PLAN THE IMPOSSIBLE

BRAINSTORM CANVAS FOR PROJECT MANAGEMENT

The Three Key Questions — Your Compass

Connect the brief, implementation and ownership at important moments in your project.
Page 1 introduces the application. Page 2 contains the shared core canvas.

PREPARATION

Bring project purpose, people and implementation into alignment.

Start with your project brief, planning, dependencies and current signals. Explore together whether purpose, scope and expectations are clear, what makes the desired result possible and whether there is enough confidence and authority to act. Use the compass within your existing project approach and bring decisions back into it.

PROJECT MOMENT	I CLARITY	II RECEPTIVITY	III CONFIDENCE
Brief & scope	What will we deliver, for whom and why? What is within scope and what is outside it?	Which information, choices and coordination make the brief and success criteria workable?	Do the sponsor and team share sufficient understanding of the brief and agreed boundaries?
Planning & dependencies	Which milestones, constraints and dependencies determine the chosen route?	Which capacity, expertise, resources and decisions make that route possible? What must be arranged first?	Is the plan realistic, and are the main dependencies and responsibilities assigned?
Implementation & decisions	Which deviation, obstacle or decision needs our attention now? What is fixed and what remains open?	What must be resolved, coordinated or organised differently to proceed responsibly?	Do people, resources and authority fit the choice? Who takes ownership of implementation?
Delivery & evaluation	What has been delivered, and against what do we assess results, quality and acceptance?	What requires handover, deployment, support or additional work?	Are the sponsor and future users adequately prepared? What still needs a decision?

INTEGRATE THE CANVAS INTO YOUR PROJECT APPROACH

1 Choose a project moment

Use it at initiation, planning, a major decision, phase transition, obstacle or delivery. Bring the brief 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 project approach

Record the decision, action, owner and milestone. Update scope, planning or agreements where needed.

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: Project Management Institute (PMI).

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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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