

Managing with AI: What stays human

Adaptive module

~20 min

Manager engagement has fallen to 22% according to Gallup, and nearly one in two middle managers report burnout: the role has grown more complex just as AI is reshaping it. Rather than listing skills to acquire, this module examines each role—orchestrator, facilitator, and leader—to distinguish what AI takes over from what stays human, including a new responsibility: leading a team where AI agents work alongside team members.

LEARNING OBJECTIVES

- 01 Distinguish the manager's three roles—orchestrator, facilitator, and leader—and identify what AI changes in each.
- 02 Orchestrate a human-agent team: decide what goes to AI agents, supervise their output, and retain judgment calls and responsibility.
- 03 Develop the facilitator's four pillars: active listening, helping ideas emerge, resolving tensions, and everyday cooperation.
- 04 Practice shared leadership: inspire without imposing, and set the direction for AI by defining the non-negotiables.

WHO IT'S FOR

Frontline managers and team leaders whose job is being reshaped by the arrival of AI and AI agents.

- **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

Your team uses AI agents on three processes. You spend six hours a week checking their output, and your one-to-ones have been skipped for two months. Andrés tells you he no longer knows what's expected of him. You can't keep up with everything. What do you do first?

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

- Orchestrator / facilitator / leader roles – Afthonios framework
- Shared leadership – Pearce & Conger (2003)
- Know-it-all vs. learn-it-all – Satya Nadella, Carol Dweck's growth mindset (2006)
- Agent boss – Work Trend Index, Microsoft (2025)

SOURCES & REFERENCES

- World Economic Forum – "Future of Jobs Report" 2025: leadership and social influence up 22 percentage points as a key skill
- Microsoft – "Work Trend Index" 2025: leaders expect 36% of their teams to manage AI agents within five years
- Gallup – manager engagement down to 22%, from 31%
- Future Forum, Pulse (autumn 2022) – workload and burnout among middle managers