

virtual

Challenge Y-III

Co-Creating Solutions to adaptive Challenges

bridgingpositions

International Change – Consulting – Facilitation – Coaching

What is Challenge Y-III designed for?

*The Challenge Y-III program is developed and designed to bring individuals from across an organization together, to collectively work on finding solutions to their **tough personal business Challenges**.*

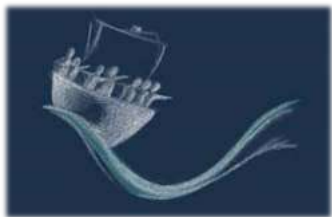


Key elements of the **Challenge Y-III** program:



- ▶ Every participant brings his/her **individual adaptive business challenge** to which they collectively search **ways to handle them** appropriately. This leads to grand **Peace of Mind**.

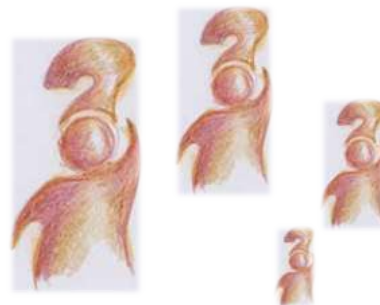
- ▶ Bringing **colleagues from distinct parts of the organization** together, working on their Challenges, the organization is getting closer together, **silos are overcome** and collaboration is fostered.



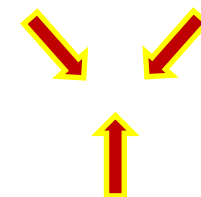
- ▶ The curriculum **strengthens the co-workers** capabilities **to cope with complex challenges** in life. It enables them to navigate through tough situations. They become more resilient.

Where does the name Challenge Y-III come from?

- ▶ **Challenge:** In this program we focus on **"adaptive Personal Business Challenges"** the individual has and brings to the workshop.



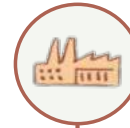
- ▶ **Y:** At the center of the course is a **trio working format**. The **Y** represents three persons coming together, to advance their personal challenges and collectively find ways to handle them.



- ▶ **III:** Unlike a peer coaching, where one challenge gets chosen and dealt with, here *every* participants challenge gets inquired and worked on. In the trio every participants challenge is worked on. Therefore we have to go through **3 Challenge Rounds** symbolized by the **Roman III**.

"But in these complex processes many people face challenges for which no standard recipes or concepts can be used. Those challenges are unique and complex. We sensed that there is a great lack of opportunities and freedom for members of our organization to discuss such issues and to develop answers that fit those situations and problems. Challenge Y-III is perfectly suited to work on such challenges that lack a clear blueprint for action."

THE Challenge Y-III IS DESIGNED TO CO-CREATE SOLUTIONS TO ADAPTIVE CHALLENGES. THE PROGRAM TARGETS AND EFFECTS 3 LEVELS OF AN ORGANIZATION



ORGANIZATION'S FOCUS

Builds up problem solving capabilities and resilience inside the organization. Breaks up silos and builds networks. Fosters a culture of openness and co-creation.



TEAM'S FOCUS

Builds interpersonal skills and develops emotional intelligence, this allows participants to be much more effective in their inter- and intra-team interactions and collaborations.



INDIVIDUAL'S FOCUS

Finding ways to handle their *Personal Business Challenges*, participants strengthen their self efficacy and self-directedness. They grow Peace of Mind.

Effects the Challenge Y-III has on an organization a)

If you prefer less detail
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1. The Challenge Y-III forms organizational **Problem Solving capabilities**, including relevant methods and approaches as well as the inner attitude and mindset of the employees. This **builds resilience** in people, teams and the organization.

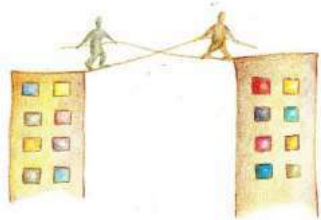


2. As participants come from all over the organization to work together, the program fosters **overcoming Silo Thinking**. The foundation for new ways of co-operation in cross organizational **Enabler Networks** is laid and practiced.

3. By deeply immersing in the challenges of the other participants, an effective individual and collective learning process takes place between them. **Best Practice Exchange, Knowledge Transfer and Organizational Learning** are naturally strengthened inside the organization. Participants learn about different functions and their challenges across the organization, as well as systemic interconnections.



4. **Kindle an Organizational Culture** of openness, co-creation and co-operation. As the program makes participants experience, that they are different yet have very similar issues and challenges; it cultivates tolerance, open mindedness and the prevention of conflicts. They learn about realities of sometimes far away colleagues.



"Our CEO strives for an organization that reacts in a quicker and more flexible way and this is exactly what I notice with colleagues who participated in the Challenge Y-III Program."

Effects the Challenge Y-III has on an organization b)

If you prefer less detail
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5. The program brings people from different backgrounds, knowledge and perspectives into solid dialogue and exchange. The organizations **Co-Creative muscle is trained** and built up. It thus enriches multi-perspective thinking and creativity, the prerequisite to **free up resources for innovation** and **entrepreneurial thinking**.

6. **Digitalization:** The program makes effective virtual cooperation a tangible experience. Tools as well as methods and behaviors, necessary for successful digital collaboration are trained.

7. **Fosters Adaptive Leadership:** Adaptive leadership is based on the *principles of shared responsibility and continuous learning*. Adaptive challenges are full of unknowns. To respond to adaptive challenges effectively, leaders but also normal co-workers need to **be able to relate well with others and work in a team**. Relating skills are fostered, as well as continuously sense-making and learning about the Challenge. Participants understand how the challenge, the environment, the solutions and the relationships with and between the relevant people, are developing over time.



“The main value that Challenge Y-III creates for companies is that people learn how to approach challenges without a set of ground rules. In a Challenge Y-III workshop the theme is not defined and the outcome is not predicted. Therefore people are able to work on real and relevant challenges that are truly important to them and enable enhancement within an organization.”

Effects the Challenge Y-III has on interpersonal collaboration

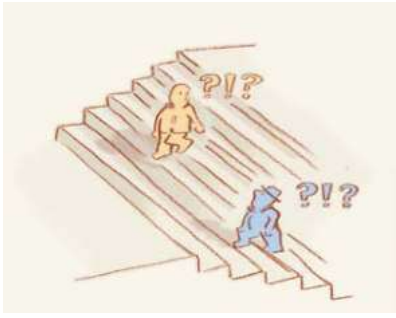
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Team's Focus

1. **Improved communication and active listening** skills. How we communicate is important to interpersonal relationships at work. Good communication fosters teamwork; it allows overcoming misunderstandings and preventing conflicts.
2. **Foster trust and quality relationships** between colleagues across different parts of the organization. The openness as well as the vulnerability lived and shared in the program, lead to a strong sense of community and belonging. For participants of a Challenge Y-III, the barrier to address people from other parts of the organization is noticeably reduced.
3. Learning about colleagues situations and challenges **empathy and respect** amongst the workforce is naturally strengthened.
4. The participants are sensitized to **recognize and accept different points of view** and still arrive to workable solutions that are agreeable to everyone.
5. They understand and see the **potential and resource lying in their colleagues** from across the organization and learn to use it.
6. People going through the Challenge Y-III comprehend that every so apparently **individual challenge has a strong collective component** to it.

The most important aspect of the Challenge Y-III curriculum is to allow participants to develop a multitude of perspectives on their own themes. But we believe it is also important to encourage them to reflect and respond to challenges other participants face, in order to comprehend the variety of existing challenges. This implicates that there are no standard solutions and that everyone has to invent his or her own answers.



"The most impressive aspect was how my own problems were mirrored by other perspectives. My own challenges were put into a relation that I did not have before. Sometimes a challenge seemed extremely important to me, but then I talked to a person with a totally different point of view who wondered why I was even worrying about this special issue. This helped to put the intensity of some challenges into perspective and to expand my viewpoint. It also created new options to tackle a certain problem. Those discussions were very interesting."



Individual's Focus

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Effects the Challenge Y-III has on participants personal development

1. Working on **overcoming their Personal Business Challenge** participants gain clarity regarding their present situation and find steps to move on from there. They **gain Peace of Mind** concerning their challenge.
2. There will be tough times in life, the curriculum strengthens the **participant's resilience**. Building **Problem Solving competencies**, the employees increase their capabilities to cope with complex, adaptive challenges in life. They become more resilient in dealing with them. With the Y-III methodology participants learn an easy to replicate solution format.
3. **Self efficacy, self-directedness as well as personal effectiveness** are strengthened. The self-responsible employees who take the initiative and drive or (re-)solve issues, is the new benchmark in modern work life.
4. **Covid-19 is forcing** each and every one **into change**. Social distancing, limitations in personal freedom, movements and social interactions, economy on hold, working from home etc. are only some examples of Challenges forced upon everyone. The Challenge Y-III is giving participants the space to process their Challenges arising out of this unprecedented situation.
5. **Digitalization**: The virtual Y-III strengthens digital social competence. It promotes classic components such as communication, problem solving or team working skills in a digital context. The participants experience personally how in a digital environment **emotional depth and trust can be created by design** and not by chance.

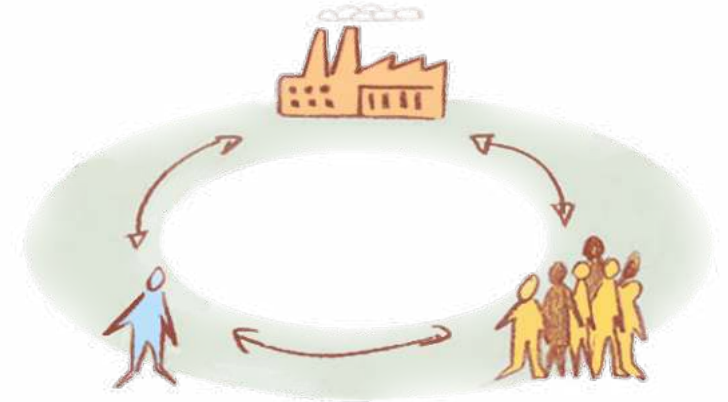


"It was very exciting to share my challenge with so many different people. Getting input from them was a very positive experience as well as learning about their views and their impressions on my topic. This structure forced me to tackle a problem in an in-depth manner and taught me to deal with problems in a different way. I now try to strip a challenge of its ordinary aspects and seek different solutions. This has a very practical and pragmatic aspect."

Challenge Y-III: Co-Creating solutions to adaptive challenges

People are at the heart of company dynamics, being able to work together has thus become one of the most important skills to develop.

- ▶ The program helps **participants to connect and become aware of the potential that lies in engaging with others on challenges**. Their re-value their relationships. It provides learning experiences that demonstrate the benefit of opening up, sharing challenges and asking for inputs or help from others. This allows them to become more compelling at work and in everyday life.
- ▶ **Investing in the Challenge Y-III** has important consequences for the entire company: it leads to greater serenity in dealing with challenges, better relationships and internal communication, more motivated and productive employees.

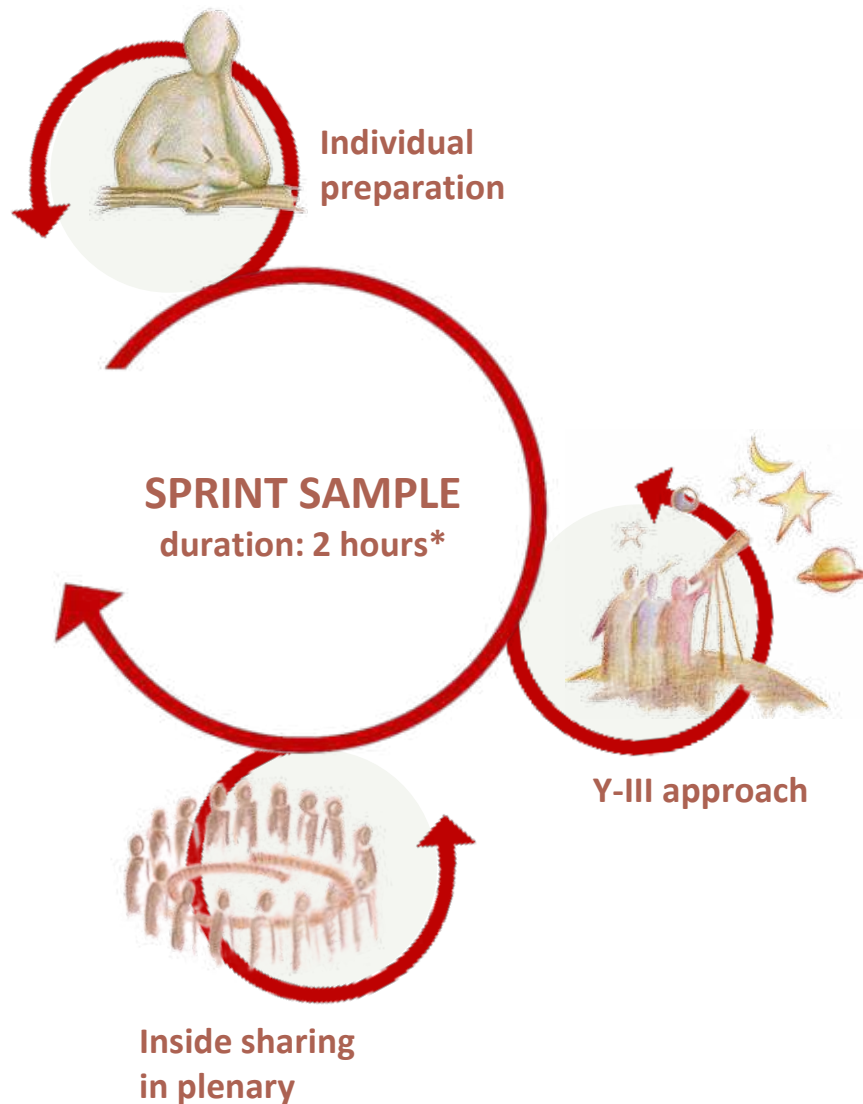


When solving adaptive challenges, in order to be successful, you have to be ready to commit time and energy, engage with other people on the matter and be prepared to cope with uncertainty and setbacks.

“Every participant brings in, his or her own relevant topic and therefore works on something that is focused on the individual and his/her environment. Moreover, people work in a very structured way but at the same time with a great deal of freedom to develop, create and innovate ideas. Following this concept the participants are never steered in a given direction.”

“The course of the program is determined by individual challenges. There is a clear structure in terms of the process but not in terms of content. This is not easy at the beginning. One is very determined by timeframes which are tough to get used to. Sometimes one thinks that there is nothing more to say, but this is exactly when the most important aspects suddenly emerge. If one focuses on his own issues the motivation of attending such a seminar is much higher. With Challenge Y-III this transfer rate is much higher than with traditional trainings.”

Basic SPRINT structure of the Challenge Y-III



The basic structure of Challenge Y-III is always the same. The chosen depth structure of the process determines the number of SPRINTS and thus the depth achieved in the process.

Each SPRINT follows 3 Steps:

1. **Individual Preparation:** Processing of challenges supported by Catalyst guidance and inputs (approx. 30 min)
2. **Y-III approach:** The actual Y-III in the narrower sense, which is a trio working format (approx. 75 min)
3. **Insights and results sharing in plenary:** Y-III working sessions results are shared in plenary. Collective sense-making and best practices are exchanged (approx. 15 min)

Different Depth-Versions of the Challenge Y-III



* Net working time without breaks etc.

1 half day:

Welcome and set the scene:

1. Challenge Definition:

Definition of the Situation, the Challenge

Break:

2. Action Options:

Searching Options for Action

Check Out:



1st half day:

Welcome and set the scene

1. Goal: Challenge Definition:
Definition of the Situation, the Challenge

Break

2. Reality Checking:
Understanding the context. What, When, Where and Who...

Check Out

2nd half day:

Check In

3. Action Options:
Searching Options for Action

Break

4. Way Forward:
Inquiring what needs to be done. Is the will to act strong enough?

Check Out



1st half day:

Welcome and set the scene

1. Goal: Challenge Definition:
Definition of the Situation, the Challenge

Break

2. Root Cause & Effects Analysis:
Assessment of the root causes and the consequences of the challenge

Check Out

2nd half day:

Check In

3. Available Resources:
What resources are at your disposition? What can you use?

Break

4. Action Options:
Searching Options for Action

Check Out

3rd half day:

Check In

5. Decide on Option:
What composed option is most promising? Prepare for possible obstacles ahead

Break

6. Prepare Implementation:
What concrete actions need to be performed? Who needs to be involved and how?

Action Log and Farewell



Who should attend a Challenge Y-III program?

- ▶ Anybody who is **struggling with a Personal Adaptive Business Challenge** and wishes to **progress it and develop direction, clarity** or find a way to handle it.
- ▶ People **taking or wanting to take responsibility** for themselves, other persons and/or complex tasks especially benefit from the Challenge Y-III process.
- ▶ **Co-Workers that are especially valuable to the organization.** Challenge Y-III strengthens their loyalty to the organization and therefore their retention.



Getting started on the Challenge Y-III Program

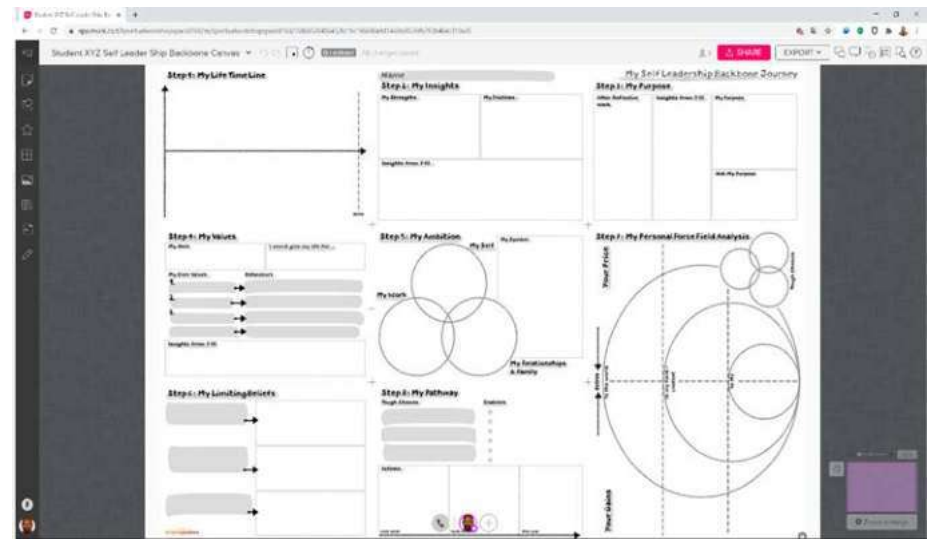
If the virtual Challenge Y-III program resonates with you and your organization's needs, we look forward to talking to you about how it can be applied in your organization.

Start with little effort and costs. Try out for example the Micro version as a pilot. Learn for yourself and evaluate the results for your organization. [Holding a pilot program].

The virtual Challenge Y-III process is easily scalable:

1. Hold a **first pilot program to get to know** the process. Micro or Meso, it is fast, flexible and inexpensive.
2. Work on **developing your leadership culture**: Hold 3 groups of Macro Challenge Y-III for managers and leaders and receive also an analysis and diagnosis-feedback on your organization's leadership issues.
3. **Develop your corporate culture** towards openness, co-creation and co-operation. Program series Meso, open for co-workers across the organization.





- **Zoom** will be the collective “plenary” video conferencing platform
- It allows breakout sessions for sub-groups to work on specific topics. Results are then presented back in plenary

- **Mural** allows members of a virtual group to collectively work on pinboards or white boards
- Pre-produced posters and templates give structure and direction to the group work processes

▶ To run the virtual workshops, we use programs as Zoom for video conferencing and breakout groups, Mural for interactive work on posters and boards, and WhatsApp calls for trio walk exchanges.


For more information
please contact:

bridgingpositions

Julian Geuder

Hohenzollernstr. 14 Rgb

80801 Munich

 +49-179-2178220

E-mail: julian@bridgingpositions.com

www.bridgingpositions.com