

CHANGE LANDING CANVAS

Managing Organisational Transformation & Change · Prof. Pablo Franzolini

Name _____ Country _____ Function _____ Date _____

One change. Six panels. Fill one panel per block — the finished canvas is your post-work draft.

1 THE CHANGE, AS IT ARRIVED

One sentence, in the words of whoever decided it — not your interpretation.

Where is it today?

☐ **Announced** ☐ **Adopted** ☐ **Absorbed**

Announced = it was communicated. Adopted = the artefact exists. Absorbed = the decision rule changed.

What makes you say that?

2 WHAT IT ASKS PEOPLE TO STOP

☐ First order — same logic, more or less of it

☐ Second order — the logic itself changes

The ambition was — / The instrument was —

Three things my team must STOP doing for this to work:

Who loses something, and what:

3 THE CULTURE IT LANDS IN

From your pre-work profile.

Now: ☐ Clan ☐ Adhocracy ☐ Market ☐ Hierarchy

Preferred: ☐ Clan ☐ Adhocracy ☐ Market ☐ Hierarchy

The biggest gap between the two:

Does this change pull TOWARD the preferred profile, or AGAINST the current one? Where exactly?

4 THE THREE BEST OBJECTIONS

In your team's voice. Make them good arguments — weak ones teach you nothing.

Objection → the real cost behind it → who pays it

For this to work, this unit would have to give up:

5 THE LEVERS I ACTUALLY CONTROL

Cross out anything you do not control.

a decision I make · something I recognise · a meeting that exists, or stops · a story I tell · what I escalate, and how · a rule I apply or waive

My one DECISION:

My one SIGNAL:

My one RITUAL:

6 MY 30-DAY MOVE

One move. Small enough that you will actually do it.

Starting when:

What an outsider could observe, without asking anyone, if it worked:

The signal that would tell me to change approach:

Post-work: execute the 30-day move, then send your agile brief: what you did, what happened, what you would change.