MODULE OVERVIEW

Too much for one manager: Four responsibilities to share

Adaptive module | ~20 min

Going beyond a list of the expectations placed on managers, this module treats them as a question of how they are shared: a manager led eight people in 2013, nearly twelve today, and the trend points toward twenty to twenty-five. Each of the four responsibilities is therefore presented with what upper management expects, what the team expects, and the part each team member takes on, including in adopting AI tools.

LEARNING OBJECTIVES

01 Create the conditions for collective performance by negotiating goals the team commits to working toward with you.

02 Help everyone grow, including in their use of AI, by organizing peer learning.

03 Look after well-being without carrying it alone: spot the signs, raise the topic, and refer people to the right support.

04 Translate organizational decisions into shared meaning, and report upward what the team sees in practice.

WHO IT'S FOR

Managers who want to create conditions for everyone to do their part in their own role.

- **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

- Shared responsibility between manager and team – Afthonios principle
- OKRs (objectives and key results) – inspired by Andy Grove (Intel), popularized by John Doerr at Google
- Conscious unbossing – term from Robert Walters (2024)
- Span of control – V. A. Graicunas and Lyndall Urwick

SOURCES & REFERENCES

- Robert Walters (2024) – 52% of Gen Z professionals do not want to become middle managers ("conscious unbossing")
- Gallup – the average span of control rose from 8.2 team members per manager in 2013 to 12.1 in 2025, an increase of 50%
- Gallup – 13% of managers already have 25 or more team members
- LinkedIn Learning, "2018 Workplace Learning Report" (2018): 94% of employees would stay longer at a company that invested in their career development

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