

Facilitator Guide — Stage 1 Reimagining Your Role - Manager Training

Train-the-Trainer (TtT) Module: Manager & Leader Coaching Guide

Focus: Establishing Psychological Safety & Navigating AI Change Friction

Audience: Managers and Leaders

1. Mindset Shift: Managing Team Fear & Disruption

When leading discussions about AI reskilling, team members often experience silent resistance rooted in replacement anxiety. Your role as a leader is not to defend the technology, but to validate their experience while redirecting focus toward human judgment.

The ADKAR Leadership Rule for Stage 1

Reimagining Your Role

ADKAR FOCUS

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A

Awareness

Focus on operational noise (unproductive daily admin work) rather than "AI efficiency." Help them build awareness of their unique value to their role.

D

Desire

Anchor confidence by highlighting their unique "Onlyness" qualities that software cannot replace.

K

Knowledge

Help them identify and define what work requires human judgement vs. work that can be automated.

Course 1 - Reskilling with AI — Defining Your Role

6 / 7

2. Facilitation Coaching & Handling Friction

Establish Psychological Safety Early:

Begin the session by explicit commitment: "AI is a tool to strip away routine admin work so you can focus on higher-value decisions. This session is about helping you reclaim time for the parts of your job that require human experience."

De-Escalate Vulnerability:

If an employee struggles to define their "Onlyness" or feels their job is 100% automatable, do not disagree aggressively. Reframe: "Routine tasks are easily codified. But when a project hits an unexpected roadblock, what unwritten organizational history or relationship do you rely on to solve it?"

Avoid Productivity Traps:

Ensure participants do not feel that removing routine tasks simply means getting assigned *more* routine tasks. Emphasize that reclaimed time is meant for high-stakes judgment, relationship building, and strategic alignment.

Facilitator Guide: Stage 1 Discussion (Part B)

Session Title: Defining Your Role & Claiming Your Human Edge

Duration: 30–45 Minutes | Modality: Synchronous (Virtual or In-Person Team Session)

Target Audience: Enterprise Employees & Cross-Functional Team Members

Pre-Work Required: Completion of Stage 1 Rise eLearning & downloaded *Stage 1 Reflection Sheet*

Session Agenda & Facilitator Timings

Time	Segment	Focus & Activity
00:00 – 00:05	Warm-Up & Framing	Frame intent around human judgment over task execution.
00:05 – 00:30	Guided Discussion	3 Strategic Core Discussion Questions.
00:30 – 00:40	Action Commitment	Individual exercise: Selecting 1–3 Focus Tasks.
00:40 – 00:45	Wrap-Up & Peer Swap	Pair sharing and transition to Stage 2.

Detailed Facilitation Script & Walkthrough

Script or steps	Notes
Warm-Up & Framing (5 Minutes) Welcome: <i>"Welcome everyone! In our pre-work eLearning, we identified a critical shift: your true value isn't found in routine admin work, manual data copying, or draft summaries. It's found in your context, your relationships, and the human decisions you make when rules aren't black-and-white. Today we are going to look at our task audits together, name our irreplaceable skills, and choose where we want to focus our energy going forward."</i>	Important: This introduction is key to establishing psychological safety.
Warm up - The "3rd Person Mirror": Ask employees to articulate their peer's value first. During team sessions, put people in pairs and ask: <i>"What is one thing your partner handles that you are always relieved you don't have to worry about?"</i> It is vastly easier for people to validate others than to praise themselves.	In cultures where self-advocacy is discouraged, employees often feel uncomfortable boasting. Use peer extraction and third-party perspectives to make value identification psychologically safe.

Guided Discussion (25 Minutes total ~10 mins per question) Question 1: Uncovering Your "Onlyness" Prompt: "Think of a time a project was about to go off the rails, and you fixed it or stopped a bad idea before it went out. What did you notice that others missed?" Prompt: "In the eLearning, you wrote down your 1-sentence role purpose. Looking at your daily work, what is your 'Onlyness' - the unique combination of organizational history, relationships, or instincts you bring that no AI model could ever replicate?" Follow-Up: "Think of a project that succeeded because you knew <i>who</i> to talk to or remembered why a process failed two years ago. That is your human edge."	Intent: Build Desire by anchoring individual confidence. The concept of Onlyness might be a difficult one for some to grasp. We aren't always asked to evaluate what's unique about us. The first prompt is designed to help the audience build an understanding around their value.
Question 2: Determining Needed Judgement vs. Automation. Prompt: "What is something in your job that requires you to 'read between the lines' or double-check because a computer or beginner would take it too literally?" Prompt: "When reviewing your task audit, where did you spot the clear boundary between tasks that are 'Predictable & Repeating' versus those that are 'Context-Dependent' or 'High-Stakes'?" Follow-Up: "Which predictable tasks are currently stealing energy from high-stakes decision-making?"	Intent: Build Knowledge around delegating routine friction versus retaining judgment.
Question 3: Reimagining the "Human-in-the-Loop" Prompt: "What does being the 'Human-in-the-Loop' mean for our team's daily rhythm? Where must we slow down and apply human judgment, even if an AI tool offers a fast answer?" Follow-Up: "Where in our daily workflows are trust and nuanced understanding more important than raw speed?"	Intent: Frame human accountability as the ultimate safeguard and strategist.

3. Action Commitment Exercise (10 Minutes) Facilitator Script: "Instead of looking at your reflection sheet as a list of job duties, I want you to look at it through the lens of your daily energy. We all have routine administrative tasks that feel like operational noise the copy-pasting, the status updates, the manual sorting that drains your focus before you even get to the real work." <i>"We aren't trying to change your whole job overnight. We are going to build one small micro-habit starting tomorrow to reclaim your energy."</i>	Why This Works for Disadvantaged or Self-Advocacy-Averse Cultures Removes Performance Anxiety: The learner isn't bragging about their "high value"; they are simply identifying an administrative task that annoys them and a judgment call where they want to pay closer attention[cite: 3]. Peer Validation: Sharing in peer pairs lets colleagues say, <i>"Oh yeah, that task takes forever, you should definitely automate that,"</i> providing social proof and status protection[cite: 3]. Actionable Micro-Step: The "Tomorrow Trigger" reduces cognitive overload by focusing entirely on a 60-second pause tomorrow, making the transition to AI-augmented work feel safe, manageable, and habit-driven[cite: 3].
4. Wrap-Up & Peer Swap (5 Minutes) Activity: Have participants share 1 focus task with a peer or in the chat. Talk with your partner for 4 minutes (2 mins each): 1. What is 1 routine task on your list that drains your energy or steals time from high-stakes decisions? 2. What is 1 human judgment moment you want to protect and focus on once that routine task is off your plate? "Now, let's write down your concrete micro-habit trigger for tomorrow. Habits stick when we attach a new choice to an existing routine. Fill out the 'Tomorrow Trigger' at the bottom of your sheet."	Activity Mechanics: Put participants into Peer Pairs (breakout rooms or side-by-side). Managers step back and do not join pairs to ensure psychological safety.
Facilitator Closing: "Great work today. You've defined your role beyond routine tasks and named your unique edge. In Stage 2, we'll take these specific focus tasks and begin exploring how AI can remove the routine friction so you can focus on high-impact work." Explain what's next in the upcoming work to develop our use of AI.	

Participant Worksheet: Stage 1 Action Guide

Participant Name: _____

Date: _____

1. The energy I want to reduce:
(1 predictable/repeating task to streamline or hand off to AI)

2. The human edge (Onlyness) I want to protect:
(1 high-stakes or context task where my judgement and relationships belong intact)

3. My Tomorrow Trigger (Implementation Intention):
When I sit down to do [Insert task] tomorrow... I WILL pause for 60 seconds to identify how AI or automation could draft the baseline, so I can save my energy for [Insert Task # 2]