

Discussion Guide

L&D's Playbook for the Digital Age

Creating a playbook establishes a better way to enable decision making based on both solid extrapolations of past experiences and smart estimates of what the near-future holds.

I. The Three Forces Driving the Digital Age

1. Do you agree that these are the three fundamental drivers of the digital age? How do you see these affecting L&D?
 1. Migration and Globalization
 2. Technology
 3. The Rapid Transformation of Work
2. This chapter talks about three specific challenges for modern L&D. Do you agree with the challenges? What other challenges can you think of?
 1. Understanding that the technology issues we face and the expertise needed
 2. Understanding that technology alone does not guarantee the application of skills and increased performance of those whom L&D serves
 3. Navigating and integrating the legacy, and often outdated, technologies that L&D has accumulated
3. Did the 2020 pandemic reshape the world of work in a way that requires us to reshape corporate training?
4. What do you see as the critical needs of our workforce both today and in the future?
5. What are the most pressing concerns for the L&D function today?
6. How should L&D professionals support the digital transformation occurring across the business?
7. Trying to predict the future of work is complicated. There are many forces that impact the dynamics of the time we're in. What do you imagine is the future of L&D?

II. Reimagining L&D for the Digital Age

1. Business is significantly increasing investment in workplace technology despite the lack of productivity gains. Do you see this in your organization?
2. Does your L&D practice have a misalignment in technological integration and workforce capability?
3. Do you agree that "change is the defining force of our time?" What can L&D do to proactively address constant change?
4. Look at your organization and identify if L&D drives capability and is relevant to where the business is going? Have you presented your findings to senior leaders?
5. Have you assessed the current state of your L&D practice and, if so, have you documented what needs to change?
6. How do the three fundamental business principles of the digital age impact your L&D operation?
7. To prepare L&D for the digital age, it's important to analyze L&D's organizational design and structure. Have you analyzed:
 1. Where L&D currently sits in the enterprise?
 2. How is L&D structured and what is its reporting chain?
 3. What are its capabilities and is it able to grow where needed?
 4. Who leads it and what is their expertise?
8. Does your L&D team have a strategy for addressing the impact of workplace automation through reskilling and upskilling?

III. Driving Learning Value in the Digital Age

1. Learning analytics provides L&D the ability to generate more personalized, relevant, and timely learning experiences. Are you generating a balanced scorecard for your L&D practice?
2. Do you analyze data about the broader context in which the work occurs to gain more insight and to measure your impact on the workforce and the business?
3. Where does your practice fall within the learning analytics maturity cycle?

Discussion Guide

L&D's Playbook for the Digital Age

IV. L&D and the Employee Experience

1. What are three key areas where your L&D team can drive the employee experience?
2. Do you agree with John Hagel that scalable learning should replace scalable efficiency? How can L&D be more involved in employee wellbeing?
3. What are the four key areas your L&D team should focus on to drive employee engagement?

V. Creating a New L&D Playbook for the Digital Age

1. How will your new playbook for L&D establish a better way to make decisions?
2. What is the core idea behind the L&D playbook?
3. What are the core elements of your L&D playbook?

VI. Wrap-Up

1. What was your biggest takeaway from the book?
2. Did you end up doing extra research on anything presented in the book? If so, what did you find?
3. Did you detect any bias in the way the information was presented?
4. Did you agree with the author's point of view?
5. Do you believe the topic was covered adequately in the book? If not, what do you wish had been explained more?
6. Do you have a new perspective as a result of reading this book?
7. Did you learn something you didn't know before?
8. Has your attitude or behavior changed?