

You will shortly be participating in the EUSA management training programme: **Collective Thinking**

This programme is one of a cluster of training programmes related to the theme "Managing my environment". The objective of this cluster of programmes is to support managers of the EU institutions who are faced with high levels of complexity and rapid change, achieve results and make a positive impact for their stakeholders.

The full training programme comprises:

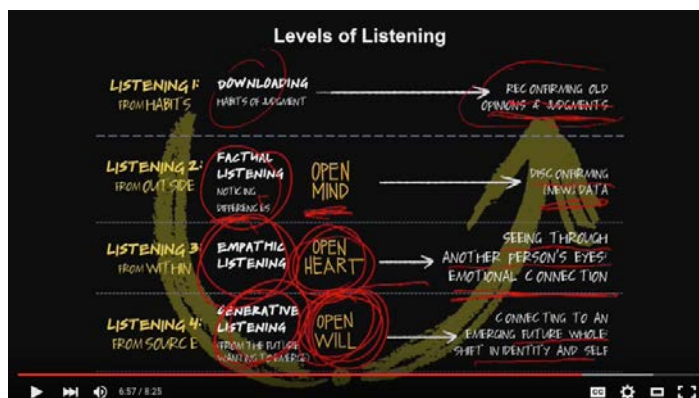
- individual study and reflection (see below)
- a one-day workshop
- individual advice and support (optional)

In order to take full advantage of the module, it is vital that the participants **come with a current real life management challenge** where there is a need to bring different people together to:

- find new and / or better solutions
- engage them in taking action

Before the course, please could you:

- read Section 1 of the eBook for Understanding Your Environment
- Watch video clip from MIT Professor Otto Scharmer's Theory U programme on levels of listening: <https://youtu.be/elfXpRkVZal> and keep a listening levels diary for at least 2 'typical' days.



- complete the following questionnaire:

In relation to the subject of the module (Collective Thinking):

1. What specific complex situation / management challenge are you facing today that needs others to resolve?

2. What makes it challenging (e.g. is the situation volatile, uncertain, complex or ambiguous?)

3. What specific results do you need to achieve?

5. Who could be a useful contributor to finding a solution?