PLAN THE IMPOSSIBLE

BRAINSTORM CANVAS FOR SCRUM TEAMS

The Three Key Questions — Your Compass

Deepen the dialogue about value, collaboration and improvement within your existing Scrum events.
Page 1 introduces the application. Page 2 contains the shared core canvas.

PREPARATION

Bring the Sprint Goal, people and implementation into alignment.

Start with your Product Goal, Sprint Goal, backlogs and experiences from the work. Explore what is clear, what makes value creation possible and whether there is confidence to act or adapt. Use relevant questions within your existing Scrum events, respecting their purpose and timebox. Bring the outcomes back into the work and the relevant backlog.

SCRUM EVENT	I CLARITY	II RECEPTIVITY	III CONFIDENCE
Sprint Planning	Why is this Sprint valuable? What is the Sprint Goal, and what can be completed according to the Definition of Done?	Which capacity, knowledge, coordination and resources make the goal possible? How do the Developers plan the work?	Is the Sprint Goal shared and the forecast grounded? Are the Developers confident in their approach?
Daily Scrum	What progress do the Developers see toward the Sprint Goal? Which impediment needs attention?	What adjustment to the plan, support or coordination makes further progress possible?	Is there confidence in the next work step? What do the Developers adapt in the Sprint Backlog?
Sprint Review	What does the outcome show about progress toward the Product Goal? What has changed for users and stakeholders?	Which feedback, new knowledge and possibilities help determine what would be valuable next?	Is there enough understanding to choose the next direction? What needs adapting in the Product Backlog?
Sprint Retrospective	What are we learning about people, collaboration, ways of working, tools and the Definition of Done?	Which change in agreements, skills or support could improve quality and effectiveness?	Which improvement are we willing and able to try? Who takes ownership, and how will we assess its effect?

INTEGRATE THE CANVAS INTO YOUR SCRUM EVENTS

1 Choose a relevant Scrum moment

Bring a goal, choice, impediment or learning point. Use the canvas where the dialogue needs further exploration.

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 Bring it back into the work

Record the next step and responsibility. Update the relevant backlog or agreements and test what changes.

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: Scrum Guide (2020), Ken Schwaber & Jeff Sutherland. Compass application: Edwin M.R. Middelkoop MBA.

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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