

# BUSINESS LANDSCAPE CANVAS A SHARED VISION OF YOUR ORGANIZATION'S STRATEGIC LANDSCAPE *CREATED FOR* .....

## 2. CURRENT STATE

What does now look like?

B. What's working? *Brainstorm current state wins and gains.*

A. What's not working? *Brainstorm issues and pains.*

## 1. GOALS

What are your goals?

A. *Brainstorm goals.*

B. *Group by similarity to identify themes.*

C. *Prioritize goals..*

## 3. FUTURE STATE VISION

What does success look like? How will success be measured?

A. *Brainstorm future state user stories: as a \_\_\_\_\_, I \_\_\_\_\_.*

B. *Select key behaviors.*

C. *Identify metrics to measure key behaviors.*

## 4. DRIVERS

What forces are driving the organization? What happens if you don't reach the future state?

A. *Brainstorm drivers and their impact: This is happening, so this impact will happen.*

## 5. BARRIERS

What is blocking us from reaching the future state? Technology? Processes? Culture? People?

A. *Brainstorm what's preventing you from achieving the future state.*



# BUSINESS LANDSCAPE CANVAS FACILITATION GUIDE

## 2. CURRENT STATE

What does now look like?

### 2B. What works in current state?

Brainstorm current state wins.  
Have each person write down 1-3 things that work in the current state. What do not want to change? What works?

*B. What's working? Brainstorm current state wins and gains.*

*A. What's not working? Brainstorm issues and pains.*

### 2A. What's broken in the current state?

Brainstorm current state issues.  
Have each person write down 1-3 things that don't work in the current state. What's broken, annoying, inefficient, or missing?

## 1. GOALS

What are your goals?

*A. Brainstorm goals.*

*B. Group by similarity to identify themes.*

*C. Prioritize goals.*

### 1. What are your goals?

Brainstorm goals.  
Have each person write down 1-3 goals they see as important to them or the organization.

Each person takes a turn to share their goal.  
Discuss. As they share, identify if others have any similar goals.

Group all goals by similarity.

For each grouping, describe an overarching goal that encompasses each of the goals in that group.

Prioritize the overarching goals from most to least important.

## 3. FUTURE STATE VISION

What does success look like? How will success be measured?

*A. Brainstorm future state user stories: as a \_\_\_\_\_, I \_\_\_\_\_.*

*B. Select key behaviors.*

*C. Identify metrics to measure key behaviors.*

### 3. What should the future look like?

Imagine five years into the future, and everything's been an amazing success. What do people do in this ideal future state?

Describe future behaviors using the user story format: As a \_\_\_\_\_, I \_\_\_\_\_.

The future behaviors can be anything you can imagine as long as they are feasible to build today and legal. So, they can't require any technological breakthroughs or magical legal changes.

Select several of the most important behaviors.

For each key behavior, identify a metric that measures that behavior.

## 4. DRIVERS

What forces are driving the organization? What happens if you don't reach the future state?

*A. Brainstorm drivers and their impact: This is happening, so this impact will happen.*

### 4. What's driving the organization to change?

Brainstorm current trends that are pushing the organization to change from where it is today to the ideal future state imagined in the previous step. What happens if the organization doesn't change?

## 5. BARRIERS

What is blocking us from reaching the future state? Technology? Processes? Culture? People?

*A. Brainstorm what's preventing you from achieving the future state.*

### 5. What's preventing the organization from changing?

Brainstorm why the organization hasn't changed already. Barriers can be things like missing technology, cultural beliefs and customs, business processes, missing people or training.



# BUSINESS LANDSCAPE CANVAS GOALS WORKSHEET

OVERARCHING GOAL	OVERARCHING GOAL	OVERARCHING GOAL
GOALS		

**ACTIVITY GOAL**  
The Goals Worksheet is designed to help groups collaboratively identify and group organizational goals.

**INSTRUCTIONS**  
1. Brainstorm a list of all goals. Place them anywhere on the worksheet.

2. Group similar goals together in columns.  
3. Continue grouping goals together until you have 5-7 groups.

4. For each group of goals, identify an over-arching goal.

# BUSINESS LANDSCAPE CANVAS GOALS PYRAMID

## GOAL LEVEL 1

Limited to no more than one goal.

1

## GOAL LEVEL 2

Limited to no more than two goals.

2

## GOAL LEVEL 3

Limited to no more than three goals.

3

## GOAL LEVEL 4

4

## GOAL LEVEL 5

5

## GOAL LEVEL 6

6

## GOAL LEVEL 7

7

## ACTIVITY GOAL

The Goals Pyramid is designed to help groups collaboratively prioritize organizational goals.

## INSTRUCTIONS

This exercise requires that we have a list of seven or fewer goals. If you have more than seven goals, first group your goals together. (See the Goal Grouping Exercise).

1. Prioritize each goal by placing it at the appropriate level on the Goal Pyramid.
2. Try and place one goal at each level.

3. If you need to place two or more goals at the same level, read the instructions for that level. Each level can only hold a certain number of goals.

# BUSINESS LANDSCAPE CANVAS VISION WORKSHEET

## CURRENT STATE ISSUES

What is broken?

## FUTURE STATE

What does success look like?

## MEASUREMENT

How will success be measured?

## CURRENT STATE SUCCESSES

What is working?

### ACTIVITY GOAL

The Vision Worksheet is designed to help groups envision success and understand its impact.

### INSTRUCTIONS

This exercise leverages part of Russel Ackoff's "idealized design" methodology to focus group collaboration.

1. Begin by brainstorming issues that exist in the current state.
2. Next, brainstorm successes that exist in the current state.

3. With the current state's issues and successes in mind, brainstorm the ideal, future state. The only constraint: all ideas must be technologically feasible.

4. Finally, describe the metrics that measure whether or not the future state has occurred.

# BUSINESS LANDSCAPE CANVAS BARRIERS & DRIVERS WORKSHEET

## DRIVERS

What is driving us towards this goal? What are the consequences of not reaching the goal?

## BARRIERS

Why have we not reached the goal now? Are we blocked by technology? Our processes? Our culture? Our people?

## ACTIVITY GOAL

The Barriers & Drivers activity helps groups understand the context and constraints that will affect their project.

## INSTRUCTIONS

This exercise leverages part of Russel Ackoff's "idealized design" methodology to focus group collaboration.

1. Begin by brainstorming issues that exist in the current state.
2. Next, brainstorm successes that exist in the current state.

3. With the current state's issues and successes in mind, brainstorm the ideal, future state. The only constraint: all ideas must be technologically feasible.

4. Finally, describe the metrics that measure whether or not the future state has occurred.