

“The agent did it”: Managing a team of people and AI agents

Adaptive module

~20 min

AI agents are joining teams faster than the rules for managing them: Gartner expects that in 2028, 15% of day-to-day decisions will be made autonomously. This module treats the question as a management issue, not a technology one: a three-column map of the work, a level of autonomy chosen for each task, and accountability held by a named person. It is ideal for starting a training program on AI.

LEARNING OBJECTIVES

- 01 Map out the work with your team in three columns (human only, human with AI, agent only) and review it regularly.
- 02 Distinguish the three levels of autonomy of an agent, from recommendation to acting alone within a delegated scope.
- 03 Recognize the three signals that require you to take back control: irreversible consequences, an affected person, and a situation outside the framework.
- 04 Divide responsibility among the organization, the manager, and the team member, and uphold quality standards discussed as a team.

WHO IT'S FOR

Managers who want to lead a team of people and AI agents, and team members who already work with 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

Soren and two colleagues use the same AI agent to prepare price lists. No one knows who last adjusted its settings. This morning, the agent sent a customer a discount Soren wouldn't have granted; the customer accepted it. How should Soren respond?

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

- Three-column map of the work: human only, human with AI, agent only — Afthonios method
- One named human owner per agent
- Three levels of autonomy: AI recommends (the human checks beforehand), AI acts under supervision (the human checks afterward), AI acts alone within a delegated scope (the human has set the framework)
- Three signals for taking back control: a decision that can't be undone, a person affected, a situation outside the framework — Afthonios method

SOURCES & REFERENCES

- Gartner, Top Strategic Technology Trends 2025 (October 2024): by 2028, 15% of day-to-day work decisions made autonomously through agentic AI, up from 0% in 2024
- Microsoft, Work Trend Index 2026 (May 2026): +30 points of trust in agentic AI when the manager uses AI openly and upholds quality standards; 83% vs. 57% with managers who uphold clear quality standards; agentic AI used 1.4 times more often when the manager makes experimentation safe
- AI Act (Regulation (EU) 2024/1689), Article 4: AI literacy of staff, applicable since February 2, 2025; oversight and penalties since August 3, 2026
- Automation bias: Mosier & Skitka (1999); Parasuraman & Manzey (2010)