MODULE OVERVIEW

Developing your team members day to day

Adaptive module | ~20 min

Only 15% of employees say their manager has helped them develop in the past six months, yet 94% would stay longer at an organization that invests in their development. Development happens day to day, in the flow of work, and that is where this module addresses it: five levers, including the curator stance in the age of AI, and four things to let go of that demand a lot from managers.

LEARNING OBJECTIVES

01 Detect a development need as it arises, through observation and open-ended questions.

02 Take on the curator stance and make AI an ally: spot needs and recommend the right resource.

03 Give in-the-moment feedback, create stretch opportunities, and hold regular career conversations.

04 Accept four things you let go of to help people grow: answers, being the only reference point, control, and your own output.

WHO IT'S FOR

Managers who want a team that can move forward without them and who seek everyday ways to develop their people.

- **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

- Stretch opportunities (broader assignments), inspired by the Center for Creative Leadership's 70-20-10 model (Morgan McCall)
- Afthonios method: the 4 things to let go of as a manager who helps people grow (giving the answer, being the only resource, control, measuring your worth by your own output)
- The manager as curator: a management concept for the age of AI (selecting and recommending resources rather than passing on knowledge yourself)
- Afthonios method: regular career conversations

SOURCES & REFERENCES

- LinkedIn, Workplace Learning Report 2025: 15% of employees say their manager helped them build a career plan (down 5 points from 2024)
- Gallup, "Employees Want a Lot More From Their Managers": team members whose manager holds regular check-ins are nearly 3 times as likely to be engaged
- McKinsey, "Stop wasting your most precious resource: Middle managers": managers spend less than a third of their time on talent and people management
- Center for Creative Leadership (Morgan McCall), 70-20-10 model, for stretch opportunities

Module created by Afthonios.com.

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