

Three team skills that outlast every new AI tool

Adaptive module

~20 min

Since February 2025, the AI Act has required employers to train staff in AI literacy; yet only 32% have received formal training, and 68% of HR directors rank AI first among the changes ahead (Cegos 2026). This module gives managers three skills to cultivate in their teams—continuous adaptation, the human in the loop, and judgment about delegation—and the practices to establish them, ending with the quarterly ritual where the team decides together what stays human.

LEARNING OBJECTIVES

- 01 Understand what the AI Act has required of teams since 2025: transparency, data protection, and responsible use.
- 02 Cultivate continuous adaptation to tools: daily use, exploration of advanced features, and creation of your own agents.
- 03 Keep the human in the loop by contributing your added value before, during, and after every AI output.
- 04 Facilitate the team's shared judgment about delegation: what goes to AI, what stays human, and the gray area to explore.

WHO IT'S FOR

Managers who want every member of their team to progress with AI, and the team as a whole to choose what it keeps human.

- **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

HR asks you to sign your six administrators up, before the end of the month, for an "AI literacy" half-day on basic uses, the same for everyone. Ravi configures his own agents, two use AI every day, and three have never tried it. How do you respond to this request?

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

- AI literacy – AI Act, EU regulation, Article 4 (in force since February 2025)
- Cornerstone report "The Great Skills Merge" (2026) – 50/50 balance between technical and human skills
- Human in the loop – widely used concept in responsible AI
- Strategic judgment about delegation – drawn from Afthonios coaching practice

SOURCES & REFERENCES

- AI Act (EU regulation on artificial intelligence) – Article 4, in force since 2 February 2025: obligation to train employees in AI literacy
- Cegos 2026 barometer "Transformations, Compétences et Learning" (6,000+ respondents, 11 countries): 68% of HR directors rank AI and automation first among the changes affecting skills
- Cornerstone – 2026 report "The Great Skills Merge": a 50/50 balance between technical AI skills and human skills
- LinkedIn – "Skills on the Rise" report: adaptability ranked 3rd of 15 skills whose value is growing fastest