MODULE OVERVIEW

Shared responsibility: A new pact between manager and team

Adaptive module | ~20 min

The manager who carries everything burns out, and the team member who waits disengages: this paternalistic pattern persists in many teams, even though hybrid work and AI make it unsustainable. What one side gives up and what the other takes on: the module addresses both sides at once, leading to a written working pact of mutual commitments and the responsibility each person now takes for what AI produces.

LEARNING OBJECTIVES

01 Identify the paternalistic pattern where one carries everything and steps in, while the other waits for instructions.

02 Move from a Parent-Child relationship to an adult-to-adult relationship, built on four pillars: accountability, autonomy, initiative, and fairness.

03 Put in place the three acts of shared responsibility: delegate and take ownership, invite and join in decisions, and flag issues.

04 Share oversight of what AI produces: each person keeps control of meaning, ethics, and quality.

WHO IT'S FOR

Managers ready to share responsibility, and team members ready to take on more of it within their own scope.

- **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

- Decision rights map – Afthonios method, similar to the delegation board in Management 3.0 (Jurgen Appelo)
- Drama triangle: Rescuer, Persecutor, Victim (Stephen Karpman, 1968)
- 10 principles of shared responsibility, including accountability, autonomy, initiative, and fairness (Francis Boyer)
- Written pact of mutual commitments between manager and team – Afthonios method

SOURCES & REFERENCES

- Deloitte, Gen Z & Millennial Survey 2025: about half of young people expect mentoring and development from their manager, but only about a third feel they receive it
- Stephen Karpman, 1968: drama triangle
- Francis Boyer, "Les 10 principes de l'entreprise coresponsable"
- Deci & Ryan (2000) – autonomy, competence, and relatedness in motivation

Module created by Afthonios.com.

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