Hi! Now we're going to get you to practice categorizing problems by asking you to think about those that you're working on.

This exercise is meant to help you match the right change strategy to the type of problem you're dealing with, and also to encourage you to identify the most complex problems or questions in the areas you're interested in.

...Because these may be the toughest problems, but they also hold the most potential for big change.

Plus, these types of complex problems or questions will be really useful in some of the next exercises on system mapping.

To begin, remember, problems are found at different scales. So for this exercise, you might use an example of a personal problem, an organizational problem, or a big societal problem.

At any of these scales, or levels, the problem could be categorized as *simple*, *complicated*, or *complex*. And as Frances just presented, that depends on how much certainty there is about what the problem actually is, and how much agreement there is on what to do about it.

So, let's do a quick exercise. What's a problem that you want to work on? Now, think about what degree of agreement and certainty there is among those who need to work together on this problem.

Then, take another look at that agreement and certainty matrix; and think about where you would place the problem. You should be able to get a feel for whether this problem is simple, complicated in some way, or complex.

You can work to identify a number of problems related to the change that you want to see in a particular area. But, make sure at least one of these would be categorized as complex.

Hold onto that complex problem now, to use as your example in the next presentations and exercises.

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