

## REFLECTIVE WORKSHEET for participants

### 1. Defining your Complex Organizational Challenge

*What is my chosen complex challenge?*

*Why is it complex for us, in our circumstances, rather than complicated?*

### 2. Responding Technically and Adaptively

*What would a technical fix for this challenge look like?*

*What ideas do I have about a possible adaptive response? What assumptions should I consider letting go of?*

### 3. Your Leadership Stance

*How should I balance elements of authority with aspects of adaptive leadership?*

*Which principles of adaptive leadership should I particularly focus on?*

**4. Who should take part?**

*Who can I imagine being invited to the table? Who might invite each person?*

**5. Creating the Container**

*How can I work to reduce learning anxiety?*

*How can I support people when they feel consciously incompetent?*

**6. Dynamics in the adaptive work**

*What are the initial questions I might ask?*

*How can I make the heat of idea conflict generative?*

*How can I create a safe practice field?*