MODULE OVERVIEW

Become a manager? Make a conscious choice

Adaptive module | ~20 min

According to a 2024 Robert Walters study, 52% of young professionals don't want to become managers and 45% of middle managers report burnout: talent pipelines are drying up. This module doesn't prepare people for the role; it helps them choose it, with four motivations to examine, four legitimate reasons to decline, and the question that changes everything: not the job, but the conditions that come with it.

LEARNING OBJECTIVES

01 Examine your four motivations: career progression and pay, leading a team, room to maneuver, and self-fulfillment.

02 Recognize valid reasons to decline the role, and its four real challenges: the squeeze, isolation, mental load, and burnout.

03 Debunk the myths that managers must be extroverts and give orders, and that experts always manage well.

04 Negotiate working conditions and try the role before deciding: observation, small management responsibilities, and training.

WHO IT'S FOR

Employees unsure whether to become managers, and current managers who want to rethink that choice.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1. **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.
2. **Expert video**: 10 minutes, with 3 pauses for reflection.
3. **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
4. **Dated commitment**: one action to try, written by the learner or picked from the suggestions.
5. **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Conscious unbossing: a term for deliberately choosing not to become a manager (Robert Walters, 2024)
- Afthonios method: the 4 motivations for becoming a manager (career progression and pay, leading a team, room to maneuver, self-fulfillment)
- Afthonios method: the 4 challenges of the role (the squeeze, isolation, mental load, burnout)
- Afthonios method: taking apart 4 myths (you must be an extrovert, managing means commanding and controlling, expert = good manager, burnout is inevitable)

SOURCES & REFERENCES

- Robert Walters, "Conscious unbossing" (2024): 52% of Gen Z professionals do not want to become middle managers; 69% see the role as too stressful for too little recognition, 18% cite limited decision-making power, and 11% cite fewer opportunities for personal development
- Future Forum, Pulse (autumn 2022): workload and burnout among middle managers
- Susan Cain, Quiet: The Power of Introverts in a World That Can't Stop Talking (2012): leadership qualities of introverts
- WHO (2022): guidelines on mental health at work

Module created by Afthonios.com.

Content reviewed on 13 October 2026