













The Loss Awareness Canvas (LAC) for Transformation, Innovation & Change

A guideline for change agents and innovation managers in formal and informal leadership positions.

Use post-its: 

Preparation
<p>Urgency</p> <p>Status quo: What's at stake? Which arguments do others care about? How about short term? Long term?</p> <p>Examples: Money: Opportunities or upcoming legislature / taxes Talent: USP, turnover or foreseeable hiring shortage Status: Brand value, public acceptance</p>
<p>Vision</p> <p>Which future is it worth fighting for? What is the role of your company in it? How does this look 25 years from now?</p> <p>Examples: Environment: i.e. net-positivity Society: Ideal opportunities for citizens Tech / science: Unique selling proposition</p>
<p>Coalition / Sponsor</p> <p>Who are your fans? What is in it for them? Which past narratives might help you?</p> <p>Examples: Progressives vs. security lovers Short vs. long term Historical wins / losses</p>

Individual Losses (adaptive)	Processes Losses (technical)	Culture & Strategy Losses
<p>What is worrying the individual? Which losses are anticipated? How heavy do the losses weight (1-10)?</p> <p>Examples: Anticipated loss of knowledge / status Anticipated loss of money / savings Anticipated loss of influence / power</p> <p style="text-align: center;"></p>	<p>Which current processes are affected? What kind of alternatives are needed? Will there be new forms of waste (lean)?</p> <p>Examples: Antagonistic incentive structures Missing process information / unclear transition process New anticipated waste under the TIMWOOD principle</p> <p style="text-align: center;"></p>	<p>Which values seem antagonistic? Is the change aligned with the vision? Does it clash with short- & long-term goals?</p> <p>Examples: Fast delivery vs. delivery by train Vision & purpose are unclear Risky / large investments during unpredictable times</p> <p style="text-align: center;"></p>
Sunk costs / things without further values		
<p>What have people personally invested? Moving to a new location? Learning skills?</p> <p style="text-align: center;"></p>	<p>What has been acquired that cannot be used any longer? Machines? Logistics?</p> <p style="text-align: center;"></p>	<p>Recent investments in reorganization? Internal & external campaigns?</p> <p style="text-align: center;"></p>
Forseeable Investments: Money, trust, motivation?		
<p>Time & proximity to nay-sayers? Specific learning modules?</p> <p style="text-align: center;"></p>	<p>Establishing new processes? Acquiring new equipment?</p> <p style="text-align: center;"></p>	<p>Process to identify new purpose & values? Collective, culture-building events?</p> <p style="text-align: center;"></p>
Potential Gains: Why is it worth the trouble?		
<p>Proud employees? Positive outlook to challenges? High self-actualization?</p> <p style="text-align: center;"></p>	<p>Higher productivity? Product durability? Less waste?</p> <p style="text-align: center;"></p>	<p>Attractiveness for previously unattainable talent? Tax breaks? New market position?</p> <p style="text-align: center;"></p>

Finish Line
<p>Extreme Users</p> <p>In your in-group: What are the most extreme positions for and against transformation? Though experiment: What would need to happen to convince one of those positions of your transformation?</p> <p>Examples: Lovers of new hardware vs. those using fax machines</p>
<p>Sources of Money</p> <p>Who has an incentive to finance it?</p> <p>Examples: An ally from the coalition Co-financing with a supplier</p>
<p>Lean Steps Forward</p> <p>Which assumptions will you test? How will you address adaptive challenges? How does a cost-free first step look like?</p> <p>Examples: Survey: How did you feel during the last big change? Test pitches: Present urgency & vision to get feedback Listening tour: Where do others see the teams heading?</p> <p style="text-align: right; font-size: small;">Too little space? Use a gameplan template.</p>

