MODULE OVERVIEW

Leading when you can't plan ahead: Three kinds of courage

Adaptive module | ~20 min

In an environment researchers call BANI (brittle, anxious, non-linear, incomprehensible), nothing can be planned eighteen months ahead, and the course is no longer set only from the top. This module names three kinds of courage: collaborating, innovating with AI, and making the call without certainty. It ends with the core issue: recognizing the fear that decides for us, and the three drivers that help us act despite it.

LEARNING OBJECTIVES

01 Share responsibility instead of carrying it all alone: ask for input and delegate with a clear mandate.

02 Put AI to work on a small scale (one real task, two weeks, with human review) and share both successes and failures.

03 Make the call rather than drift: decide together when possible, alone when needed, then adjust.

04 Name the fear that decides for you, and rely on conviction rather than pressure.

WHO IT'S FOR

Managers who want to collaborate, innovate, and decide at the pace of an unpredictable environment.

- **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

- Principled negotiation – Roger Fisher & William Ury (Harvard)
- BANI (Brittle, Anxious, Non-linear, Incomprehensible) – Jamais Cascio (2018)
- BATNA – your fallback option
- The asking muscle – Afthonios method

SOURCES & REFERENCES

- McKinsey – managers spend on average 37% of their time making decisions; 61% feel this time is poorly used
- Microsoft & LinkedIn – "Work Trend Index" (2024): organizations that value AI skills attract more talent
- Roger Fisher & William Ury – principled negotiation, Harvard Negotiation Project
- Jamais Cascio – creator of the BANI framework (2018), an evolution of the VUCA framework

Module created by Afthonios.com.

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