

AI is already on your team: Lead the rollout

Adaptive module

~20 min

AI is already in teams, often brought in without rules or a method. Yet its rollout depends less on the tool than on people: Klarna, which replaced 700 agents with AI before rehiring, learned this the hard way. This module equips managers to practice using AI themselves, set the framework (including the transparency required by the EU AI Act), address the fear of being replaced, and keep the momentum going.

— LEARNING OBJECTIVES

- 01 Practice using AI yourself so you can steer from experience, then set the ground rules: approved tools, protected data, and human verification.
- 02 Bring the team on board: respond to the fear of being replaced, then map together what AI takes over and what stays human.
- 03 Create the psychological safety described by Amy Edmondson: ask “What risk have I missed?” and accept your own vulnerability.
- 04 Sustain the momentum over time: a regular learning rhythm, protected diversity of thought, screen-free time, and support between colleagues.

— WHO IT'S FOR

Managers who want to make AI work for their whole team, from the most enthusiastic to the most cautious.

- **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 seven administrative assistants whose tasks pass through several hands. Senior management expects, within two weeks, the list of tasks to hand over to AI. You've already identified twelve. How do you approach this choice at the next team meeting?

— 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

- Agent boss – Microsoft (Work Trend Index 2025, Frontier Firms)
- Psychological safety – Amy Edmondson (Harvard)
- AI brain fry – HBR/BCG
- Transparency of AI-generated content – European regulation on AI (EU AI Act), Article 50

SOURCES & REFERENCES

- Harvard Business Review & Boston Consulting Group – study on “AI brain fry”, the cognitive overload linked to intensive work with AI (HBR, March 2026)
- Microsoft – Work Trend Index 2026: when managers use AI openly in front of their team, the perceived value of AI rises by 17 points, critical thinking by 22, and trust in agentic AI by 30
- Klarna – rollout in 2024 of an AI equivalent to 700 customer service agents, then rehiring of people a year later as quality declined
- European regulation on artificial intelligence (EU AI Act), Article 50 – transparency obligations, applicable from 2 August 2026