

European School of Administration.  
Management training programme: Navigating Change and Complexity

You will shortly be participating in the EUSA management training programme: ***Navigating Change and Complexity***.

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
- a short telephone interview with the facilitator
- a two-day workshop
- individual advice and support (optional)

Prior to the pre-course phone interview please could you complete the following questionnaire:

**In relation to the subject of creating and monitoring impact in a changing world:**

1. What would you consider to be your main management challenge today?  
(Please check carefully if this challenge is linked to the context of a changing/complex world)

2. What is the impact of this challenge on you?

3. What is the impact of this challenge on your team?

4. What is the impact of this challenge situation on what you actually deliver?

5. Is there something that you think you should do differently?

6. What would you consider to be your strengths when it comes to tackling this challenge?

7. Where do you think this challenge belongs in the 4 dimensions of the VUCA model / the paradoxes you face

8. Taking into account your reflection above, in what way would you like the programme to support you in your work?

In addition, prior to attending the workshop, please could you:

- read Section 1 of the eBook for Understanding Your Environment
- undertake steps 1-3 of the Stakeholder Analysis for your own situation