PLAN THE IMPOSSIBLE

BRAINSTORM CANVAS FOR GOVERNANCE & DECISION MAKING

The Three Key Questions — Your Compass

Explore governance alignment, informed choices and responsibility for implementation.
Page 1 introduces the application. Page 2 contains the shared core canvas.

PREPARATION

Make decisions clear, workable and responsibly supported.

Start with your decision question, board proposal, roles, authority and relevant information. Explore who decides what, which considerations and conditions are needed and whether there is enough evidence, confidence and ownership to act. Bring the outcomes back into your existing decision making, implementation and oversight.

DECISION MOMENT	I CLARITY	II RECEPTIVITY	III CONFIDENCE
Decision & criteria	What must we decide, for which purpose and against which criteria?	Which information, expertise and alternatives enable careful consideration?	Is the decision question clear enough, and is the information reliable enough to proceed?
Roles & authority	Who prepares, who decides, who implements and who oversees? Which authority applies?	What coordination, access to information and room for independent input are needed?	Can each person fulfil their role and take responsibility? Is the necessary authority in place?
Consideration & choice	Which interests, consequences, risks and trade-offs matter in the choice?	Which perspectives and counterarguments need examination? What makes implementation possible?	Is the choice substantiated and the decision process careful? Which doubt still needs attention?
Implementation & oversight	What has been decided, who does what, and what are we accountable for?	Which resources, agreements, reporting and follow-up make implementation and oversight workable?	Is there ownership of implementation and follow-up? When will we reopen the decision?

INTEGRATE THE CANVAS INTO YOUR DECISION MAKING

1 Choose a governance moment

Use it during preparation, a major consideration, a decision, implementation or evaluation. Bring the proposal and authority details.

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 the decision process

Record the decision, reasoning, responsible person, implementation and review point. Make unresolved points explicit.

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: G20/OECD Principles of Corporate Governance.

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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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