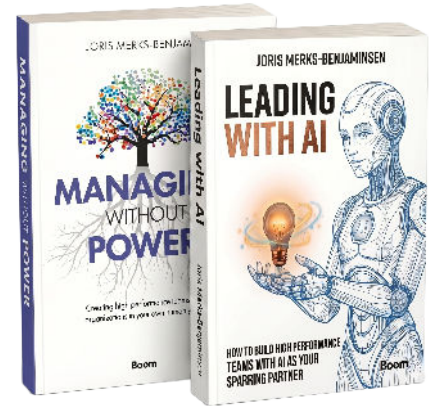


LEADING with AI

Build high performance teams
with AI as your sparring partner



"How do I bring people along with...?"

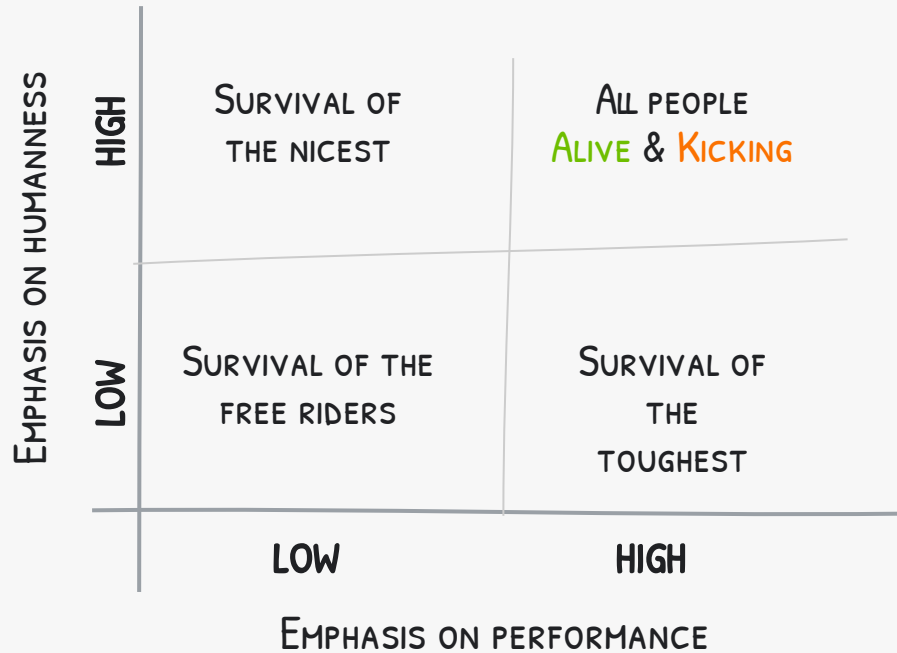


SYSTEM ERROR

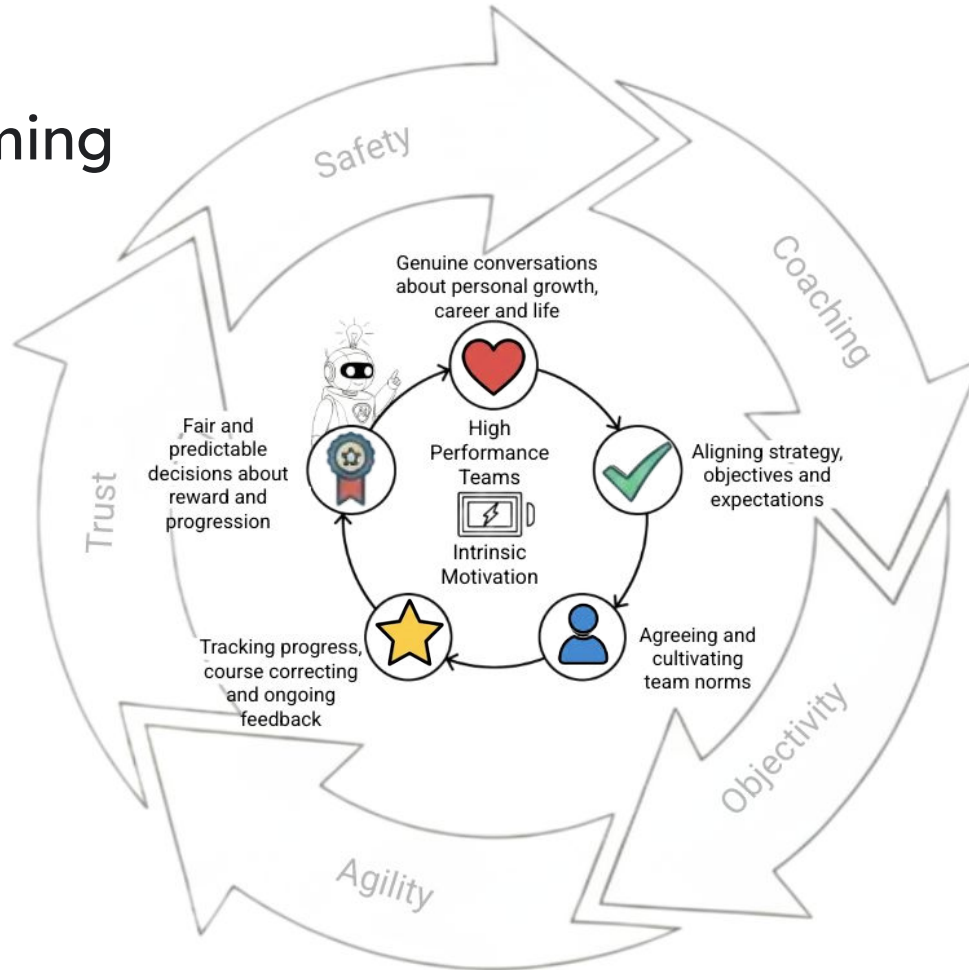
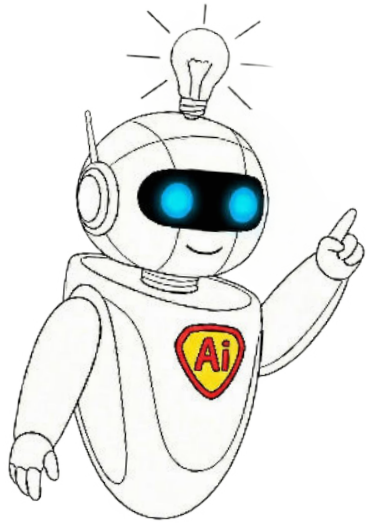
"How do I convince my boss of...?"

MANAGING
without **POWER**





Building High Performing Teams with AI

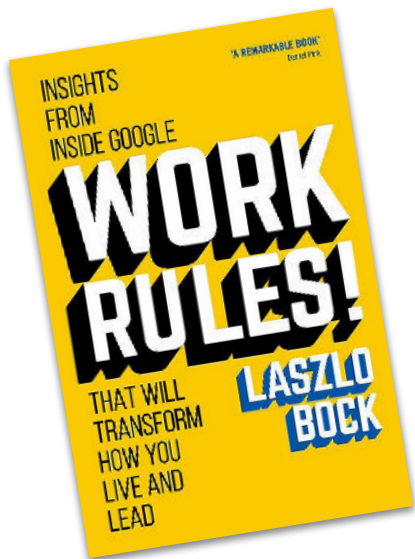


Prompt-Workbook here



Measuring Manager Feedback

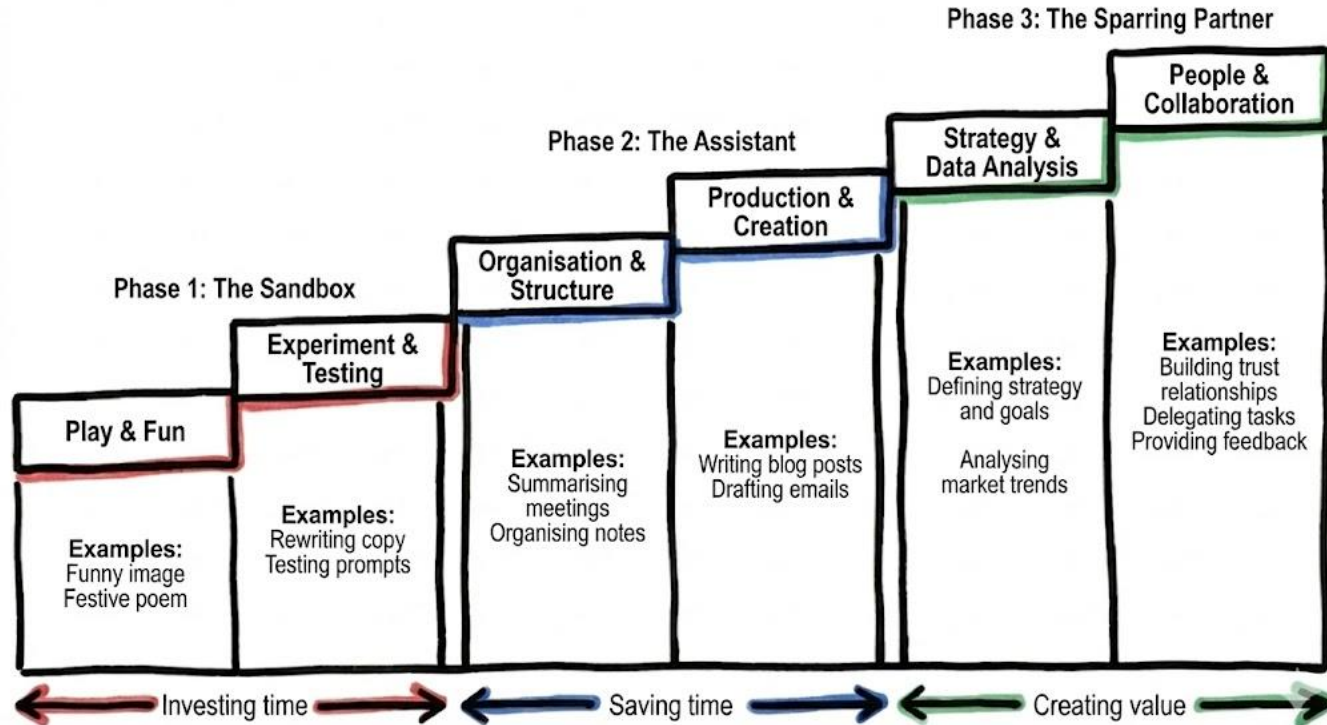
Source: Google's project Oxygen



The 10 key skills of human leadership

1. Is a good coach
2. Empowers team and does not micromanage
3. Creates an inclusive team environment showing concern for success and well-being
4. Is productive and results-orientated
5. Is a good communicator - listens and shares information
6. Supports career development and discusses performance.
7. Has a clear vision/strategy for the team
8. Has key (technical) skills to help advise the team
9. Collaborates across the organization
10. Is a strong decision maker

Your AI Learning Journey







Build agents to prevent clutter in your chats

The screenshot displays the Google AI Chat interface. On the left, a sidebar menu contains the following items: a hamburger menu icon, a search icon, 'New chat', 'Custom Illustration Builder' (highlighted with a red arrow), 'Personal ghost writer', and 'Chats'. The main chat area features a red 'X' logo in the top right corner and a user prompt: 'Can you create an illustration in my company style from this logo?'. Below the prompt, the chat header identifies the agent as 'Custom Illustration Builder • Custom Gem' with a 'Show thinking' dropdown. The generated illustration depicts a workflow: a person pushes a cart of colorful blocks into a central box containing a red 'X' logo labeled 'AMSTERDAM DATA ACADEMY HUB'. An arrow points from this box to another person holding a glowing cube, with a box labeled 'SUSTAINABLE FUTURE' nearby. To the right, a 'SUSTAINABLE ENERGY' logo is visible. At the bottom, there is a text input field with the placeholder 'Enter a prompt for Gemini', a '+ Tools' button, and a 'Thinking' status indicator with a microphone icon and a send button.

Can you create an illustration in my company style from this logo?

Custom Illustration Builder • Custom Gem

Show thinking ▾

AMSTERDAM DATA ACADEMY HUB

SUSTAINABLE ENERGY

SUSTAINABLE FUTURE

Enter a prompt for Gemini

+ Tools

Thinking ▾

Main Components of an Agent

Name

Give your Gem a name

Description

Describe your Gem and explain what it does

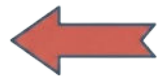
Instructions ⓘ

Example: You are a horticulturist with a background in natural lawns and native plants, and you help people plan low water gardens. Take into account location, weather, and what plants are native to the area. You are

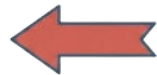
Default tool ⓘ No default tool ▾

Knowledge ⓘ

Add files for your Gem to reference



Name



Description



Instructions (ask your AI)

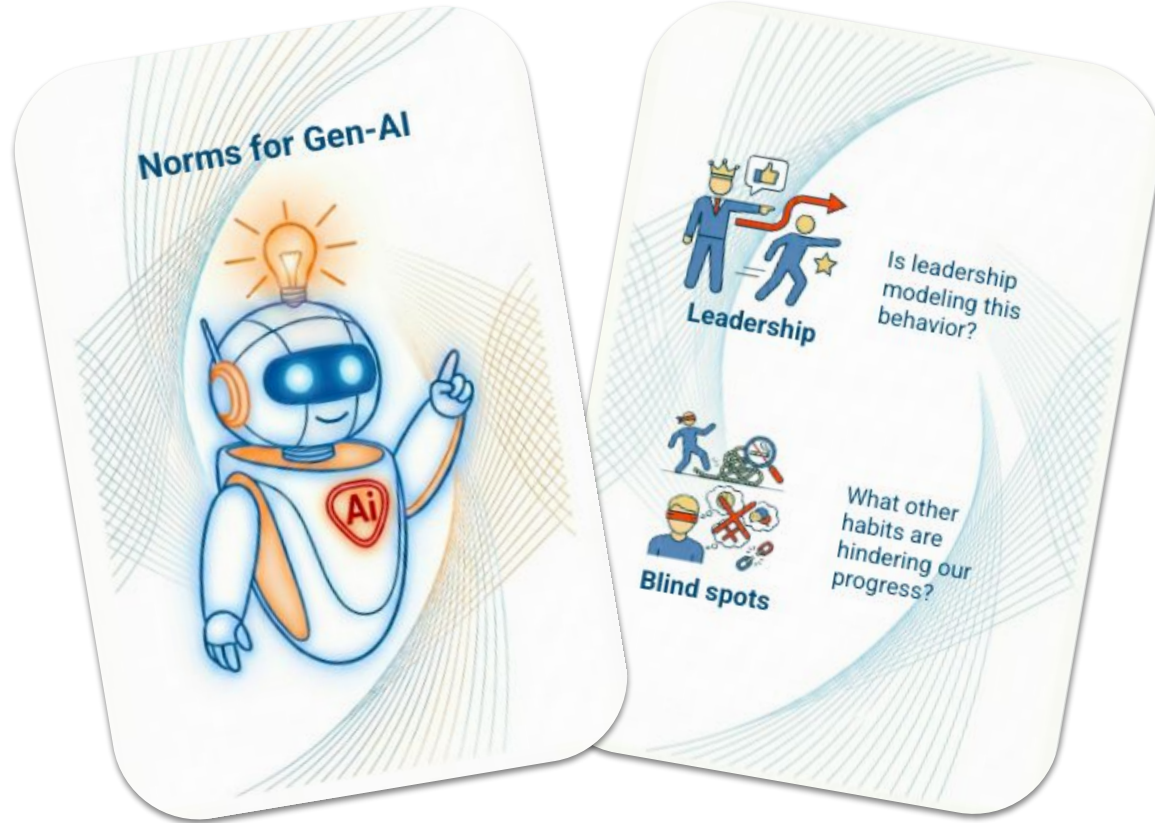


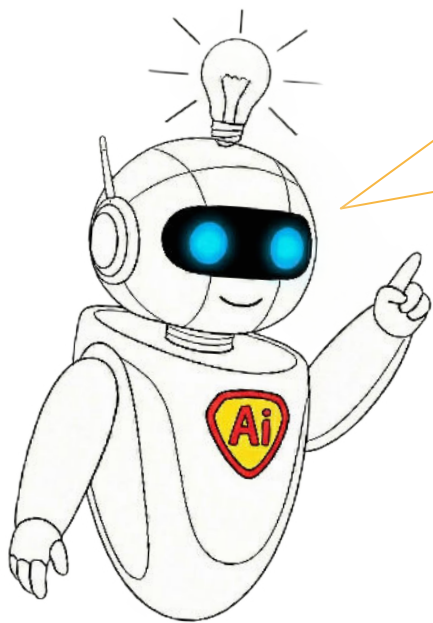
Settings



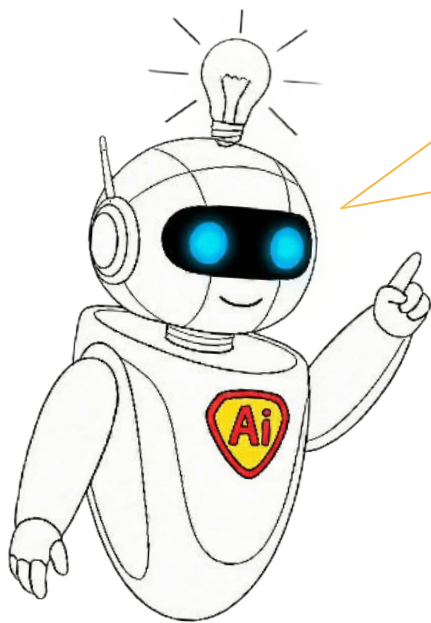
Attachments

AI-Biases & Nuances





*"I am not an oracle of truth.
I am a **sparring partner!**"*



*I work at **[company name]**
We are a company of **[X]** employees
We work in **[industry]**
We provide **[product/service]***

*We want to become an AI-first company.
Can you write a three year plan for me?*

Page 1: Provide a management summary

Page 2: The full three-year roadmap, broken down by annual milestones.

Page 3: Use OGSM to summarize the plan on one page

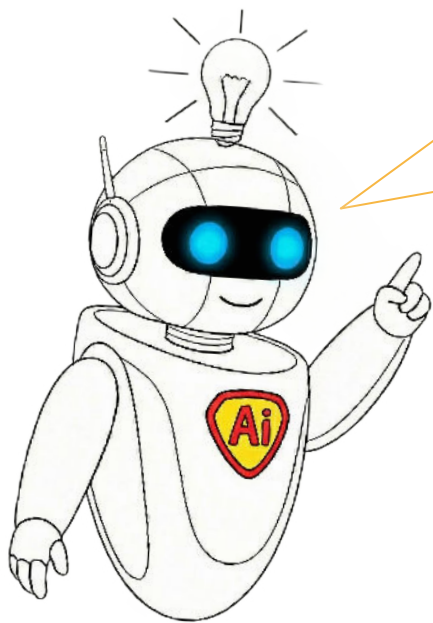
AI as a Sparring Partner

1. Give me three examples of practical AI maturity frameworks.
Provide pros and cons for each in relation to our company: **[provide company context]**
2. Ask me ten questions to assess our maturity using **[framework X]**
3. Here are the answers to your questions: **[provide answers]**
 - a. Create two plans to advance our AI maturity across the next three years: one ambitious plan, one conservative.
 - b. Provide five criteria to help me choose which plan fits us best.

Verifying your AI

- What assumptions did you make?
- What other conclusions could you have drawn?
- What options haven't we explored yet?





*Rolemodel, Encourage and Reward
Thoughtful AI Usage*

Don't Tolerate Lazy AI Usage

Practical AI Risks

- **Confident Nonsense:** AI sells hallucinations with 100% certainty.
Action: Write high quality prompts. Fact-check every figure and fact.
- **Unconscious Bias:** AI mirrors historical stereotypes.
Action: Be the ethical gatekeeper; scan for patterns.
- **Privacy Leaks:** Public tools aren't secure.
Action: Use shielded versions; anonymize sensitive data and information.
- **The Polishing Trap:** Don't over-edit mediocre AI output.
Action: Combine DIY with Dialogue (and high quality prompts).

Leadership Risks

- **Trust Eraser:** Pure AI messages feel impersonal and erode trust.
Action: Use AI for "noise," then add your personal touch.
- **Cognitive Shortcuts:** AI skips the "thinking struggle" required for deep strategy.
Action: Own the logic first; use AI to challenge, polish or enrich it.
- **The Bot Bubble:** Easy AI answers can replace messy, innovative human dialogue.
Action: Don't let a prompt replace a coffee chat.

Using AI to Reduce Bias

Unbias performance feedback with AI

Want to use this prompt more often? Ask your AI tool how to turn this prompt in a custom AI agent.

Submit draft performance feedback to have it checked for bias and blind spots

CONTEXT FOR THE AI: You are my Unconscious Bias Coach. I have written a draft performance review for a team member. I want you to check it for unconscious biases AND help me identify if I am overlooking valuable contributions that are harder to see.

THE INPUT:

1. Role/level [insert role and level]
2. My Draft Feedback [paste draft feedback]

YOUR INSTRUCTIONS (Follow these steps strictly):

STEP 1: THE INTERVIEW (Do this FIRST) Do NOT rewrite the text yet. Ask me 3 questions to uncover what might be missing:

1. "The Recency Check: 'Have you had fairly or recent enough 1:1s?'"
2. "The Glass Ceiling Check: 'Did this person do desirable work (e.g. involving innovation, being huge, exceeding team goals) that isn't mentioned here?'"
3. "The Attribution Check: 'Is my feedback too much about what they did wrong? Are we judging them unfairly than their peers?'"

STOP AND WAIT: Do not proceed to Step 2 until I have answered your questions.

STEP 2: THE ANALYSIS (After I answer) Once I answer, analyze my draft questions. Provide a report with:

1. **The Risk Map (Bias):** Highlight phrases that sound subjective or correlated with my answers. Provide a report with:
 - **The Bias Map (Bias):** Highlight phrases that sound subjective or correlated with my answers. Provide a report with:
 - **The Bias Map (Bias):** Highlight phrases that sound subjective or correlated with my answers. Provide a report with:
2. **The Blind Spot Check (Overlooked Value):** Specifically point out accomplishments I might be overlooking.
 - Look for: Accomplishment vs. New Hurdles, Team Enablement vs. Individual Glory, Prevention vs. Highlighting, Learning vs. Teaching, Quiet vs. Loud, and Growth vs. Stagnation. Tell me if I am focusing too much on "loud" results and ignoring "quiet" value.
3. **The Rewrite:** Suggest a more objective paragraph using the Situation - Behavior - Impact (SBI) model.

CONFIRMATION: If you understood, simply ask me Step 1 Questions.



Unbiasing your job specification

Paste your job specification at the bottom of the prompt Or upload it when submitting the prompt

ROLE: You are an expert in inclusive recruitment and selection and a professional copywriter. You specialise in rewriting job advertisements so that they appeal to the most diverse group of talents possible, without compromising the quality of the requirements.

ASSIGNMENT: I am going to give you my current job advertisement below (or will upload). Your goal is to rewrite it into a fully inclusive job advertisement based on the guidelines below. If you see other things in the job advertisement that can be improved with data-driven knowledge, you may change those as well.

THE GUIDELINES (CRITERIA):

- **Language Use:** Write at language level B1 (understandable for everyone). Avoid jargon where possible.
- **Gender-Neutral:** Replace masculine words (such as 'competitive', 'strive', 'dominant', 'superior') with neutral or feminine alternatives (such as 'collaborate', 'contribute', 'support'). Avoid 'he/she', use 'you'.
- **Job Requirements (The 60/100% Principle):** Make a strict distinction between 'hard requirements' (truly necessary) and 'wishes' (nice-to-haves). Limit the hard requirements to a maximum of 5 to 7 points. Focus on learning capacity (Growth Mindset) instead of 'just' proven experience.
- **Title:** Ensure a clear, common job title (no internal codes or 'rockstar' titles).
- **Conditions:** Emphasise flexibility, part-time options, and be transparent about salary or scale.

PROCESS (IMPORTANT): Carry out the assignment in the following steps:

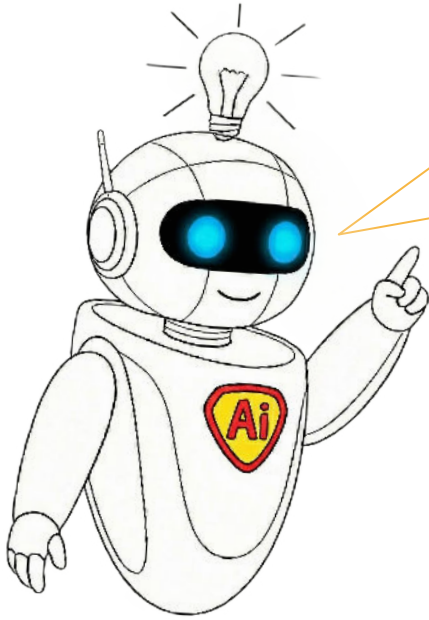
1. **Step 1: Analysis & Questions:** Look at my input. Are essential matters such as salary indication, part-time options, or the distinction between hard requirements and wishes missing? Do not make assumptions. Stop and ask me three to five questions first.
2. **Step 2: Rewriting:** As soon as you have all the information, write the full, optimised job advertisement.
3. **Step 3: Educational Feedback:** Provide a heading 'Explanation of the changes' below the new advertisement. Explain in 3 to 5 bullet points what you specifically adjusted and why. Give examples from my original text and show how you changed them.

My current job advertisement:

[paste your draft job advertisement]



Ask AI help you learn



C
O
S
T
A
R

Context

What is the background situation or scenario?

Objective

What exactly is the task or goal?

Style

What writing style is desired? (e.g., informal, corporate)

Tone

What's the emotional attitude? (e.g., empathetic, urgent)

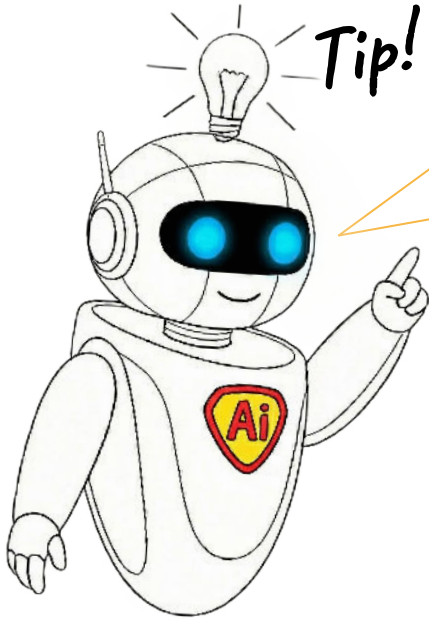
Audience

Who is the target reader or recipient?

Response

What's the desired format? (e.g., table, email, list)

AI is your AI-Teacher



Tip 1: Ask AI to help you

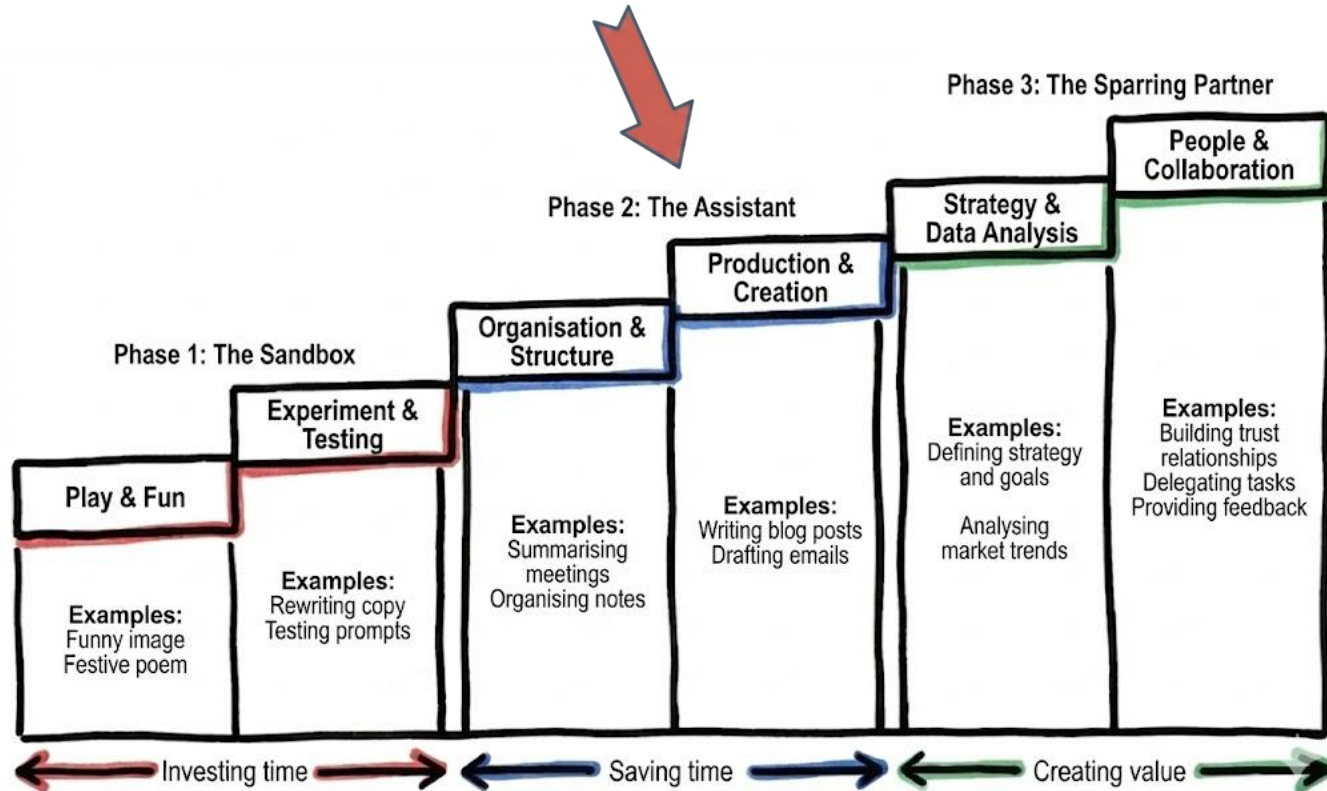
How do I write this prompt in the CO-STAR format using non-technical language?

*Generate an example based on my input.
Explain where information was missing
and which assumptions you had to make
to complete the framework.*

Tip 2: Use 'Thinking Mode'

Most Management and Leadership tasks require complex reasoning, thorough analysis, and nuanced understanding.

Your AI Learning Journey



Time Savers

Your low performance edge case

The Performance Crossroads Workshop

I am currently managing a team member whose performance is in a 'grey area'. I need to decide whether it is time to start a formal Performance Improvement Plan (PIP) or if there is a viable "last chance" route I haven't fully explored yet.

Act as my Leadership Mentor and HR Coach. Your goal is to help me reflect on the situation objectively, ensuring I am being both fair to the individual and responsible to the organisation.

The Situation So Far:

- The individual & Role: [insert role and level]
- The Behaviours/Gaps: [your observations]
- The Context: [context for consideration]
- Feedback & Responses: [feedback you gave]
- Support Provided: [support that was given]
- The Impact: [what impact on the team?]

Our Workshop Process:

1. **Clarification:** Don't give me a verdict yet. Instead, ask me 3 to 5 targeted, clarifying questions that will help you (and me) determine if this person has the will and the skill to turn things around.
2. **The Diagnostic:** Once I answer, tell me whether you believe we have reached the "PIP threshold" or if a "Final Chance Action Plan" is more appropriate. Explain your reasoning clearly.
3. **The Path Forward:**
 - If PIP: Offer to help me draft the formal PIP document, focussing on measurable objectives and clear consequences.
 - If Final Chance: Provide a structured 30-day "turnaround plan" with specific coaching actions I can take to give them one last opportunity to succeed outside of a formal process.

Please use a supportive, professional and insightful tone—like a workshop facilitator. Avoid overly corporate jargon and focus on practical leadership.



Automating tasks

I want to increase my productivity by automating a number of recurring business processes. I am looking for a practical solution that aligns with my current software environment.

These are the specific tasks I want to automate, including the triggers (the moment the task should start): [Make a list of the recurring tasks and describe]

[provide examples of recurring tasks]
[what office software do you use?]

Act as an Automation Expert. Design a workflow to automate these tasks and write an implementation guide. Use simple language that is easy to follow for someone who is not an expert in this field.

- I would like your answer to include the following parts:
- **Action Plan:** A step-by-step explanation of how I set up the connections technically.
- **Analysis:** Am I missing any essential tools (such as Zapier, Make, or specific scripts) in my current list to make this possible?
- **Optimization:** Do you see opportunities to make this workflow even more efficient or smarter than I currently envision?

Questions: If you need more specific information to get the automation working, feel free to ask me some clarifying questions first.



Agentic AI

Act as my strategic advisor. I want to make the transition from using AI as a single tool to working with Agentic AI: autonomous partners that take real responsibility.

We will conduct this conversation in two steps:

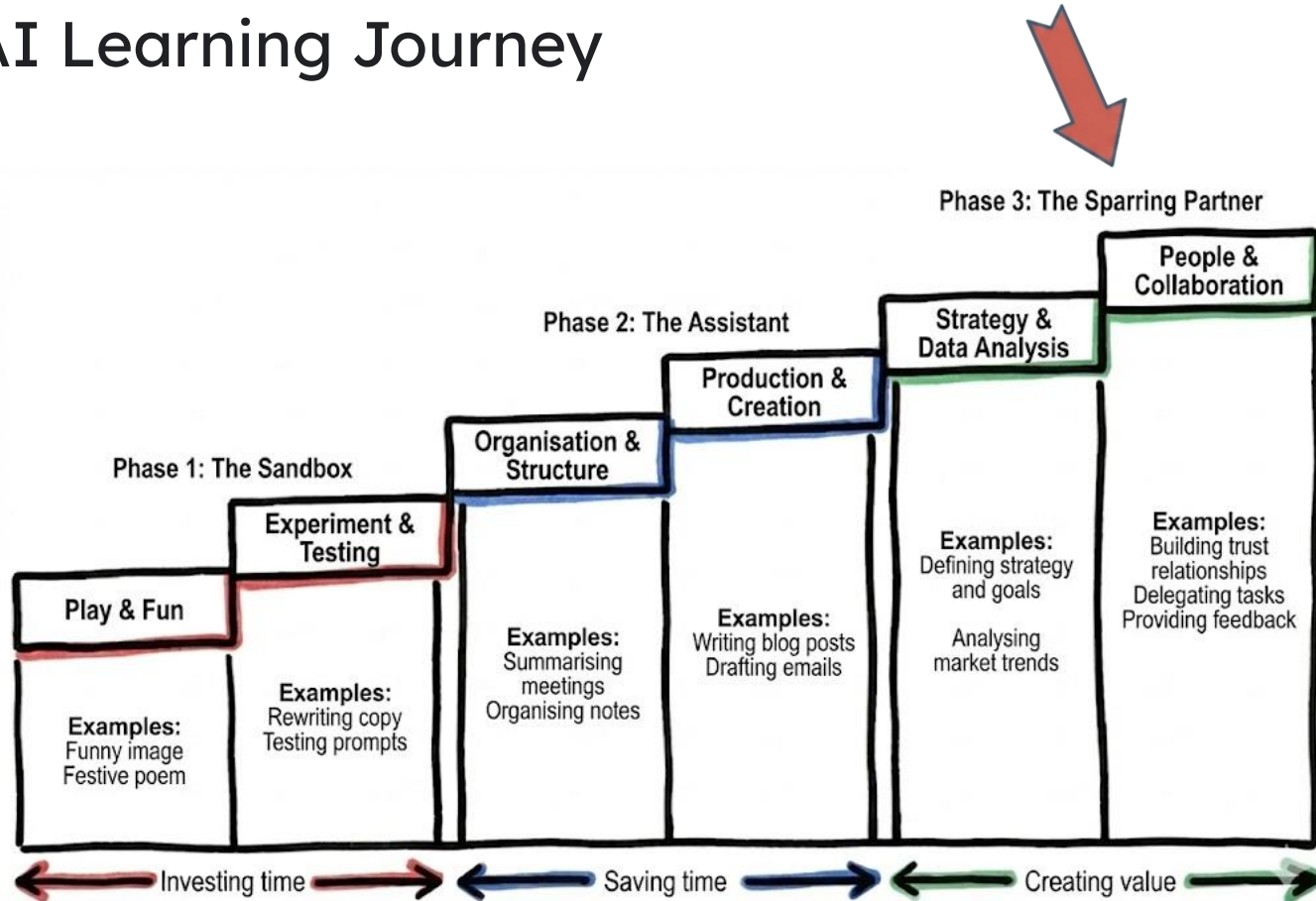
- Step 1: The Potential Explain, briefly and without jargon, how AI agents with a feedback loop differ from the "standard" AI we use today. Then, provide three concrete examples of how such an agent could autonomously manage a business process (such as project management, recruitment, or customer success) in the near future.**
- Step 2: Getting Started Today Next, ask me a few targeted questions to help us identify a first practical application for an AI agent within my team or organization. Focus on processes that currently require heavy coordination but can be automated within safe guardrails.**

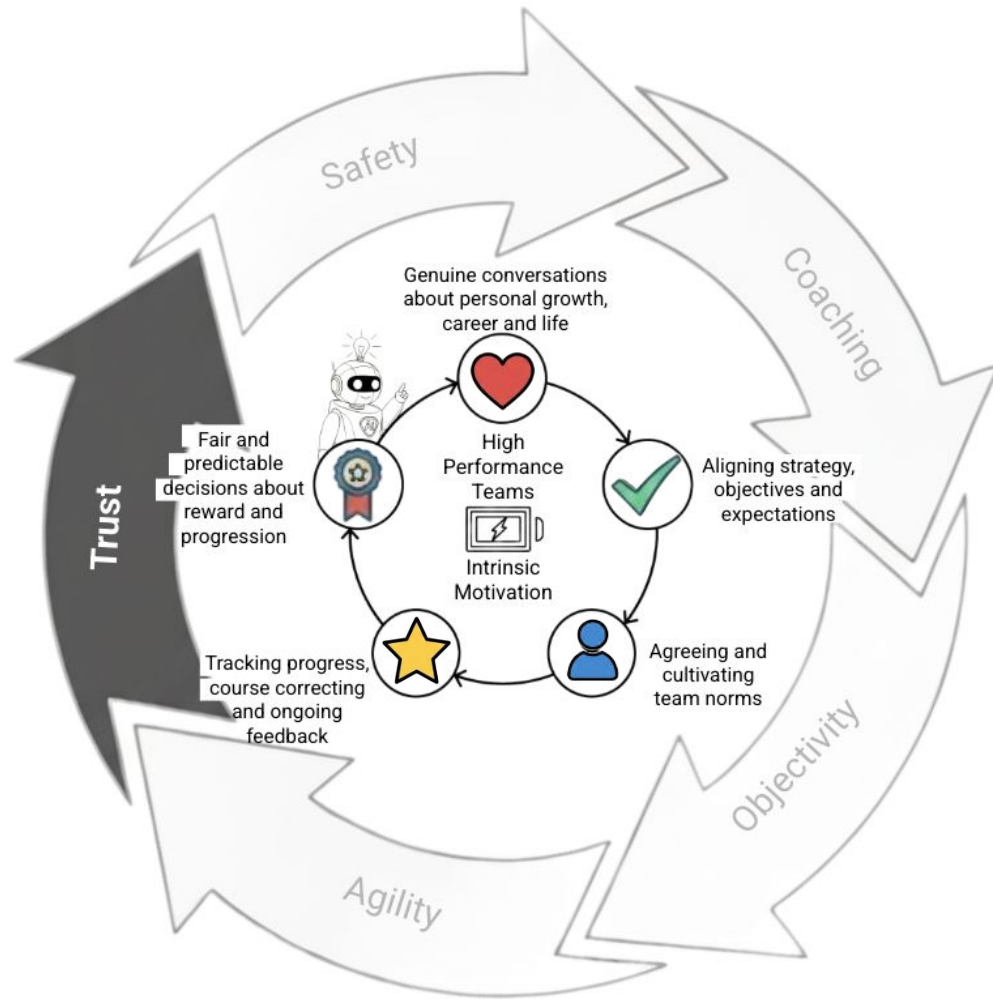
Keep your answers sharp, punchy, and focused entirely on the strategic impact for me as a leader.

Source: martinluthero.com

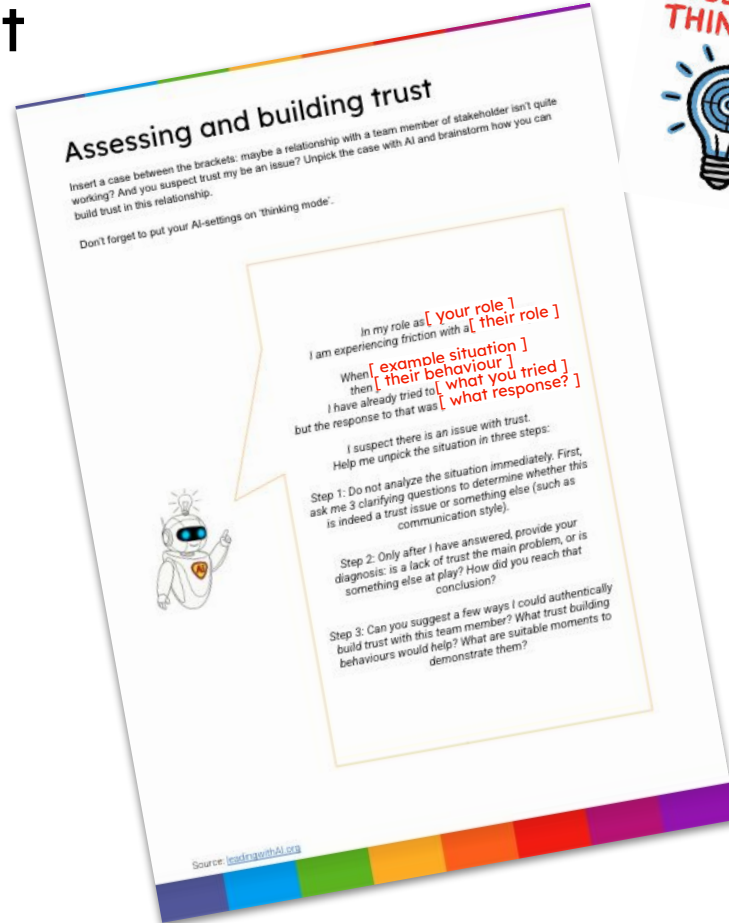
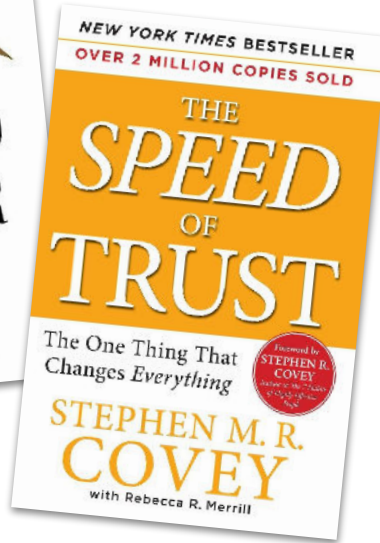
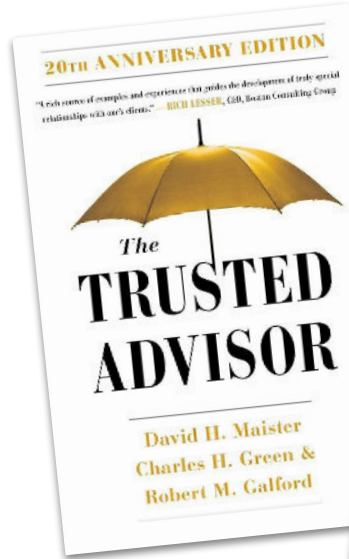


Your AI Learning Journey





Intentionally Building Trust



AI for Human Challenges

Roleplaying feedback with AI

Want to run these role plays more often? Ask your AI tool how to turn the prompt in a custom AI-agent.

Copy the text below into your AI and fill in your case. You can also make a picture and ask AI to read it.

CONTEXT FOR THE AI: I want to practice a feedback conversation with a team member. You play two roles:

1. **THE ACTOR:** My employee (based on the profile below).
2. **THE COACH:** My training partner (invisible during roleplay, intervenes at time out). **MY ROLE:** The Manager.

THE CASE

- Employee Name/Role/Level:
- Character/Personality:
- The Behavior (The Facts):
- The Impact:
- My Biggest Fear/Pitfall:
- My Goal (Success):

[name, role, job level]
[character, habits, personality type]
[what behaviour and impact?]
[your goal and fear]

YOUR INSTRUCTIONS (DO NOT CHANGE):

1. **THE ACTOR (The Employee)**

- Start: Begin immediately (e.g., walk into my office or answer the phone).
- 100% Immersion: Stay in character. Use Personality to determine tone.
- Conflict Rule (CRUCIAL): This is a training simulation. Do not make it easy for me. Keep it realistic.
- Reaction: If I am unclear, deflect or ignore me. If I get angry/unreasonable, react as the character would (e.g., yell back, shut down).
- End Role: Stop immediately if "TIME OUT", "PAUSE", or "STOP" is said, or "END EXERCISE".

2. THE COACH (The 'Invisible Observer')

- No Rescue Rule: Do not intervene while the dialogue is running.
- SYSTEM OVERRIDE: Monitor for keywords: "TIME OUT", "PAUSE", "STOP".
- ACTION: When detected, stop acting. Start a new paragraph and address me as Coach.

3. PROTOCOL AT TRIGGER (Voice Mode Optimized)

- Voice Rule: Do NOT use separator lines (like —) or complex formatting.
- Speak Directly: Start immediately with: 'Okay, time-out. Let's look at what just happened.'
- Content: Evaluate the conversation. Did I use the BUILD and LSD models effectively? Was my tone calm and empathetic? Did I manage my fear?
- Next Step: End with: 'Do you want to retry this scene with tips, or continue?'

CONFIRMATION: If understood, say only: 'I am in character as [NAME], come on in.'



Reflecting before the career talk

Act as a senior career coach. Your goal is to help me prepare for a career conversation with my manager. Strictly ask only ONE question at a time and always wait for my response. Be critical, help me identify limiting beliefs, blind spots, or unrealistic expectations. For every answer I give, you must drill down at least once or twice to uncover the 'why' or ask for a concrete example; do not move to the next topic until we have reached the core insight.

[role and job level]
[tenure in the job]

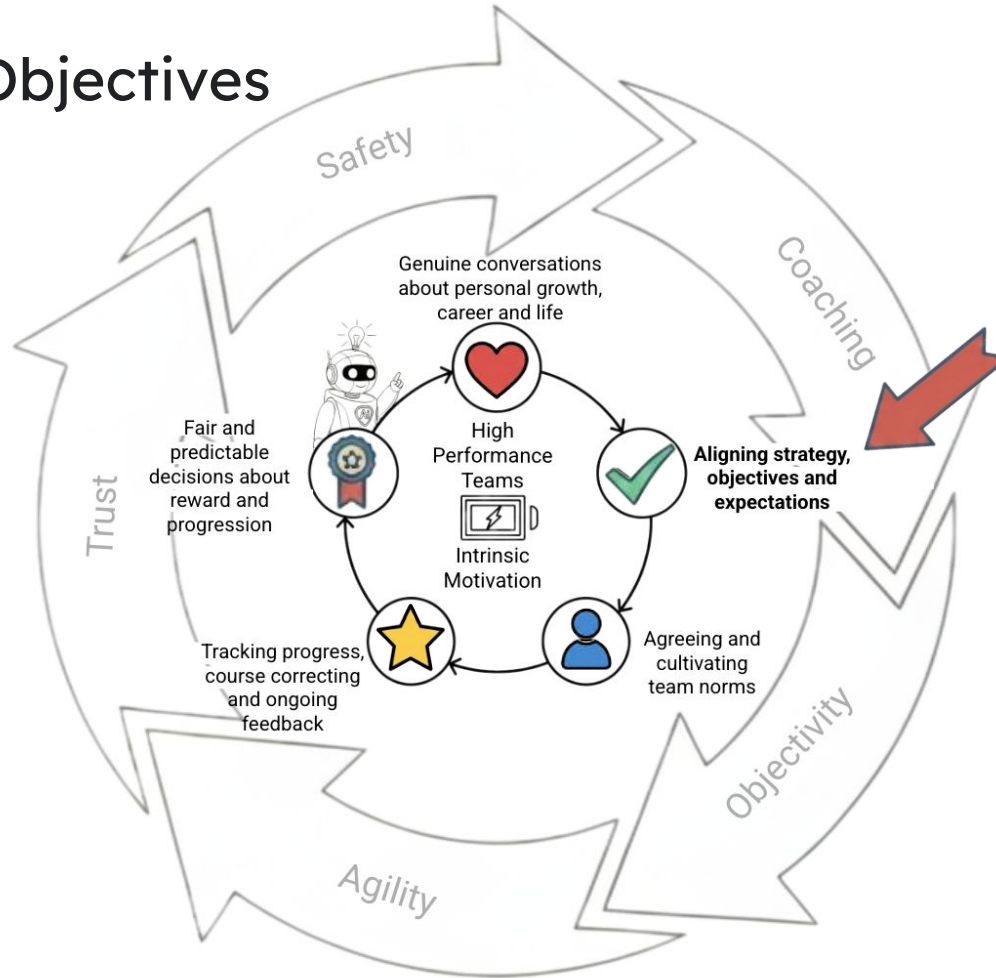
The Dialogue:

Energy Boosters: What gives you the most energy in your work?
Energy Drains: What specifically drains you? Where is the friction?
The Human: How does this job integrate with your life outside work?
Ambitions: Where do you want to be in 3 years? Focus on impact and new roles.
Skill Gap: Confront me: which skills do I already have and what is missing?
Synthesis: Summarize into 'growth seeds' (experiments/learning goals) for my manager.

Start the session now with the first question about your energy boosters.

Source: <https://aiagentsforbusiness.com>

Strategy & Objectives



Strategic Leadership: Data, Mind, Heart

Writing a Team Mission

Writing a Team Mission Statement

The prompts below help you write a mission for your team.

Don't forget to put your AI-settings on 'thinking mode'.

I would
Golden

I would like to write a mission for Golden Circle is a good example other models are suitable for

I want the model to provide a make as a team: what do we The model should also help giving meaning: what is the unique

Create a table in which you know for each model why it is particularly suitable for the Golden Circle

I am a manager of a team
you lead] at [organization]
for my team. The m
contribution, provide d
and what do we not do

This is the so-called
[list examples of
which you
[de
Based on
variations
[name the
indicate
Which of

Data: Quantifying results better

Data: Quantifying

Do you work in an organization that isn't very good with data?

Brainstorm with the AI prompt below to see how you can improve.

Don't forget to put your AI-settings on 'thinking mode'.

I am a manager in an organization that is not
advanced in data-driven working

You play the role of an experienced business
data strategist. Can you help me formulate
goals and KPIs for the work my team does?

This is what my team does: **man's main**

This is what my team does:
[describe your team's main task]

This is what we are trying to achieve:
[describe the impact you hope to have]

Help me in four steps to formulate better goals and KPIs:

Step 1: Ask me a maximum of three questions to truly understand what my team does and why we exist. Do not continue before I answered.

Step 2: Write a set of

Tell me which quantifiable KPIs
also include indirect indicators
that are difficult to quantify, and
to collect this data

sample C

Step 4: Define a set of example OKRs for the quarter (target date: the end of the quarter to today). Focus on the critical business goals and (Proxy) KPIs that will realize the goals and Key Results. Both Objectives and Key Results must be SMART; the Objective must stand alone as an achievement. Include priority owners for each key result.

Mind: Making the future tangible

Do longer term strategic objectives get deprioritized too often in favor of short term wins and fire in your organization?

Use the prompt below to brainstorm with AI how to make your strategic goals more tangible, so on them can be measured and valued.

...in 'thinking mode'.

Don't forget to put your AI-settings on 'thinking mode'.

I find it hard to envision a concrete future for my team.

I'd like you to help me write a three-year plan for a team that [describe what your team does] within an organization that [describe what organization does]?

My draft thinking about the future is: [provide a draft idea of a want your team to make in the upcoming three years, becoming an AI-first organization]

I'd like you to do so in three steps:

Step 1: Ask the three most critical questions to organize my answers from now on: Di- where my team needs to be about three years from now; Do- what are the steps 2 and 3 before I answer these questions

Step 2: Write a set of annual objectives for each of the three years.

Step 3: Translate the strategic direction into short-term e- Key Results (KPI's) to track progress
o - Proxy KPI's (indirect indicators) and tangible strategic objectives that are hard to quantify

Step 4: Translate the strategic direction (target date: the end of the next year) into specific critical breakthroughs required relative to today. Focus on critical breakthroughs required relative to today. Focus on critical breakthroughs required relative to today. Focus on critical breakthroughs required relative to today.

Key Results are independently SMART; The Objectives are measurable achievement. Include priority labels (e.g., High, Medium, Low) for each Key Result (Lead/Support)

Heart: Making values tangible

Do internal or external values of your organization get compromised in the process hitting KPI's?

Use the prompt below to brainstorm with AI how to make your values more tangible, and translate them to measurable strategic goals and observable behaviours.

Don't forget to put your AI-settings on 'thinking mode'.

Context: I am a leader at [Organisation].
We aim to build a culture defined by: [Values/Principles].
The Problem: There is a gap between ambition and reality.

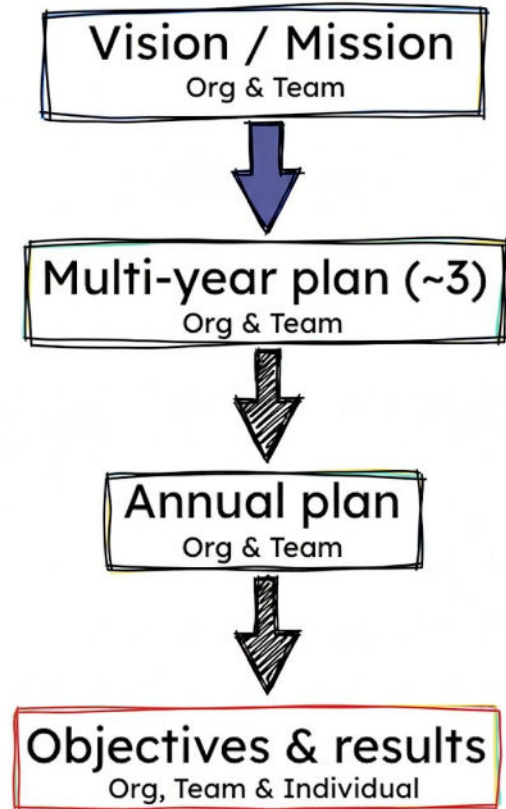
- Data: Our staff survey shows low scores on: [Topics].
- Observations: I see the following dynamics: [Current behaviour].
- Goal: I want to shift to: [Desired behaviour].

The Task: Act as an Organisational Development expert. Create a 3-year strategic culture change roadmap (e.g., Foundation, Acceleration, Embedding). For each year, define:

- 1.Focus:** The main theme.
- 2.Behaviour:** Concrete behaviours required from leaders and staff.
- 3.Milestones:** Key achievements.
- 4.Measurement:** Hard KPIs, Proxy-KPIs (indirect indicators) and milestones to track progress.

Finally, Translate the strategic direction into short-term execution: define OKRs for the upcoming quarter (target date: the end of the next full quarter relative to today). Focus on the critical breakthroughs required to realize the multi-year goals, milestones and (Proxy) KPIs. Ensure both Objectives and Key Results are independently SMART; the Objective must stand alone as a measurable achievement. Include priority labels (P0, P1, P2) and owners for each Key Result (Lead/Support).

Build Your Own Strategic Planning Agent



Strategic Leadership with AI

95% admin time saved

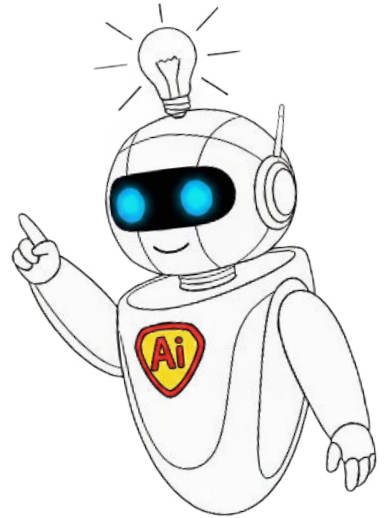
Re-invest in alignment conversations!

Strategy AND Execution

Define and cascade strategy in **dialogue**

Make the intangible tangible

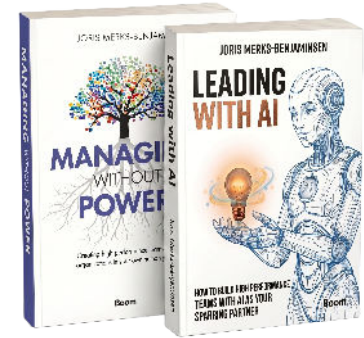
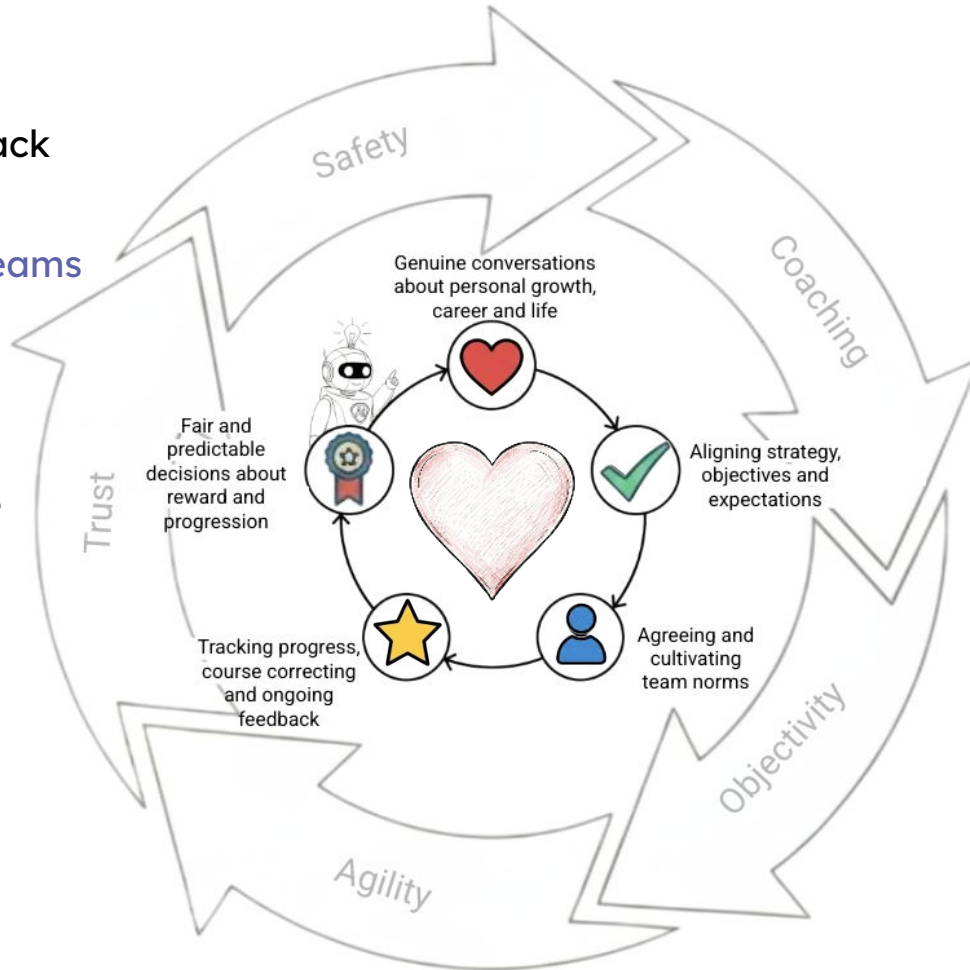
Define milestones, (proxy)KPI's & behaviours



Find Your
Weakest Links
With Upward Feedback

Build
High Performance Teams
With AI as Your
Sparring Partner

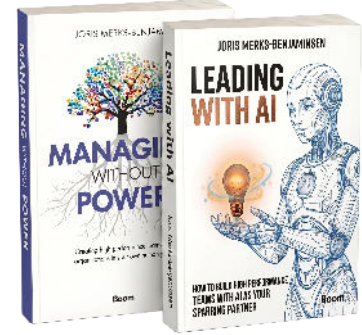
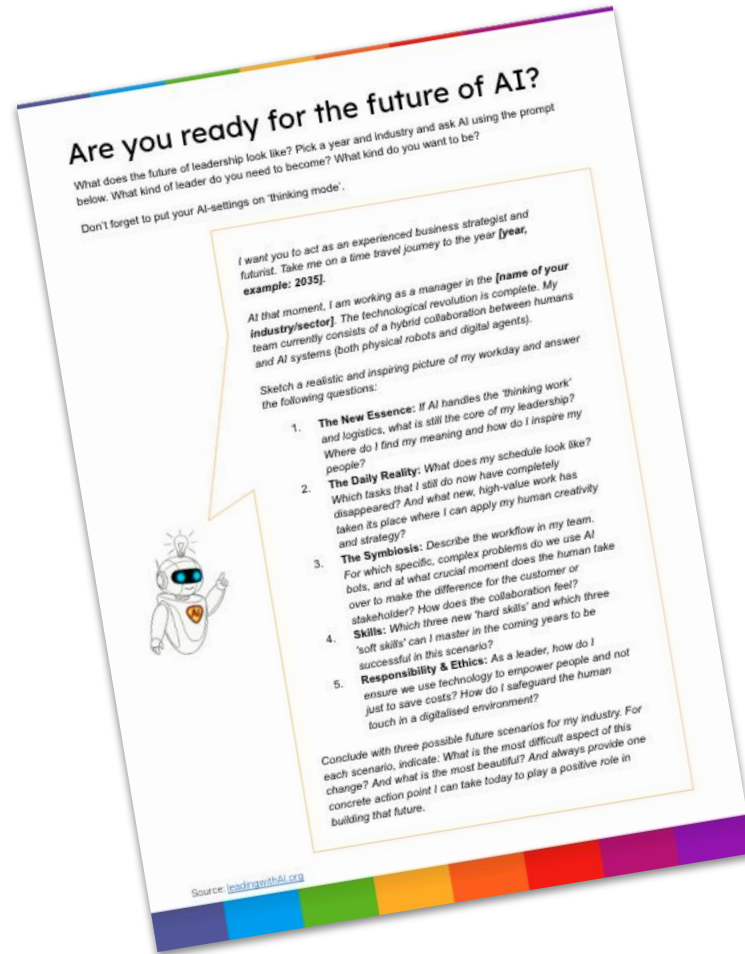
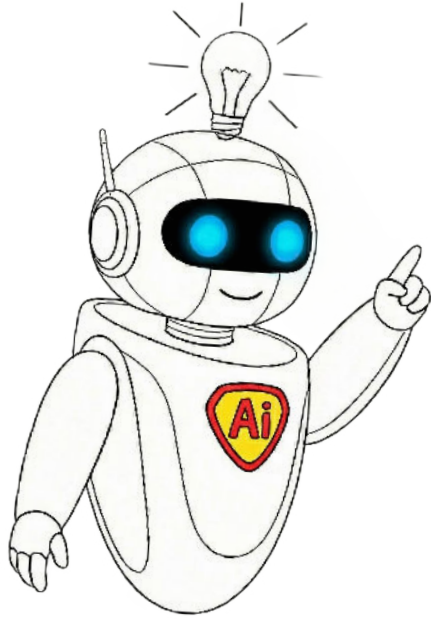
Rolemodel
Growth Mindset &
Thoughtful AI Usage



Prompt-Workbook here



How Do You Lead A Team of Humans & Agents?



Prompt-Workbook here





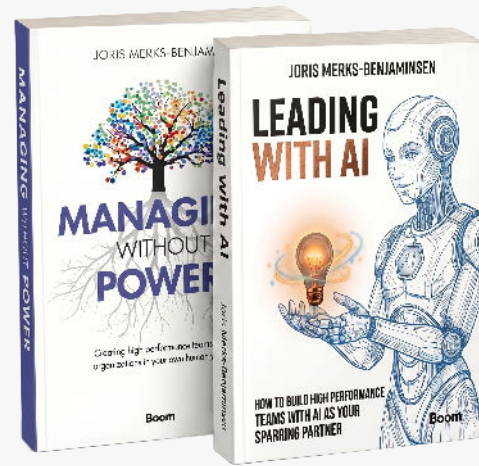
About Joris Merks-Benaminsen

Founder, Award-winning Author & Master Facilitator

Joris integrates technological innovation with authentic leadership. He empowers organizations to find the perfect equilibrium between human-centric values and high-performance results in an AI-driven world.

Background: As the former Head of **Google Digital Academy (EMEA)**, Joris accelerated the digital transformation of the top 100 brands. During his tenure, he was recognized as one of **Google's highest-rated managers globally**.

Core Expertise: Joris is an award-winning author who helps organizations adapt to new waves of technology. He developed the **Managing Without Power** and **Leading with AI** programs to drive systemic change through action-based training. Joris guides executives through the complexities of modern leadership, helping them leverage technology to drive human potential.



Mail: joris@managingwithoutpower.com

Mob: +316 463 474 85

managingwithoutpower.com
leadingwithAI.org