MODULE OVERVIEW

Endless courses, little progress: The manager as curator

Adaptive module | ~20 min

A team member has access to more learning resources than all the libraries of the last century, yet skills do not improve any faster: abundance scatters attention and makes people give up. The problem is no longer finding content but knowing what to learn and how to turn it into action. This module introduces a new stance—the manager as curator, a compass rather than an encyclopedia—with four concrete missions, a natural extension of the manager as coach in the age of AI.

LEARNING OBJECTIVES

01 Understand the stance of the manager as curator: be a compass, not an encyclopedia, when content is abundant.

02 Identify real learning needs and select, out of a thousand resources, the ones that truly matter.

03 Build a step-by-step learning path and support the transfer of learning into practice.

04 Avoid three traps: recommending everything, confusing follow-up with control, not experimenting.

WHO IT'S FOR

Managers who want to help their team members truly learn, when resources are endless but meaning is scarce.

- **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

Youssef, a payroll officer, asks you whether he can take the twelve-hour learning path "Generative AI for Everyone". Youssef doesn't say what AI would do for him. You know he finds the end-of-month checks tedious and that he is joining the new payroll software project. 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

- Harold Jarche – Personal Knowledge Mastery (Seek > Sense > Share).
- The 70-20-10 model (McCall, Lombardo & Eichinger, Center for Creative Leadership; popularized by Charles Jennings).
- The "manager as curator" stance and its 4 responsibilities – Afthonios method.
- Supporting the transfer of learning, based on Baldwin & Ford (1988).

SOURCES & REFERENCES

- LinkedIn Learning, Workplace Learning Report 2025: 15% of employees say their manager helped them build a career plan in the past 6 months (down 5 points)
- Charles Jennings (70:20:10 Institute): teams whose manager supports learning outperform by up to 27% – Charity Learning Consortium interview (2016)
- McCall, Lombardo & Eichinger (Center for Creative Leadership): the 70-20-10 model
- Allen et al. (2004) – meta-analysis on mentoring and career benefits

Module created by Afthonios.com.

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