MODULE OVERVIEW

From strong manager to leader: Three moves to step up

Adaptive module | ~20 min

"Develop your leadership": many strong managers are given this advice, but almost never told how to follow it. Yet operational excellence is no longer enough, now that AI is taking over coordination and making what it can't do more valuable: providing insight and helping others grow. This module turns the advice into concrete actions: freeing up time by "delegating the undelegable," building a vision in four ways, reading power relationships, and becoming visible with their team.

LEARNING OBJECTIVES

01 Free up time by letting go of perfectionism: "delegate the undelegable," skip nonessential meetings, and track only what matters most.

02 Hand coordination to AI to refocus on the two roles growing in importance: making sense of what it produces and developing your team.

03 Build your vision in four ways (protected thinking time, cross-department exchanges, collective intelligence, watching outside trends) and spot who holds real power.

04 Become visible with your team and take risks that benefit the whole team, despite the fear of not being good enough.

WHO IT'S FOR

Managers already strong at operations who want to broaden their role, lead with a vision, and help their team grow.

- **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

- Distinction between manager and leader, inspired by John Kotter and Warren Bennis
- Metamorphosis from caterpillar manager to butterfly leader – Afthonios principle
- Impostor syndrome, inspired by Pauline Clance & Suzanne Imes (1978)
- Four ways to build your vision: scheduled time with yourself, cross-department conversations, thinking as a team, keeping up with external developments – Afthonios method

SOURCES & REFERENCES

- Gartner (October 2023): by 2026, 20% of organizations will use AI to flatten their structure, eliminating more than half of current middle management positions
- KPMG (United States): 75% of the 750 women executives surveyed say they have experienced impostor syndrome
- Revelio Labs: job postings for middle management roles down about 40% since 2022
- Pauline Clance & Suzanne Imes, 1978: the concept of impostor syndrome

Module created by Afthonios.com.

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