

# Promoted for your expertise: Stop doing it all yourself

Adaptive module

~20 min

Six in ten new managers fail in their first two years, and eight in ten start without management training. This module's focus: lasting in the role, well beyond the first weeks. It quantifies the target time split between producing, organizing, supporting, and transforming, prepares managers to negotiate, as soon as they are promoted, what they will no longer take on, and names the traps that make them slip back after a year.

## LEARNING OBJECTIVES

- 01 Split your time between producing, organizing, supporting, and transforming, aiming for 40% support rather than 45% production.
- 02 Recognize expert syndrome (habit, enjoyment, and fear) and, as soon as you're promoted, negotiate the tasks you'll stop doing.
- 03 Hand over part of production and organization to AI, moving from the expert who answers to the manager who recommends.
- 04 Hold steady over time: re-measure your time split every six months, keep learning, and stay close to other managers.

## WHO IT'S FOR

Experts recently promoted to manager, and managers one or two years in who want to strengthen their stance.

- **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

- The manager's 4 activities (producing, organizing, supporting, transforming), observed time split 45/30/20/5 and target 20/20/40/20 – Afthonios method, inspired by Henri Fayol's functions of management
- Expert syndrome (habit, enjoyment, fear) – Afthonios method, inspired by work on the expert-to-manager transition (Linda Hill; Michael Watkins)
- Psychological safety (Amy Edmondson)

## SOURCES & REFERENCES

- Corporate Executive Board (acquired by Gartner in 2017): about 60% of new managers fail or underperform in their first 24 months
- Chartered Management Institute and YouGov: 82% of UK managers promoted without formal management training ("accidental managers")
- Amy Edmondson, Harvard Business School: psychological safety (foundational study, 1999; The Fearless Organization, 2018)
- Gallup (2023, updated 2026) – useful, regular feedback, linked to engagement