

Please bring a real management challenge that is current, important, uncertain or contested, connected to several stakeholders, not fully under your control, but still something you can influence, and safe enough to discuss confidentially.

Once you have chosen your challenge, please use the Challenge Exploration prompts below to reflect on and write up your management challenge before the workshop.

### Recommended Selection Criteria for your challenge

Good challenges are...	Avoid challenges that are...
Real and current in your work	Purely hypothetical or private
Important enough to matter	So broad that no useful next step is possible
Not fully under the participant's control	Entirely outside the participant's influence
Connected to multiple stakeholders	Primarily about blaming another person or group
Uncertain, ambiguous or contested	Already solved
Safe enough for a learning environment	Too confidential to discuss

### Recommended prompts to explore your challenge

Please reflect on and complete the following prompts in relation to your challenge:

Prompts	Guides for your reflection and notes
<b>The situation I am noticing is...</b>	Facts, signals (indicators or cues that point towards something happening), patterns, tensions, opinions.
<b>This matters because...</b>	Negative effects, risks, missed opportunities, consequences.
<b>What feels stuck or difficult is...</b>	Uncertainty, disagreement, competing demands, lack of influence, recurring pattern.
<b>People seem to see this differently because...</b>	Different interests, pressures, values, mandates, or assumptions.
<b>My own first interpretation is...</b>	What I currently think is happening and why.
<b>The impact I would like to have is...</b>	What would improve if this were handled well.