PLAN THE IMPOSSIBLE

BRAINSTORM CANVAS FOR RISK MANAGEMENT

The Three Key Questions — Your Compass

Explore risks, opportunities and the conditions for informed and responsible action.
Page 1 introduces the application. Page 2 contains the shared core canvas.

PREPARATION

Discuss risks openly and make informed, supported choices.

Start with objectives, risk analysis, criteria and signals from practice. Explore which uncertainties need attention, what makes suitable measures possible and whether there is enough evidence, confidence and authority to act. Bring the outcomes back into your existing risk assessment, measures and monitoring.

RISK MOMENT	I CLARITY	II RECEPTIVITY	III CONFIDENCE
Objectives & risk picture	Which objectives matter, and which events or uncertainties could affect them?	Which information, expertise and perspectives are needed to understand threats and opportunities?	Is the picture sufficiently substantiated? Which uncertainty needs further investigation first?
Assessment & priority	What do we know about likelihood, impact and interdependencies? Which criteria determine priority?	Which options and additional information enable an appropriate risk assessment?	Are choices traceable, and is it clear who is authorised to accept risks and their consequences?
Approach & controls	Which approach do we choose, and what effect do we expect from the measures? What remains uncertain?	Which people, resources, knowledge and agreements make the measures workable?	Do measures, capacity, authority and ownership fit together? What needs to be tested?
Monitoring & adjusting	Which signals show that risks or the effectiveness of measures are changing?	Does new information call for adapting, learning, investment or further coordination?	Is continuing still responsible and sufficiently substantiated, or does a key question need attention again?

INTEGRATE THE CANVAS INTO YOUR RISK PROCESS

1 Choose a risk moment

Use it for analysis, prioritisation, a measure, deliberate risk acceptance or review. Bring risks and criteria.

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 risk process

Record the choice, measure, owner, unresolved uncertainties and review point. Test effectiveness and adjust.

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: ISO 31000 — risk management guidelines.

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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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