MODULE OVERVIEW

Leadership today: Turn compliance into commitment

Adaptive module | ~20 min

The hero leader who carries the vision alone belongs to the past, and AI speeds this up: it executes, analyzes, and recommends, and pushes leaders back toward what no machine will do. Leadership is not just charisma: the module exposes the trap of the great communicator, clearly separates power, influence, and leadership, and gives an equation to work on in practice, with trust, vision, and motivation shared by the whole team.

LEARNING OBJECTIVES

01 Distinguish power, which rests on a position, leadership, which rests on a relationship, and influence, which rests on the ability to persuade.

02 Recognize the three forms of power in the workplace: institutional, network, and information power.

03 Work on the three pillars of commitment—mutual trust, shared vision, and collective motivation—through concrete, regular actions.

04 Bring out other leaders in your team, and reinvest the time AI frees up in listening and giving meaning.

WHO IT'S FOR

Managers who want to unite rather than dictate, and professionals who want to lead without hierarchical authority.

- **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.

A SAMPLE PRACTICE SCENARIO

You manage nine front-desk staff. For three places on a course about supporting people facing difficulties, the AI assistant recommends the fastest: Inès, Marco, and Léna. Marco took a near-identical course. Amine, often requested by these visitors, has been asking for this training for a year. What do you do?

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

- Afthonios method: the 3 forms of power (institutional, network, and information), inspired by French & Raven (1959) and Crozier & Friedberg (1977)
- Afthonios method: the equation Trust + Vision + Motivation = Commitment
- Shared leadership (Pearce & Conger, 2003)
- Leadership that drives change, inspired by Burns (1978) and Bass (1985)

SOURCES & REFERENCES

- McKinsey, "Developing human leadership in the age of AI" (January 2026): aspiration, judgment, and creativity as distinctly human leadership traits
- Catalyst & Coqual, "The Convergent Leader" (February 2026, 2,891 executives and employees): 93% of teams led by convergent leaders report productivity gains, compared with 34% for others
- Robert Dahl, "The Concept of Power," Behavioral Science (1957): power as the ability to get others to do what they would not otherwise have done
- D'Innocenzo, Mathieu & Kukenberger (2016) – shared leadership and team performance

Module created by Afthonios.com.

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