PLAN THE IMPOSSIBLE

BRAINSTORM CANVAS FOR CHANGE MANAGEMENT

The Three Key Questions — Your Compass

Connect the purpose of change with what people need to move with it.
Page 1 introduces the application. Page 2 contains the shared core canvas.

PREPARATION

Make change clear, possible and supported.

Start with your change challenge, change plan and signals from those involved. Explore what needs to change and why, what people need to make that possible and whether there is confidence to take responsibility. Bring the outcomes back into your existing change approach, communication, support and implementation.

CHANGE MOMENT	I CLARITY	II RECEPTIVITY	III CONFIDENCE
Reason & direction	What is changing, why is it needed, and what should it achieve? What will be retained?	Which information, conversations and choices make the intention tangible for those involved?	Is the direction understood, and is there enough confidence to explore it further?
People & impact	Who is affected, and what changes for them in their work, roles and daily practice?	What space, support, skills and involvement do people need to move with the change?	Can concerns be discussed, and is there enough confidence in the process and support?
Design & implementation	Which ways of working, roles and behaviours does the desired change require? What do we decide now?	What requires learning, organising, adapting or letting go? Which resources and agreements are needed?	Do people, resources, authority and approach fit together? Is there ownership to begin?
Embedding & adjusting	What has actually changed, and what do experiences and results reveal?	Which feedback, support and routines help the new behaviour work?	Is there confidence to embed the change, or does a key question need attention? Who takes responsibility?

INTEGRATE THE CANVAS INTO YOUR CHANGE APPROACH

1 Choose a change moment

Use it for direction setting, stakeholder conversations, implementation, stagnation or evaluation. Bring plans and experiences.

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 Return to your change approach

Record the next step, owner, support needed and review point. Update the approach and learn from practice.

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.

Professional context: Prosci — people and change.

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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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