

Transformation Readiness Canvas



A leadership canvas for testing whether transformation intent is connected to operating reality.

DESIGNED FOR

Leadership teams preparing a transformation, resetting one that has stalled, or testing whether current work can produce lasting change.

Six readiness lenses

Use these lenses to structure a 60-90 minute leadership conversation. The goal is not agreement on every detail. The goal is to expose the assumptions that could make the transformation coherent - or fragile.

01

Intent

What must become possible, and why is that important now?

02

Leadership

Which choices and behaviors must leaders make visible?

03

Operating reality

What current incentives, structures or dependencies will resist the intent?

04

Capability

What must the organization learn to do reliably?

05

Signals

What would show progress before final outcomes arrive?

06

Learning

How will evidence change the transformation itself?

The readiness canvas

01

1. Strategic intent

What must become possible that is difficult or impossible today?

02

2. Case for change

Why now? What is the cost of keeping the current system?

03

3. Operating reality

Which structures, incentives, dependencies and habits shape current outcomes?

04

4. Leadership choices

What will leaders prioritize, protect, stop or make explicit?

05

5. Capabilities to build

What must people and the organization learn to do repeatedly?

06

6. Evidence of movement

What behavior, flow or customer signal would show the system is changing?

A SENTENCE WORTH COMPLETING

We will know this transformation is becoming real when _____ changes because leaders and teams can now _____.

From canvas to first move

Do not turn every observation into an initiative. Choose one contradiction in the current operating system that must be addressed for the transformation to become credible.

01

Contradiction

What does the transformation ask for while the current system rewards the opposite?

02

Leadership move

What visible decision or behavior can leaders change now?

03

Team conversation

What context do teams need to make sense of this move?

04

30-day signal

What should become easier, faster or more explicit within 30 days?

05

Learning review

What evidence would make us change our diagnosis?