The Hybrid Leadership Skills Scorecard

Rate yourself on the 8 skills managers need to lead Human–AI teams

Your details	
Name	
Role / Title	
Team size	
Date completed	

A free resource from the GSDC Emotional Intelligence Certification | gsdcouncil.org

How to Use This Scorecard

Leading a team where people work alongside AI tools and agents requires more than technical knowledge. This scorecard helps you take an honest look at how you lead today, identify the skills that need attention, and build a focused plan to strengthen them.

Who it's for

This scorecard is designed for anyone responsible for people in an AI-enabled workplace, including:

- First-time team leads whose teams are starting to use AI tools.
- Experienced managers leading teams through automation or AI agent rollouts.
- Department heads who want a shared language for developing their managers.
- HR and L&D professionals designing leadership development programmes.

Time required

Completing the scorecard takes 10 to 15 minutes. Building your development plan takes another 15 minutes. Set aside 30 minutes of uninterrupted time for the full exercise.

Rating scale

For each statement, select the number that best describes how often you actually do this today.

Score	Meaning	What it looks like

1	Rarely / not yet developed	You seldom do this, or haven't had the chance to try it yet.
2	Occasionally	You do this now and then, usually when prompted or when a problem arises.
3	Sometimes / developing	You do this in some situations but not consistently.
4	Often / strong	This is a regular part of how you lead, with occasional gaps.
5	Consistently / role model	You do this reliably, and others could learn from your approach.

Tips for an accurate result

- **Answer based on what you do, not what you intend.** Rate your actual behaviour from the past three months, not what you plan to do.
- **Don't overthink it.** Your first instinct is usually more honest than a rationalised answer.
- **Get a second view.** For a fuller picture, ask a trusted peer or team member to rate you on the same statements and compare results.
- **Treat it as a starting point.** Low scores aren't failures. They show you exactly where development will have the biggest impact.

Example: rating honestly

Statement: "I explain why AI is being introduced, not just what is changing." Ravi, an operations manager, initially wants to give himself a 4. Then he recalls that his last two tool rollouts were announced by email with no explanation of the purpose. He changes his rating to a 2, which gives him a more useful result.

Why These 8 Skills Matter

Traditional management focused on assigning tasks, tracking performance, and developing people. In hybrid Human–AI teams, those responsibilities remain, but the context has changed. Managers now coordinate work between people and intelligent systems, decide when AI output can be trusted, and help employees adapt to roles that are being reshaped.

The eight skills in this scorecard fall into two groups:

- **People skills:** Emotional Intelligence, Adaptability, Communication, Change Management, and Collaboration. These help you lead people through AI-driven change.
- **Judgement skills:** AI Literacy, Critical Thinking, and Ethical Decision-Making. These help you use AI responsibly and make sound decisions.

Strong hybrid leaders balance both groups. A manager with high AI literacy but low emotional intelligence may roll out tools efficiently and lose the team's trust. A manager with high emotional intelligence but low AI literacy may keep the team happy while missing errors in AI outputs.

Skill 1: Emotional Intelligence

Why it matters

Emotional intelligence is the foundation that the other seven skills rest on. When AI tools enter a team, people rarely voice their worries directly. They go quiet in meetings, avoid the new tool, or become defensive about their existing work.

Managers with strong emotional intelligence notice these signals early and respond before they turn into disengagement or attrition. They also manage their own reactions, because a frustrated manager quickly creates a frustrated team.

> **In practice**
>
> A claims team learns that an AI agent will triage incoming claims. Priya, a senior processor with 12 years of experience, stops contributing ideas in stand-ups. Her manager notices the change, schedules a private conversation, and learns that Priya feels her expertise is no longer valued. The manager asks her to lead the review of the AI's edge-case errors, turning her experience into a visible and valued asset.

Rate yourself

#	Statement	1	2	3	4	5
1.1	I notice when team members are anxious about AI-related changes.	☐	☐	☐	☐	☐
1.2	I manage my own frustration when AI adoption slows down.	☐	☐	☐	☐	☐

1.3	I adjust my communication style based on individual concerns.	☐	☐	☐	☐	☐
1.4	I recognise contributions that don't appear in productivity metrics.	☐	☐	☐	☐	☐
	Emotional Intelligence subtotal: _____ / 20					

Signs of a strong score (16–20)

- You spot changes in mood or behaviour before they show up in performance data.
- You stay calm and constructive when adoption is slower than planned.
- Team members come to you with AI concerns without being asked.

Signs this needs attention (below 12)

- You hear about team frustrations from HR or exit interviews.
- You judge employees mainly on how fast they adopt new tools.
- Your reaction to setbacks sets the mood for the whole team.

> **Quick win**
>
> End each one-to-one this week with: "What's one thing about our AI rollout that's bothering you?"

Skill 2: AI Literacy

Why it matters

You don't need to build AI systems, but you need to understand them well enough to set realistic expectations. Managers with low AI literacy tend to fall into one of two traps: they over-trust tools and accept outputs without checking, or they under-use them and dismiss genuinely useful capabilities.

AI literacy means knowing what a tool is good at, where it typically fails, and which of your team's tasks are suitable for automation.

> **In practice**
>
> A marketing manager is told the new AI content tool "writes blog posts." Without understanding its limits, she sets a target of 20 posts a week. Within a month, two posts go live with outdated statistics. A manager with stronger AI literacy would have known that the tool can produce confident but inaccurate facts, and would have built a fact-check step into the workflow from day one.

Rate yourself

#	Statement	1	2	3	4	5
2.1	I can explain what our AI tools do and don't do.	☐	☐	☐	☐	☐
2.2	I understand the common limitations of AI outputs (errors, bias, missing context).	☐	☐	☐	☐	☐
2.3	I know which tasks in my team are suitable for automation.	☐	☐	☐	☐	☐
2.4	I keep up with how AI is changing my function.	☐	☐	☐	☐	☐

	AI Literacy subtotal: _____ / 20	

Signs of a strong score (16–20)

- You can brief a new joiner on your team's AI tools in five minutes.
- Your targets for AI-assisted work are realistic and include review time.
- You can tell a tool problem apart from a process problem.

Signs this needs attention (below 12)

- You rely on vendor claims to understand what a tool can do.
- AI-related errors surprise you.
- You struggle to answer team questions about how the tools work.

> **Quick win**
>
> List every AI tool your team uses. For each, write one sentence on what it does well and one on where it fails. If you can't complete a line, that tool is your learning priority.

Skill 3: Critical Thinking

Why it matters

AI outputs often look polished and certain, which makes them easy to accept without question. Critical thinking means treating every AI recommendation as a well-informed draft rather than a final answer.

This matters most when a decision affects people, budgets, or customers. The manager remains accountable for the outcome, regardless of where the recommendation came from.

In practice

A sales forecasting tool predicts a 30% drop in Q3 revenue for one region. Instead of cutting the regional budget immediately, the manager asks what data the model used. It turns out the tool did not include a large contract signed the previous week, because it hadn't been entered into the CRM yet. The forecast was accurate based on its inputs, but wrong for the business.

Rate yourself

#	Statement	1	2	3	4	5
3.1	I verify AI-generated recommendations before acting on them.	☐	☐	☐	☐	☐
3.2	I ask what data and criteria an AI output is based on.	☐	☐	☐	☐	☐
3.3	I can identify when an AI recommendation lacks business context.	☐	☐	☐	☐	☐
3.4	I make final decisions based on evidence, not on the tool's confidence.	☐	☐	☐	☐	☐
	Critical Thinking subtotal: _____ / 20					

Signs of a strong score (16–20)

- You routinely ask “what is this based on?” before acting on AI output.
- You have caught at least one AI error before it caused harm.
- Your team sees you as fair when you overrule the AI, and when you don’t.

Signs this needs attention (below 12)

- You forward AI-generated reports without reviewing them.
- You assume detailed or confident outputs are correct.
- You can’t explain why a specific AI-assisted decision was made.

> **Quick win**
>
> Before acting on your next AI recommendation, ask three questions: What data is this based on? What might it be missing? What would I decide without it?

Skill 4: Adaptability

Why it matters

AI changes workflows faster than most organisations update job descriptions. Tasks that defined a role last quarter may be automated this quarter, and people need help finding where their value now lies.

Adaptable managers help their team redesign roles and routines as work shifts. Just as importantly, they model a learning mindset by being open about what they themselves are still figuring out.

In practice

When an AI tool takes over meeting summaries and action tracking, a project coordinator's main task disappears almost overnight. Her manager works with her to redefine the role around stakeholder management and risk tracking, two areas the AI cannot handle well. Within three months, she is running cross-team risk reviews and has a stronger profile than before.

Rate yourself

#	Statement	1	2	3	4	5
4.1	I'm comfortable changing processes when AI improves a workflow.	☐	☐	☐	☐	☐
4.2	I help team members redefine their roles as tasks shift.	☐	☐	☐	☐	☐
4.3	I treat early AI mistakes as learning opportunities.	☐	☐	☐	☐	☐
4.4	I'm open about what I'm still learning.	☐	☐	☐	☐	☐
	Adaptability subtotal: _____ / 20					

Signs of a strong score (16–20)

- You review and update team processes at least quarterly.
- You have had role-redesign conversations with people affected by automation.

- You share your own AI learning openly with the team.

Signs this needs attention (below 12)

- Old processes run in parallel with new AI workflows.
- People whose tasks were automated haven't been given new focus areas.
- You avoid admitting gaps in your own AI knowledge.

> **Quick win**
>
> Pick the team member whose tasks have changed most because of AI. Spend 20 minutes together mapping what their role should focus on now.

Skill 5: Communication

Why it matters

In hybrid teams, unclear responsibilities create two risks. People may assume the AI is accountable for an outcome, or they may duplicate work the AI already does.

Clear communication defines who does what, who approves what, and who owns the final result. It also explains why AI is being introduced, because people engage more constructively when they understand the purpose behind a change.

In practice

An AI agent drafts weekly financial reports, but nobody has been told who checks them. One week, a currency conversion error reaches the leadership team. Each analyst had assumed someone else reviewed it. After the incident, the manager publishes a simple rule: the AI drafts, the assigned analyst verifies the figures, and the finance manager approves before distribution.

Rate yourself

#	Statement	1	2	3	4	5
5.1	I explain why AI is being introduced, not just what is changing.	☐	☐	☐	☐	☐
5.2	My team knows which tasks AI handles and which require human approval.	☐	☐	☐	☐	☐
5.3	I've defined who is accountable for AI-assisted outcomes.	☐	☐	☐	☐	☐
5.4	Team members know when to escalate an AI-related issue.	☐	☐	☐	☐	☐
	Communication subtotal: _____ / 20					

Signs of a strong score (16–20)

- Any team member can explain who approves AI-generated work.
- Your AI announcements include the reason, the impact, and a way to give feedback.

- Escalation paths for AI issues are written down.

Signs this needs attention (below 12)

- Team members give different answers about who owns AI outputs.
- AI tools were introduced with an email and a login link.
- Errors slip through because “everyone thought someone else checked.”

> **Quick win**
>
> Write a one-page “AI ground rules” note covering what AI does, what needs human approval, and who to contact when something looks wrong.

Skill 6: Ethical Decision-Making

Why it matters

AI tools can amplify bias, expose sensitive data, or influence high-impact decisions without anyone noticing. Managers are responsible for making sure AI use in their team is fair, transparent, and compliant, even when the tool was chosen by another department.

Ethical decision-making doesn’t require legal expertise. It requires asking the right questions about who could be harmed and making sure a human reviews decisions that affect people.

In practice

An HR team uses AI to screen job applications. A manager notices that candidates with career gaps are consistently ranked low, which disproportionately affects parents returning to work. She asks for the screening criteria to be reviewed and adds a human review step for every candidate the tool would reject.

Rate yourself

#	Statement	1	2	3	4	5
6.1	I consider privacy before using employee or customer data in AI tools.	☐	☐	☐	☐	☐
6.2	I check AI-assisted decisions for fairness (e.g., hiring, performance).	☐	☐	☐	☐	☐
6.3	I ensure a human reviews high-impact decisions.	☐	☐	☐	☐	☐
6.4	I'm transparent with stakeholders about where AI is used.	☐	☐	☐	☐	☐
	Ethical Decision-Making subtotal: _____ / 20					

Signs of a strong score (16–20)

- You know what data each AI tool in your team has access to.
- High-impact decisions always have a named human reviewer.
- Customers or employees are told when AI plays a role in decisions about them.

Signs this needs attention (below 12)

- Team members paste sensitive data into AI tools without guidance.
- You have never checked an AI tool's outcomes for patterns of unfairness.
- Nobody can say who signed off an AI-assisted decision.

> **Quick win**
>
> Identify one decision in your team where AI influences outcomes for people (hiring, performance, customer eligibility) and confirm a human reviews it.

Skill 7: Change Management

Why it matters

Rolling out an AI tool is not the same as getting people to use it well. Many AI initiatives stall not because the technology fails, but because people were never brought along.

Effective change management involves the team early, gives them protected time to learn, and tracks how people are adapting rather than just counting logins.

> **In practice**
>
> Two teams receive the same AI analytics tool. Team A gets a launch email and a link. Team B's manager runs a two-week pilot with three volunteers, gathers their feedback, and schedules two

hands-on sessions before the full rollout. After 60 days, Team B uses the tool in 80% of its reports, while Team A has quietly reverted to spreadsheets.

Rate yourself

#	Statement	1	2	3	4	5
7.1	I involve the team before rolling out new AI tools.	☐	☐	☐	☐	☐
7.2	I provide training time, not just tool access.	☐	☐	☐	☐	☐
7.3	I track how the team is adapting, not only tool usage.	☐	☐	☐	☐	☐
7.4	I identify and support people who are struggling with the change.	☐	☐	☐	☐	☐
	Change Management subtotal: _____ / 20					

Signs of a strong score (16–20)

- Your rollouts start with a pilot group and a feedback loop.
- Training is scheduled during work hours, not "when you have time."
- You know who in your team is struggling and have a plan for them.

Signs this needs attention (below 12)

- Tools are launched to everyone on the same day with no pilot.
- Adoption is measured only by licences or logins.

- Struggling team members are seen as resistant rather than unsupported.

> **Quick win**
>
> Ask your team to rate their confidence with your main AI tool from 1 to 5. Anyone at 1 or 2 gets a dedicated practice session this month.

Skill 8: Collaboration

Why it matters

The best results in hybrid teams come from workflows where AI and people each do what they are best at: AI handles speed, volume, and pattern-finding, while people bring judgement, context, and relationships.

Collaboration also means creating a culture where people share what works and feel safe saying when the AI is wrong, without being seen as resistant to progress.

> **In practice**
>
> A content team's writers each develop their own AI prompting techniques but never share them. The manager introduces a 15-minute fortnightly "AI show and tell." Within a month, a junior writer's prompt for structuring case studies becomes the team standard and cuts drafting time in half.

Rate yourself

#	Statement	1	2	3	4	5
8.1	I encourage team members to share AI tips and workflows.	☐	☐	☐	☐	☐
8.2	Employees feel safe questioning AI outputs in front of me.	☐	☐	☐	☐	☐
8.3	I design workflows where AI and human contributions complement each other.	☐	☐	☐	☐	☐
8.4	I make AI learning opportunities accessible to everyone.	☐	☐	☐	☐	☐
	Collaboration subtotal: _____ / 20					

Signs of a strong score (16–20)

- Good AI practices spread across the team rather than staying with individuals.
- People openly flag AI mistakes in meetings.
- Junior and senior members have equal access to AI training.

Signs this needs attention (below 12)

- A few "AI enthusiasts" hold all the know-how.
- People hide AI errors or quietly work around them.
- AI is either used for everything or avoided entirely.

> **Quick win**
>
> Add a standing item to your next team meeting: “One AI win and one AI fail from this week.”

Your Score Summary

Transfer your subtotal for each skill into the table below, then tick the column that matches the score. Add all eight subtotals to calculate your total score out of 160.

Skill	Score / 20	Strength (16–20)	Solid (12–15)	Priority (<12)
1. Emotional Intelligence	___	☐	☐	☐
2. AI Literacy	___	☐	☐	☐
3. Critical Thinking	___	☐	☐	☐
4. Adaptability	___	☐	☐	☐
5. Communication	___	☐	☐	☐
6. Ethical Decision-Making	___	☐	☐	☐
7. Change Management	___	☐	☐	☐
8. Collaboration	___	☐	☐	☐
TOTAL SCORE	**___ / 160**			

Visualise your profile

Plotting your eight scores on a radar (spider) chart makes your leadership profile easy to see at a glance. Skills close to the outer edge are strengths; skills close to the centre are gaps.

- In Excel or Google Sheets, list the eight skills in one column and your scores in the next.
- Select both columns and insert a Radar chart.
- Set the axis maximum to 20 so every skill is measured on the same scale.
- Save the chart and repeat the exercise after 90 days to compare the two shapes.

Example: reading the summary

Meera, a customer support manager, scores 18 in Emotional Intelligence and 17 in Collaboration, but 9 in AI Literacy and 10 in Critical Thinking. Her team trusts her and works well together, yet she has been approving AI-generated customer replies without checking them. Her profile shows a clear pattern: strong people skills, weaker judgement skills. Her development plan should focus on understanding how the AI tool works and building a review step into her team's workflow.

The per-skill rule

Your total score can hide important gaps. Any skill scoring below 12 out of 20 is a priority development area, regardless of your overall level.

Example: Arjun scores 118 overall, placing him in the Emerging Leader band. However, he scores 8 in Ethical Decision-Making. Because his team uses AI to shortlist job candidates, this gap carries real risk and should be the first item in his development plan.

What Your Score Means

Your total score places you in one of four leadership levels. Use it as a general indicator, then look at your individual skill scores for the detail that matters most.

Total	Level	Interpretation
128–160	Hybrid Leader	Ready to lead Human–AI teams; focus on mentoring others.
96–127	Emerging Leader	Strong foundation; close specific skill gaps.
64–95	Developing	Leadership habits need more structure for AI-era teams.
Below 64	Foundation Stage	Start with emotional intelligence and AI literacy basics.

Hybrid Leader (128–160)

You already lead in a way that balances people and technology. Your team likely trusts both you and the AI tools you use, because you have set clear expectations and stay alert to how people are feeling. Your next step is to multiply your impact.

What to do next:

- Mentor a peer manager who is earlier in their AI journey.
- Document your team's AI ground rules so other teams can reuse them.
- Lead or contribute to your organisation's AI adoption policies.

Emerging Leader (96–127)

You have solid leadership habits, and most of your skills are in good shape. One or two areas are likely holding back your overall effectiveness. Targeted effort on those areas will move you into the top band quickly.

What to do next:

- Focus your plan on your two lowest-scoring skills only.
- Look for a pattern: are your gaps mostly people skills or judgement skills?
- Ask a team member for feedback on one specific behaviour each month.

Developing (64–95)

You are leading in an AI-enabled environment without enough structure yet. This is common in the early stages of AI adoption, and it means there are clear, practical gains available. Small, consistent habits will make a noticeable difference.

What to do next:

- Start with Communication: define who owns AI outputs and who approves them.
- Schedule regular one-to-ones focused on how people are experiencing AI changes.
- Build basic AI literacy for the tools your team uses daily.

Foundation Stage (below 64)

You may be new to management, new to AI, or leading through a particularly fast change. The most valuable place to begin is with the two skills that support everything else: emotional intelligence and AI literacy.

What to do next:

- Learn how your team's AI tools work, including their limitations.

- Practise active listening and ask open questions about the team's concerns.
- Consider structured learning, such as a certification in emotional intelligence.

Your 30-60-90 Day Development Plan

A scorecard only creates value when it leads to action. This plan turns your results into three manageable phases. Focus on no more than two skills at a time; trying to improve everything at once usually means improving nothing.

Step 1: Choose your two focus skills

Pick your two lowest-scoring skills, or any skill below 12 that carries the most risk for your team.

Focus skills	
Focus skill 1	
Focus skill 2	
Why these two?	

Step 2: Plan your three phases

- **First 30 days:** Build awareness and try one new habit per focus skill. Keep actions small and observable.

- **Days 31–60:** Make one process change that embeds the new habit in how your team works.
- **Days 61–90:** Retake the scorecard, compare your results, and ask for feedback from your team.

Worked example: Meera's plan (focus skills: AI Literacy and Critical Thinking)

30 days: Spends one hour learning how the AI reply tool generates answers, and reviews 10 AI-drafted replies a week to identify common errors.

60 days: Introduces a rule that any AI reply involving refunds or complaints must be reviewed by a human before sending.

90 days: Retakes the scorecard. AI Literacy rises from 9 to 14, and Critical Thinking from 10 to 15. Customer escalations caused by incorrect AI replies drop noticeably.

Phase	Focus skill	Action	Success measure
30 days			
30 days			
60 days			
60 days			
90 days	Both	Retake scorecard and gather team feedback	

Quick-action ideas by skill

Not sure where to start? Use these ideas for your first 30 days.

Skill	First 30-day action
Emotional Intelligence	Ask every team member one open question about how AI changes are affecting their work.
AI Literacy	Spend 30 minutes a week testing your team's main AI tool, including its failure cases.
Critical Thinking	Check the data source behind every AI recommendation before acting on it.
Adaptability	Redesign one role or routine that has been affected by automation.
Communication	Publish a one-page note on what AI does, what needs approval, and who to escalate to.
Ethical Decision-Making	Add a named human reviewer to every AI-assisted decision that affects people.
Change Management	Run a short pilot with volunteers before your next AI tool rollout.
Collaboration	Start a 15-minute fortnightly session for sharing AI tips and mistakes.

NEXT STEP

Turn your lowest scores into leadership strengths

Emotional intelligence underpins every skill in this scorecard. The GSDC Emotional Intelligence Certification gives managers a structured way to build the human skills that AI cannot replace, and to lead hybrid teams with confidence.

- Strengthen self-awareness and emotional regulation under pressure
- Lead with empathy through AI-driven change
- Handle conflicts between human judgement and AI recommendations constructively
- Build trust and collaboration across hybrid Human–AI teams

Explore the Emotional Intelligence Certification →

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