

THE AI-ERA MANAGER: LEADING PEOPLE, PERFORMANCE AND CHANGE

Introduction

The role of managers is changing rapidly. In the AI era, managers are expected to lead people while working with new technologies, faster decision-making, changing job roles and increasing performance expectations. Leadership is no longer only about giving instructions and monitoring work. Managers must know when to rely on technology, when to apply human judgement, how to lead employees through uncertainty and how to maintain trust when work processes are increasingly supported by AI. This one-day programme provides managers with practical leadership approaches for managing people, performance and change in an increasingly technology-driven workplace. The emphasis remains on human leadership, with AI positioned as an important part of the changing management environment.

Programme Objectives

The programme aims to:

1. Strengthen participants' understanding of the changing role of managers in the AI era.
2. Develop practical approaches for leading different types of employees and teams.
3. Improve communication, delegation and performance management practices.
4. Help managers understand how AI can support, but not replace, leadership judgement.
5. Prepare managers to lead employees through workplace and technological change.

Learning Outcomes

By the end of the programme, participants should be able to:

1. Describe how the role of managers is changing in the AI era.
2. Identify an appropriate leadership approach for different employee situations.
3. Apply practical methods for communication, delegation and performance management.
4. Identify suitable areas where AI can support managerial work and decision-making.
5. Develop practical actions to strengthen their leadership effectiveness.

Methodology

The programme uses an interactive and application-oriented approach. Approximately 30% of the programme focuses on concepts, while 70% involves discussion, exercises and workplace application.

The learning methods include short facilitator presentations, leadership self-reflection, workplace cases, group discussions, management scenarios, role-play, AI-era management examples and personal action planning.

Examples will reflect situations commonly experienced in Malaysian and Asian organisations, including government agencies, GLCs, manufacturing, financial services, professional services and corporate environments.

Who Should Attend

Managers, senior managers, heads of department, team leaders and emerging leaders responsible for leading people, managing performance and navigating workplace change in the AI era.

Programme Outline

Time	Module
9.00 am – 10.45 am	Module 1: The Changing Role of the Manager in the AI Era This module introduces participants to the changing management environment. Managers are increasingly working with AI-supported systems, automation, dashboards, analytics and digital workflows. However, technology does not remove the need for leadership. In many situations, it increases the importance of judgement, communication and accountability. Participants examine the changing role of the manager through four areas: People → Technology → Judgement → Accountability The module also discusses what managers should and should not delegate to AI. AI may support information gathering, summarisation, analysis and option generation, but managers remain responsible for decisions affecting employees, performance, ethics and organisational outcomes.
10.45 am – 1.00 pm	Module 2: Leading People in a Human + AI Workplace Employees do not respond to technological change in the same way. Some employees may quickly adopt new AI tools, while others may be uncertain, resistant or concerned about their future roles. Managers therefore need to adapt their leadership approach according to employee capability, confidence and readiness. Participants explore different employee situations, including: • High capability, high readiness • High capability, low acceptance of change • Low capability, high willingness to learn • Low digital confidence • Experienced employee resistant to new technology • Employee overly dependent on AI tools The module also covers leadership communication, listening, questioning and trust. Managers learn that introducing AI is not simply a technology implementation issue. It is also a people-management issue.

1.00 pm – 2.00 pm	Lunch
2.00 pm – 3.30 pm	Module 3: Leading Performance, Accountability and Decision-Making AI can help managers process information faster, identify patterns and improve productivity, but it may also create new risks. Managers may accept AI-generated information too quickly, rely excessively on dashboards or fail to question recommendations. This module introduces a practical principle: AI Suggests → Manager Evaluates → Human Decides → Manager Remains Accountable Participants also examine delegation and performance management. Key areas include setting expectations, monitoring progress, providing feedback, handling performance gaps and avoiding micromanagement. A practical example may involve a Malaysian manufacturing manager using AI-supported production data to identify performance issues. The data may indicate a productivity problem, but the manager still needs to investigate whether the cause relates to equipment, workload, skills, supervision or employee behaviour.
3.30 pm – 5.00 pm	Module 4: Leading Change and Building a Future-Ready Team AI will continue to change job responsibilities, processes and required skills. Managers therefore need to lead employees through transition rather than simply announce new systems. Participants examine a simple change leadership approach: Explain Why → Clarify What Changes → Address Concerns → Build Capability → Monitor Progress The module also focuses on reskilling and future-readiness. Managers consider: • What work can AI support? • What work still requires human judgement? • What new skills will employees require? • Which employees need additional support? • How should roles evolve rather than simply disappear? The programme concludes with a personal leadership action plan.