

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: 

Urgency 1

Status quo: What's at stake?
Which arguments do others care about?
How about short term? Long term?

Examples:
Money: Opportunities or upcoming legislature / taxes
Talent: USP, turnover or foreseeable hiring shortage
Status: Brand value, public acceptance

Vision 2













Which future is it worth fighting for?
What is the role of your company in it?
How does this look 25 years from now?

Examples:
Environment: i.e. net-positivity
Society: Ideal opportunities for citizens
Tech / science: Unique selling proposition

Coalition / Sponsor 3

Who are your fans?
What is in it for them?
Which past narratives might help you?

Examples:
Progressives vs. security lovers
Short vs. long term
Historical wins / losses

| | | |
|--|--|---|
| Fancy Project Title: | Main problem / transformational challenge: | Team members: |
| <h3 style="margin: 0;">Individuals (adaptive) 4</h3> <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> <div style="text-align: center;"></div> | <h3 style="margin: 0;">Processes (technical) 5</h3> <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> <div style="text-align: center;"></div> | <h3 style="margin: 0;">Culture & Strategy 6</h3> <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> <div style="text-align: center;"></div> |
| Sunk costs / things without further values | | |
| <p>What have people personally invested? Moving to a new location? New hires?</p> <div style="text-align: center;"></div> | <p>What has been acquired that cannot be used any longer? Machines? Logistics?</p> <div style="text-align: center;"></div> | <p>Recent investments in reorganization? Internal & external campaigns?</p> <div style="text-align: center;"></div> |
| Forseeable Investments: Money, trust, motivation? | | |
| <p>Time & proximity to nay-sayers? Specific training modules?</p> <div style="text-align: center;"></div> | <p>Establishing new processes? Acquiring new equipment?</p> <div style="text-align: center;"></div> | <p>Process to identify new purpose & values? Collective, culture-building events?</p> <div style="text-align: center;"></div> |
| Potential Gains: Why is it worth the trouble? | | |
| <p>Previously unattainable talent? Proud employees? High self-actualization?</p> <div style="text-align: center;"></div> | <p>Higher productivity? Product durability? Less waste?</p> <div style="text-align: center;"></div> | <p>Deductible investments? Tax savings? Strong market position?</p> <div style="text-align: center;"></div> |

Extreme Users 7

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?

Examples:
Lovers of new hardware vs. those using fax machines

Sources of Money 8

Who has an incentive to finance it?

Examples:
An ally from the coalition
Co-financing with a supplier

Lean Steps Forward 9

Which assumptions will you test?
How will you address adaptive challenges?
How does a cost-free first step look like?

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?

Too little space? Use a gameplan template.

