**CONCRETE RESULTS**

**What do we want to achieve visibly?**

**VALUE CREATION**

**For whom is value created, and how?**

**REALISTIC TIMEFRAME**

**Within what timeframe can the desired situation realistically emerge?**

**NEXT OBSERVATION**

**When do we look back and who takes the initiative?**

**SENSING / CRITERIA**

**Which signals or KPIs help us observe the movement?**

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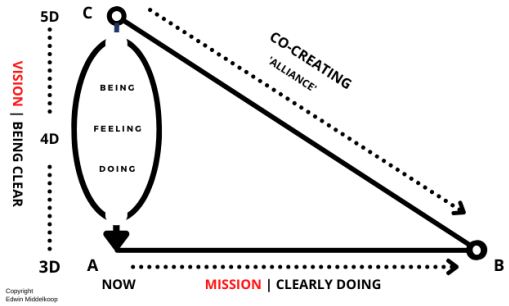
# DIRECTION AND THE RECEPTIVE CENTER

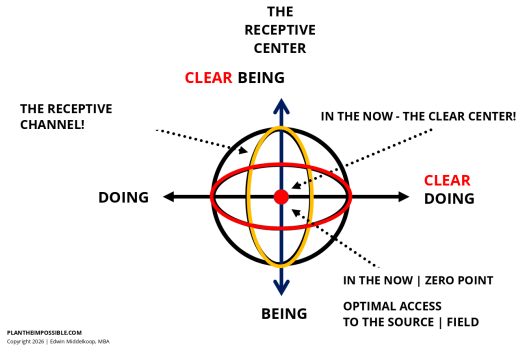
Being and Doing remain the frame of reference throughout the entire conversation.

0 OPEN START — 1 CLARITY — 2 RECEPTIVITY — 3 CONFIDENCE — 4 MOMENTUM — 5 WHAT EMERGES

## VISION & MISSION




## THE RECEPTIVE CENTER




## FREE SPACE / SKETCH, CONNECT OR WRITE

**Where do I see coherence or tension between Being, Feeling and Doing?**

## SUMMARY

The vertical axis reflects the degree of Conscious Being; the horizontal axis reflects the degree of Conscious Doing. Ideally, both are aligned: the Receptive Center. The Three Key Questions help explore, strengthen and restore this alignment. Congruence gives Momentum strength.

### NEXT ALIGNMENT CONVERSATION

Date: _____

## EXPLORE FURTHER?

**Plan the Impossible | The Three Key Questions - Your Compass**

Info or order your book via Amazon:

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