**Three Leadership Challenges**

As part of your application you will need to identify three work-based leadership challenges that presently have significance for you in your current role under the following broad headings:

* + A people challenge (team or individual)
	+ A stakeholder challenge (internal or external)
	+ A change challenge (local or institution-wide)

A key component of Future Professional Directors (FPD) is an on-line group enquiry process that will be based around one or more of the leadership challenges you identify. The challenges will also provide a key basis for discussion, reflection and activity within the face-to-face modules.

The following template has been designed to assist you in articulating your three challenges and the relevant details surrounding them. The challenges you identify may be three separate issues or could be different aspects of a single, larger project. The choice is yours.

Using the template provided, you should provide no more than one sheet of A4 on each challenge using a normal font and font size.

Do not be concerned if you do not feel you can answer every question in every section. Completing this form is a learning process in itself. There may be questions that prompt you to start thinking about new dimensions of the challenge that you can bring into the programme to explore with other participants.

(**NB:** if you struggle to identify a challenge under one of the headings, please contact Lucy Duggal to arrange a conversation with one of the FPD course leaders: lucy.duggal@advance-he.ac.uk)

1. **A people challenge (team or individual)**

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| Does this challenge concern an individual or a team, or both? |
| What is the nature of your leadership challenge? |
| When did this challenge first arise? |
| Who is involved? *(If you wish to keep this anonymous, you can invent names or use conventions like ‘Person X’)* |
| What is your formal relationship with the people/person involved? |
| What brought about this challenge? What has been the story so far? |
| What leadership approaches have you tried? |
| What has helped? | What has hindered? |
| What outcome do you need to achieve?  |
| How important is this?  | How flexible can you be? |
| Other relevant details? |

1. **A stakeholder challenge (internal or external)**

Stakeholders are defined differently to the ‘people’ category above. A stakeholder (or stakeholder group) is not usually someone you work with directly. They do, however, have an interest in your work and the outputs/outcomes/impact of your service, contribution or project. Stakeholders could range from senior individuals, other service leaders, and academic colleagues, to other interest groups within or outside the institution.

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| Who is/are the stakeholder(s)? *(If you wish to keep this anonymous, you can invent names or use conventions like ‘person X’)* How would you describe their power and influence? |
| What is the nature of your leadership challenge? |
| When did this challenge first arise? |
| What is your formal relationship with the people/person involved? |
| What brought about this challenge? What has been the story so far? |
| What leadership approaches have you tried? |
| What has helped?  | What has hindered? |
| What outcome do you need to achieve? |
| How important is this?  | How flexible can you be? |
| Other relevant details? |

1. **A change challenge (local or institution-wide)**

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| What title or heading would you give to this change challenge? |
| What is the nature of your leadership challenge? *(In terms of change would you describe this, for example, as a piece of renovation, innovation or enhancement?)* |
| What is the vision for the change? |
| What are the drivers for change in this situation (internal and/or external)? |
| When did this challenge first arise? What stage has it reached? *(Planning, initiation, early progress, mid-point, near or full completion?)* |
| Who else is involved? Who does the change impact upon?How have you (or others) communicated about the change? |
| What leadership approaches have you tried? |
| What has helped?  | What has hindered? |
| What outcome do you need to achieve? |
| How important is this?  | How flexible can you be? |
| Other relevant details? |