

The Moment

# Disruption Canvas

A Guide to help teams and organizations  
overcome challenges and seize new opportunities.

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The Moment is a leading Innovation and Service Design company located in Toronto, Canada with a rich history in helping top-tier organizations solve today's complex challenges while innovating for the future. Our experienced innovation consultants partner with you to build products, services, and strategies that create real impact—both now and in the future.

You can take this canvas and run with it. Or, we can help walk you and your team through it. Either way, we hope this canvas provides great value in helping you innovate for the future.

Get in touch to learn more about applying the  
Disruption Canvas to your team:

**Daniel Rose, Innovation Designer**  
daniel@themoment.is

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Where others see uncertainties  
we see possibilities.

# Disruption requires new thinking.

## INTRODUCTION

No one is immune to disruption. Organizations that sense into opportunities, respond, and adapt to disruption—or opportunities—are the ones that will continue to succeed. Resilience is the key to responding to disruption, no matter the context.

Borne out of a necessity to support our clients and peers during the unprecedented COVID-19 pandemic, this canvas is a tool that helps teams and organizations understand how they've been disrupted, the impact of that disruption, and what they must do now in order to get ahead of future opportunities or challenges.

If you're reading this, you're probably a leader or change maker looking to help your team or organization make sense of the disruption happening all around you. You may be feeling overwhelmed and unsure of how to help your team respond. Or, you may have a clear idea on your strategy, but unsure which tactics will help you get ahead of opportunities. And maybe you're feeling something completely different—lost and unsure of where to start.

**Wherever you are, this canvas  
will help you sense, respond,  
and act.**

At The Moment, we believe that organizations must adapt today in order to thrive tomorrow.

The Disruption Canvas uses a systematic approach to get you and your team thinking about tangible actions you can take now to shift your team from a mode of surviving, into striving, and thriving in the future.

## WHAT IS DISRUPTION?

**Disruption is not a one-time occurrence, but as the market continues to shift, so too do organizations need to adapt.**

We see three modes in which organizations experience disruption.

## WHAT IS DISRUPTION?

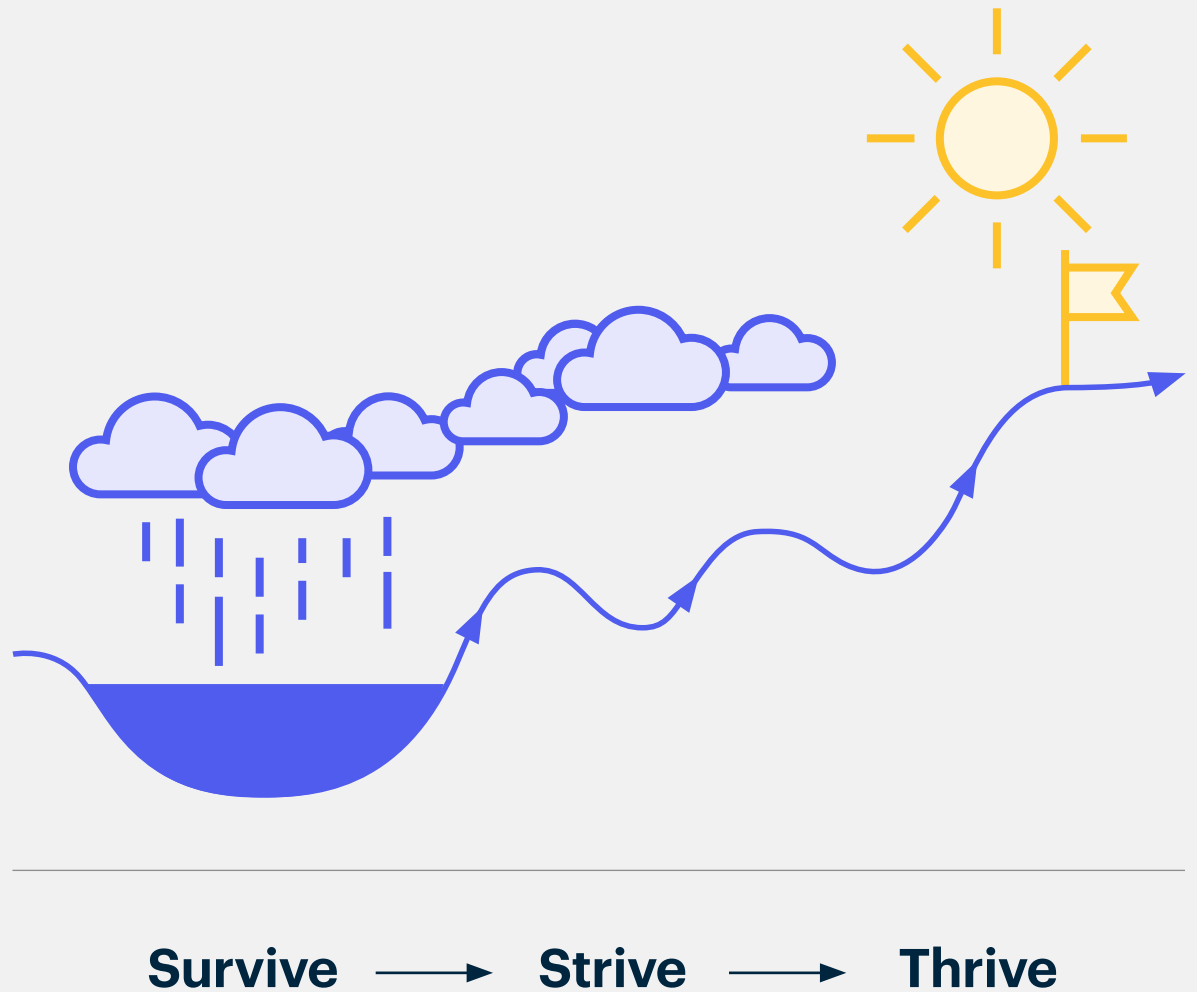
### Survive, Strive, Thrive

It's helpful to think of disruption in terms of three separate phases:

**Survive:** Barely getting by; all energy is focused on hitting breakeven financial performance, and keeping the team focused on extremely short-term goals.

**Strive:** Financial performance is recovering, and the team has space and energy to start thinking about medium-term goals

**Thrive:** You've really hit your stride; financial performance is healthy, teams are clear on their mission, and you're all working towards ambitious, long-term goals



## WHAT IS DISRUPTION?

### How do you determine what phase you're in?

Work with your team to understand performance indicators for each phase; these will vary depending on the type of organization you're in, your industry, your location, and many other factors. Also think about what signs and key performance indicators you need to see in order to define movement into the next phase.

For example, your team may establish that in order to move out of Survive mode and into Strive mode, you must see four months of hitting predetermined financial targets, your customer satisfaction scores must be within a certain range, and employee retention must have hit a certain level.



**In this section, we'll introduce  
The Moment's Disruption Canvas,  
with instructions on how you can  
use it and how it can help you and  
your team.**



## Here's how the Disruption Canvas can help you:



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### Uncover and validate

what your team and organization must do now in order to overcome disruption and create a thriving future.



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### Identify new opportunities

and how your business needs to evolve in order to thrive post-disruption.



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### Gain perspective

beyond you and your team to understand the full impact of disruption across the organization.



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### Create an actionable and prioritized plan

to adapt to a new norm and seize high-potential opportunities.



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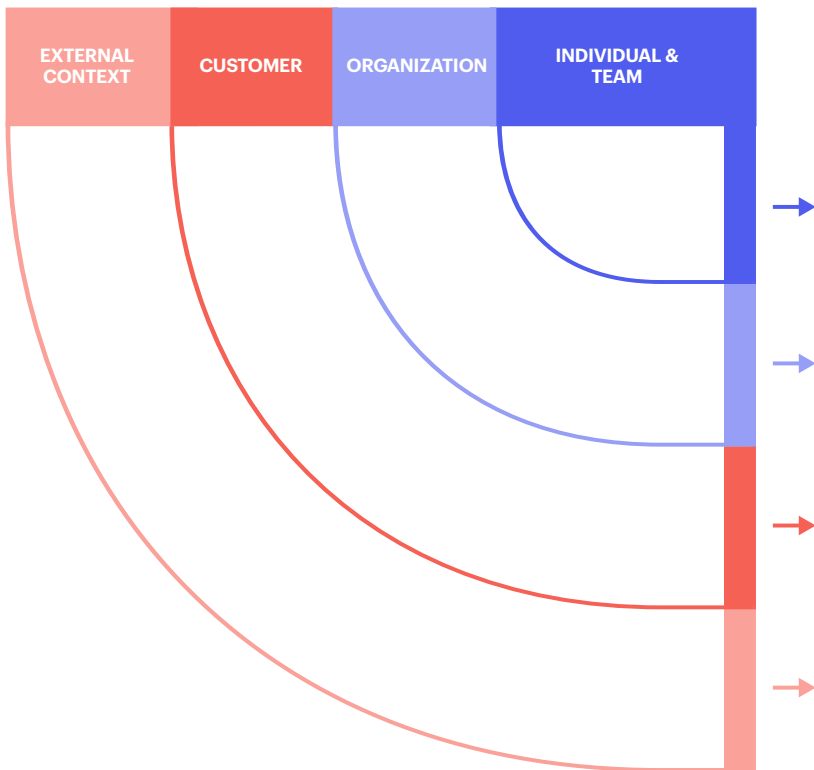
### Shift mindsets

from being in a **Survive** mode and trigger a perspective out towards **Striving** and **Thriving** modes.

# Disruption Canvas

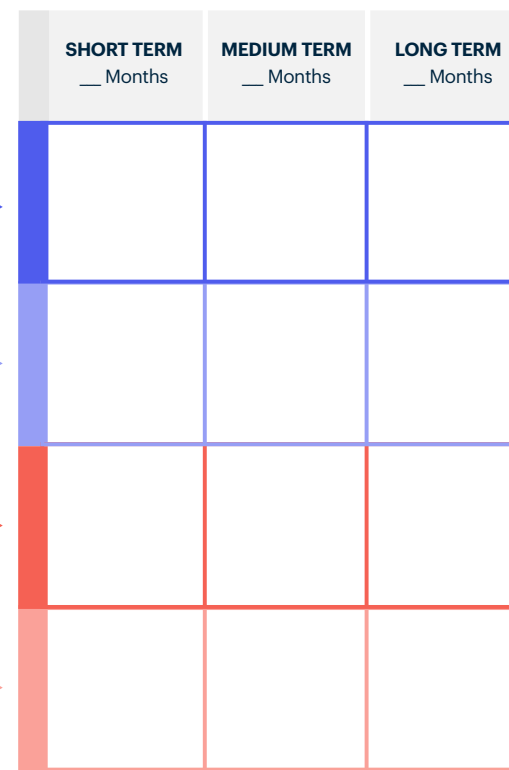
## PART 1

How is disruption being experienced?



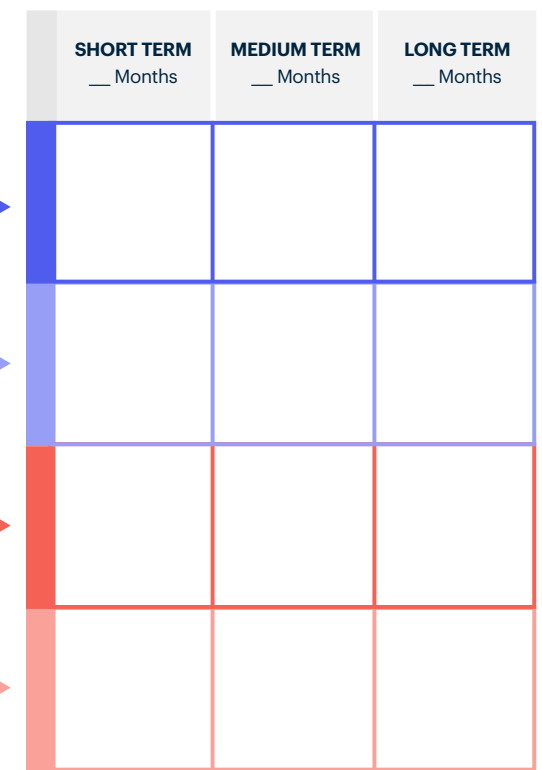
## PART 2

What do these changes mean now and in the future?



## PART 3

What actions should we take in the future?





## PART 1

# How are you experiencing disruption?

Start by exploring how your team or organization has been impacted by disruption. Then work your way through the ecosystem and reflect on your organization, customers, and larger external context.

### Questions to consider:

- How has disruption impacted individual teams and your organization?
- How does your team or organization need to immediately react to the disruption?
- How are you adapting and responding as a team?
- What strategic priorities are shifting or need to shift?
- How are our customers' needs evolving?
- What value is top of mind for our customers?
- What changes are impacting the market, economy, technology, environment, governance, or societal values?

Check out **pg. 12** to find extended trigger questions for part 1 to get you thinking about more perspectives. We recommend challenging your team to ask if each point that emerges is a fact, opinion, or guess!

# How are you experiencing disruption?

Extra questions to consider as you and your team populate the Disruption Canvas.

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## Individual and Team Trigger Questions

How are we evolving and organizing as individuals and as a team?

What new challenges and barriers must we overcome?

How are we coping as individuals? How are we supporting ourselves and others?

How are our personal values, team relationships, and work culture shifting?

How are we organizing, communicating, and making decisions as a team?

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## Organization Trigger Questions

How are we adapting and responding as an organization?

What strategic priorities are shifting or need to shift?

How is our strategy becoming clarified or challenged?

What gaps or challenges are being revealed in our operations and infrastructure?

How is our revenue stream shifting? What new opportunities are opening up?

## Customer Trigger Questions

**How are our customers' needs evolving?**

**What value is top of mind for our customers?**

Which customer needs are changing and to what degree?

How do our customers relate to our value proposition now?

Have new customer segments emerged? If so, which ones?

How has our brand experience and relationship with our customers shifted?

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## External Context Trigger Questions

**What changes are impacting the market, economy, technology, environment, governance, or societal values?**

How are our ways of living, social inclusion, and cohesion being impacted?

What technological progress is being stimulated or encouraged, and what problems or risks does that pose for us?

What are the levels and distribution of economic growth, competition, and financial issues at play? Which are affecting our market directly?

What sustainability, climate change, and localized environmental issues are playing out?

What are the dominant political viewpoints, regulatory roles, actions, and other pressure groups at play?

How are attitudes to working life, mobility, leisure preferences, social relations, and culture being affected?



## PART 2

# What do these changes mean now and in the future?

In part 2 of the Disruption Canvas, identify how each layer of the ecosystem will impact what you do, offer, and deliver as a result of the disruption. This section is about exploring changes and opportunities that will emerge, and how this will take place over time.

### Questions to consider:

- How will we as individuals, as a team, and as an organization be impacted by these changes?
- What are we doing that will continue to serve us well, and what will not?
- How are we set up to serve our customers?
- Based on our current offer, what will continue to serve our customers' evolving needs? What will not?
- Where are the gaps based on what we currently offer relative to the needs of our customers and external context?
- What net new opportunity areas have presented themselves as a result of the disruption?



### PART 3

# What actions should we take now and in the future?

In part 3 of the Disruption Canvas, identify changes and impacts from the disruption, and turn them into opportunities. This will support the development of an action plan that enables your team or organization to successfully overcome the disruption now, and in the future.

#### Questions to consider:

- What necessary actions does your team or organization need to take in the short, medium, and long term?
- What strategic pivots need to be made to your organization's operating model, product, target consumer, or business strategy?
- What can you develop to leverage opportunities that have presented themselves?
- What can your team or organization do now to get ahead of future opportunities or challenges?

# Future Ready, Now.

Disruption—big or small—is a constant. Whether you're B2C or B2B, it's time to find opportunities where others see uncertainty and help your organization excel.

Adapting to provide relevant offers and services now is critical. Don't rely on what you once learned—your assumptions may be your downfall. You will need to listen closely to your customers and employees to understand the driving forces of change.

The Moment is an expert Innovation consulting company that can help you listen, adapt, and pivot to build products, services, and strategies that create real impact—both now and in the future.

Find case studies, tools, and innovation resources at [www.TheMoment.is](http://www.TheMoment.is)

Reach out directly to get answers for your team on how to navigate disruption.  
[daniel@themoment.is](mailto:daniel@themoment.is)

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+1 647 478 7336

[info@TheMoment.is](mailto:info@TheMoment.is)

[www.TheMoment.is](http://www.TheMoment.is)

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