## Assignment 4: Potential Leadership Challenge (Individual)

Assignment 4 is an individual assignment where you will work with people in your workplace, community or networks to articulate a complex challenge for which leadership is needed and wanted. Complex challenges are sometimes described as intractable challenges, or--in the environmental field--as wicked problems. They typically are long term: they are important, but they are messy and not easily solved, so they tend to go on the backburner while staff focus on more urgent problems.

In this assignment and the next one, you will be working with the blanket ethical review in place for this course. You will use your facilitation skills and a series of questions provided by the instructor to describe the challenge in approximately 500-750 words. Review the document (link below) for your initial conversation with the potential client, and use the questions at the bottom of that page as the structure for your write-up. Try to probe beneath the surface to understand the context of the challenge.

As you work with the potential client, emphasize this may become one assignment in one course for a few people. Hopefully the client will get some new insights into their challenge, but there won't be hundreds of hours of effort devoted to it (as there would be with a thesis, for example). Also, reassure them that there is an agreement in place to ensure the work is done ethically and confidentially. Below, is a **document** to use in your initial conversation.

You will end up with a completed template that gives a clear sense of the problem or challenge or opportunity (however you and the client choose to frame it).  That said, don't strive for absolute clarity, as that would be a myth.  If the organization community has been struggling with this challenge for some time—by definition—they do not fully understand it and there may be many ways of framing it.

You will share the content of the completed templates with your cohort asynchronously in the **assignment forum**. You might simply post a pdf file of the completed template, or—as a couple of examples—you might also post a Prezi describing the challenge or share a Collaborate recording if you want to emphasize certain points or help to "sell" the importance of the challenge.

Also, please submit your item(s) to the assignment dropbox.

Once the challenges are posted, you will express interest in the challenges that intrigue you the most using the survey link in the assignment forum.  Your work in Assignment 4 sets the stage for Assignment 5. Teams are assigned based on which Assignment 4 challenge(s) generate the most interest.  Each team will focus on one challenge.  Most challenges will not be addressed. However, even the initial exploration processes can be of value to the clients; emphasize this in your conversations with them. Assignment 4 is worth 10% of your grade.

**Problem-based Learning (PBL) Challenge**

for

Leadership, Learning and Technology (LRNT 513)

**Thank you** for working with one of our Royal Roads University graduate students and possibly developing an idea for a problem-based learning challenge. The student will share documentation to confirm anything you share will be confidential within the cohort.

**The main purpose** of this activity is to help MA in Learning and Technology students explore a current learning and technology-related challenge, and apply some leadership principles and skills to the process.

**The cohort will be choosing a very limited number of the challenges** presented. Regardless of whether yours is chosen, we hope that your contributions and effort may help you reframe your challenge or gain new insights to help you move forward.

The graduate student will ask you about the following topics (though the conversations will be semi-structured and this list is simply suggested or potential questions:

1. Please describe a challenge, problem or opportunity with which you have been wrestling, but you have not been able to make much progress.
2. Do many people agree on what this challenge is, or are there many different perspectives?
3. Why do you care about this?
4. What trends or factors make it especially important?
5. What might happen if you did nothing?
6. If you were unbelievably successful in addressing this challenge, what would change?