MODULE OVERVIEW

Four human qualities teams want in a manager

Adaptive module | ~20 min

Beyond techniques, what truly engages a team is four human qualities: care, courage, agility, and curiosity. And the stakes are rising: according to Gallup and McKinsey, successful AI integration depends more on the manager's stance than on the technology. Instead of abstract concepts, this module grounds each quality in real situations (office, shop, production) with practices to apply right away, and connects them to supporting people through change.

LEARNING OBJECTIVES

01 Cultivate care (looking out for others' well-being) without confusing it with indulgence.

02 Exercise managerial courage: take on the difficult but necessary decisions and conversations.

03 Develop your agility through trial and adjustment when facing change and AI.

04 Nurture your curiosity: question more than you assert, explore, and test new tools yourself.

WHO IT'S FOR

Managers who want to embody the human qualities of the role, and team members who want to cultivate them.

- **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

- Look at strengths first, inspired by strengths-based management (Buckingham & Clifton, Gallup)
- Model of the high-performing manager's four qualities: care, courage, agility, curiosity – Afthonios method
- Listening and rephrasing, inspired by active listening (Carl Rogers)

SOURCES & REFERENCES

- Gallup, 2026, "AI in the Workplace": 78% use AI frequently when their manager actively supports it, versus 44% otherwise
- McKinsey, "Superagency in the Workplace," January 2025: the main barrier to AI is leadership, not technology
- World Economic Forum, Future of Jobs Report 2025: resilience, agility, curiosity, and lifelong learning among the fastest-growing skills by 2030
- Deci & Ryan (2000) – autonomy, competence, and relatedness in motivation

Module created by Afthonios.com.

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