

INSTRUCTIONS TO THE LEADERSHIP CHALLENGE

Please select one challenge you are currently facing in your work or outside activities.* Choose something you would be willing to present in the context of the seminar – a challenge you would be willing to describe and discuss. You need not reveal the identities of the participants involved, but you should be able to give enough description of the situation that others in the seminar – faculty and participants – could meaningfully discuss with you. (Note: our discussions will be “off the record,” and we will urge both faculty and participants to treat them confidentially and not to repeat them to others. Thus, your challenge will not be made public to the world at large, but will be available for discussion in the seminar.)

Write a short (a few paragraphs) description of the challenge you are currently facing in your work. In choosing a problem or opportunity about which to write, please select one that (a) will have a material impact on the performance or success of you and/or your organization over the next several years, (b) you believe will have a significant impact on your stakeholders’ interests, and (c) upon which you can reasonably expect to have material impact. Choose an issue for which you are genuinely open to alternative possibilities about what you and your organization’s role or actions should be, and on which you might like to receive advice from other participants in the seminar.

First, characterize the problem or opportunity from your perspective. Who are the major players, and (very briefly) what are their major interests? (If you choose, you may change the names of the participants, the names of relevant organizations, and the description of the setting to preserve confidentiality.) Second, describe, as concretely as possible the actions you have taken or that you currently intend to take with reference to the challenge you face. Last, pose the question concerning your and your organization’s role or future actions that you would most like to address.

* This challenge will be shared in a small working group of three people that will meet throughout the three days. This challenge will not be brought to the larger group.