PLAN THE IMPOSSIBLE

BRAINSTORM CANVAS FOR PROCESS IMPROVEMENT

The Three Key Questions — Your Compass

Explore together what your process needs to work better and deliver more value.
Page 1 introduces the application. Page 2 contains the shared core canvas.

PREPARATION

Make process improvement clear, possible and supported.

Start with your process analysis, improvement session or improvement cycle, such as PDCA. Explore what is happening, which value you want to improve, what makes that possible and whether there is enough confidence to act. Use the insights within your own improvement approach: from alignment to implementation, testing and embedding.

IMPROVEMENT MOMENT	I CLARITY	II RECEPTIVITY	III CONFIDENCE
Process & bottleneck	How does the process actually work? Where do errors, delays, duplication or unclear handovers arise?	What do we need to understand the bottleneck better and create room for improvement?	Do those involved share the process picture and recognise the bottleneck we want to address?
Goal & measurement	Which value do we want to improve, for whom, and how will we measure change from the baseline?	Which information, choices and conditions make the improvement goal achievable and testable?	Is the goal meaningful, realistic and supported by those who must work with it?
Improvement & implementation	Which improvement do we want to try, and what effect do we expect?	What requires adapting, learning, organising, investing or stopping? Which collaboration is needed?	Do the approach, people, resources and authority fit together? Is there ownership to begin?
Trial & embedding	What does the trial or implementation show? What works better, for whom, and what do we learn?	What needs to be adjusted, learned or documented for the improvement to work?	Do we have enough evidence and confidence to embed, scale up or investigate again?

INTEGRATE THE CANVAS INTO YOUR IMPROVEMENT CYCLE

1 Choose an improvement moment

Use it for analysis, goal setting, an improvement choice, a trial or evaluation. Bring the process picture and facts.

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 improvement cycle

Record the improvement choice, first trial, owner and measurement point. Test the effect and embed what works.

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: process improvement 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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