PLAN THE IMPOSSIBLE

BRAINSTORM CANVAS FOR BUSINESS CONTINUITY MANAGEMENT (BCM)

The Three Key Questions — Your Compass

Business Continuity Management: explore continuity decisions with The Three Key Questions as your compass.
Page 1 introduces the application. Page 2 contains the shared core canvas.

PREPARATION

Bring continuity, people and implementation into alignment.

Start with your existing BCM process, Business Impact Analysis (BIA) or continuity issue. Explore what needs to become clear, what makes the required continuity possible and whether there is enough confidence to act. Bring the outcomes back into your own BCM approach.

BCM STAGE	I CLARITY	II RECEPTIVITY	III CONFIDENCE
BIA & critical processes	Which activities are critical, what is the impact of disruption, and which priorities follow?	Which dependencies, alternatives and conditions make the required continuity possible?	Do those involved share the priorities and take responsibility?
Recovery objectives / RTO-RPO	What recovery time and maximum data loss are required — and why?	What must the business, IT and suppliers arrange to make the recovery objectives achievable?	Are the objectives supported, and has their feasibility been substantiated and tested?
Measures / BCP	Which scenario and continuity outcome must the measures support?	Which people, resources, knowledge, facilities and agreements are needed?	Are measures, roles and authority congruent? Are we able and willing to act?
Exercises & embedding	What does an exercise or disruption actually reveal about our continuity?	What must we learn, update or organise to strengthen effectiveness?	Is there enough confidence to proceed, or does a key question need attention again?

INTEGRATE THE CANVAS INTO YOUR BCM PROCESS

1 Choose your BCM moment

Use it for BIA, recovery objectives, BCP, an exercise, evaluation or a continuity decision.

2 Explore with the compass

Make it clear → make it possible → act with confidence. If in doubt, return to the key question that needs attention.

3 Bring it back into BCM

Record the choice, action, owner and review point. Update the plan and test its effectiveness.

FACILITATOR NOTE | I · WE · ALL

At each key question, consider the individual, the team and all relevant people involved. Where is Clarity, Receptivity or Confidence still missing? Keep this as a reminder, not an extra step; return to the key question that needs attention.

Application: Business Continuity Management with The Three Key Questions as your compass.

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The Three Key Questions - Your Compass

Brainstorm Canvas

Prepare the issue. Move it through the three communicating vessels.
Conclude with a shared Momentum Step.

ORGANIZATION / PARTICIPANTS	FACILITATOR	DATE	VERSION

Three communicating vessels - each with its own receptive center

PREPARATION

Prepare the ground

What needs to be in place for an unbiased exploration?

DISCUSSION POINTS

- **Connect**
  Make contact and tune in to one another.
- **Context**
  Reason and relevant background.
- **Signals**
  Facts, data and observations.
- **People involved**
  Who needs to hear, speak or contribute?
- **Boundaries**
  What is fixed, and what is open?

◇ **What is still missing?**

Start with what is available.

I CLARITY

Be clear | See what is

Key Question 1: **Is there Clarity?**

LEVERAGE CHECKS

- **Reality**
  What do we observe, without explanation or judgment?
- **Intention**
  What do we truly want to understand or set in motion?
- **Significance**
  Why does this need our attention now?
- **Criteria**
  How will we recognize real progress?

◇ **What becomes clear?**

BREAKTHROUGH QUESTION

If we solve this but nothing fundamental changes, what have we really understood?

II RECEPTIVITY

Feel clearly | Open possibilities

Key Question 2: **Is there Receptivity?**

LEVERAGE CHECKS

- **Contrast**
  What lies between the current and desired reality?
- **Perspective**
  Which voice, information or possibility is still missing?
- **Influence**
  What can we influence, and what do we need to let go of?
- **Conditions**
  What do we need to learn, organize, invest in, stop or add?

◇ **What becomes possible?**

BREAKTHROUGH QUESTION

What wants to become possible that our current thinking or actions do not yet allow?

III CONFIDENCE

Act clearly | Move with confidence

Key Question 3: **Is there Confidence?**

LEVERAGE CHECKS

- **Desired outcome**
  Where do we plant our flag, and what is then truly different?
- **Congruence**
  Are people, resources, decisions and behavior aligned?
- **Commitment**
  Is there enough ownership and confidence to move forward?
- **Letting go**
  What do we do wholeheartedly, and which specific outcome do we let go of?

◇ **What inspires confidence?**

BREAKTHROUGH QUESTION

What would we choose today if we had complete confidence in our Alignment?

MOMENTUM STEP

Bring alignment into motion

What follows naturally from what becomes visible?

DISCUSSION POINTS

- **Decision**
  Which direction has shared support?
- **First step**
  What happens before our next check-in?
- **Ownership**
  Who takes the lead, and who supports?
- **Signal**
  How will we see that movement is emerging?

If in doubt: return to Clarity or Receptivity.

Observe
Attune
Observe again

ALIGNMENT EMERGES WHERE THE THREE VESSELS MOVE CONGRUENTLY.

THEME / ISSUE ◇

What truly needs our shared attention?

problem - opportunity - decision - tension - change - signal

EXPECTED OUTCOME OF THIS EXPLORATION ◇

What should be clearer, become possible or gain shared support by the end?

Insight - direction - decision - commitment - movement

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