



READY FOR AI SKILLS AT SCALE?

**A 5-question Playbook
for L&D, HR and Talent Leaders**



Pressure-test whether your organisation
has enough clarity to move from AI
learning access to workforce capability.

READY FOR AI SKILLS AT SCALE?



People are already using AI to write, search, analyse, serve customers, solve problems and make decisions. Leaders want speed, productivity and better outcomes. HR, L&D and Talent teams are being asked to help the workforce adapt quickly.

The instinct is often to open access to AI learning. Access is useful, but it does not show which skills are growing, which gaps need attention, whether learning is relevant to different roles, or whether people can apply AI safely in the flow of work.

It also does not solve the pressure many learning teams feel after launch. When engagement slows, managers protect delivery time and executives ask where the value is visible.

Use this playbook to pressure-test whether your organisation has enough clarity to build AI skills at scale.

This isn't a diagnostic, skills taxonomy or role architecture process. It's a practical conversation guide to help you see where your AI Skills Plan may need more structure before learning activity grows too rapidly.

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HOW TO USE THIS PLAYBOOK

Who to involve

Include the people who can help you see the plan from different angles:

- HR
- L&D
- Talent
- HR Technology
- Employee Experience
- Internal Communication
- Platform owners
- Business stakeholders

What you should have by the end

By the end of the conversation, you should have a clearer shared view of:

- what you already know
- what you may be assuming
- what you cannot see yet
- what may need more structure before you scale further

How to work through the questions

Use the five questions on page 5 to guide the conversation. As you work through each section, capture evidence, data, feedback, assumptions, gaps, support needs and follow-up conversations.

You'll bring your answers together in the worksheet at the end of the playbook.

This is not a scorecard or diagnostic. It is a practical way to help stakeholders see where the AI Skills Plan is clear, where it is still uncertain and where the next conversation should focus.



**THE VALUE ISN'T
IN HAVING ALL THE
ANSWERS. IT'S IN
KNOWING WHICH
QUESTIONS TO ASK
BEFORE YOU SCALE**



THE 5-QUESTION CLARITY CHECK

Before you move into the five questions, take a quick snapshot of what your organisation can already see and what may still be assumed.

Use this table to mark each area **as clear, partly clear or not clear yet**. Any ‘partly clear’ or ‘not clear yet’ answer points to a useful conversation to have before learning activity grows too quickly.

Clarity area	Ask this	Clear	Partly clear	Not clear yet
Skills visibility	Can we see the AI skills gaps we need to close?	☐	☐	☐
Learning journey relevance	Are our AI learning pathways relevant to different work realities?	☐	☐	☐
Practice and application	Are people getting safe opportunities to practice using AI?	☐	☐	☐
Adoption support	Are managers and platform owners equipped to keep learning active?	☐	☐	☐
Proof of progress	Can we show whether AI skills are creating value?	☐	☐	☐

Notes:



QUESTION 1:

Can you see the AI skills gaps you need to close?

Why ask this?

AI skills plans often begin with content decisions. Which courses should we launch? Which topics should we include? Which pathway should everyone complete?

Those decisions are useful, but they need a clearer view of the skills people already have, the gaps that need attention and the capability areas that are becoming more urgent.

Without that view, leaders may be asked to prioritise investment before they can see where support is needed most.

Check your current reality

- Do we know what AI-related skills already exist across the organisation?
- Can we see skills gaps by role, team or function?
- Do we know where future skill growth areas are emerging?
- Are we relying mainly on manager opinion, self-reporting or completion data?
- Can we see whether our gaps are technical, human, behavioural or contextual?
- Do we have a way to benchmark skills and track progress over time?

STOP AND THINK

Your business may already be asking for answers that your current skills data cannot give.

Where are the AI skills gaps? Which teams need support? Where should we invest first? Are we building the skills the business will need next?

When those answers are unclear, the first gap to address may be visibility.

Likely gap

Skills visibility may be too limited to guide confident AI skills decisions.

Useful next step

Create a clearer view of current skills, emerging gaps and future capability areas across priority teams, roles or functions.

Progress signal

Leaders can see where skills are growing, where gaps remain and where learning investment should focus next.

Notes:



Recommended Route

***** Best Path

Distance 2.1 km | Time 12 min | Risk **Low**



QUESTION 2:

Are your AI learning pathways relevant to different work realities?

Why ask this?

A shared AI foundation can help people build common language around responsible use, prompting, privacy, risk and what AI can and cannot do. From there, learning needs to become more specific.

A senior leader, line manager, customer service agent, HR business partner and technical specialist will not use AI in the same way. Their decisions, risks, workflows and performance pressures are different.

Check your current reality

- Are we giving everyone the same AI learning?
- Where is foundational AI literacy enough?
- Where do people need deeper technical fluency?
- Where do people need stronger human decision-making, ethical judgement or risk awareness?
- Where does AI need to be applied inside a specific workflow, customer moment or business process?
- Can employees see how the learning connects to their role, career or current performance pressure?

STOP AND THINK

Busy people rarely want to search through a catalogue hoping to find something relevant.

They want to know where to start, why it's useful and how it connects to the work they do. If AI learning feels too broad, and uptake drops, the issue might not be motivation. It may be navigation.

Likely gap

AI learning may be too broad, making it difficult for people to see which learning is relevant to their role or work priorities.

Useful next step

Shape clearer pathways that connect AI learning to role needs, skill levels, work realities and business priorities.

Progress signal

People know where to start, managers can guide teams towards relevant learning, and AI skills development feels easier to connect to daily work.

Notes:



Recommended Route
***** Best Path

Distance 2.1 km | Time 12 min | Risk **Low**



QUESTION 3:

Are people getting safe opportunities to practise using AI?

Why ask this?

People need to practise in situations that feel close to work. Although AI tools are helping productivity, and produce outcomes more rapidly, they need to be able to test prompts, review outputs, spot weak reasoning, manage risk and decide when human review is necessary.

Check your current reality

- Are people only learning about AI, or are they practising how to use it?
- Do they have safe opportunities to question outputs and make decisions?
- Can they practise scenarios linked to communication, leadership, customer service, compliance or risk?
- Are people getting feedback before they apply AI to sensitive or high-impact work?
- Are we building decision-making, not only tool confidence?
- Do managers know where practice is needed before AI use becomes part of daily work?

STOP AND THINK

The business does not only need people who understand AI. It needs people who can use AI carefully, confidently and productively in the flow of work. If people are completing learning but not applying it, practice may be the missing link.

Likely gap

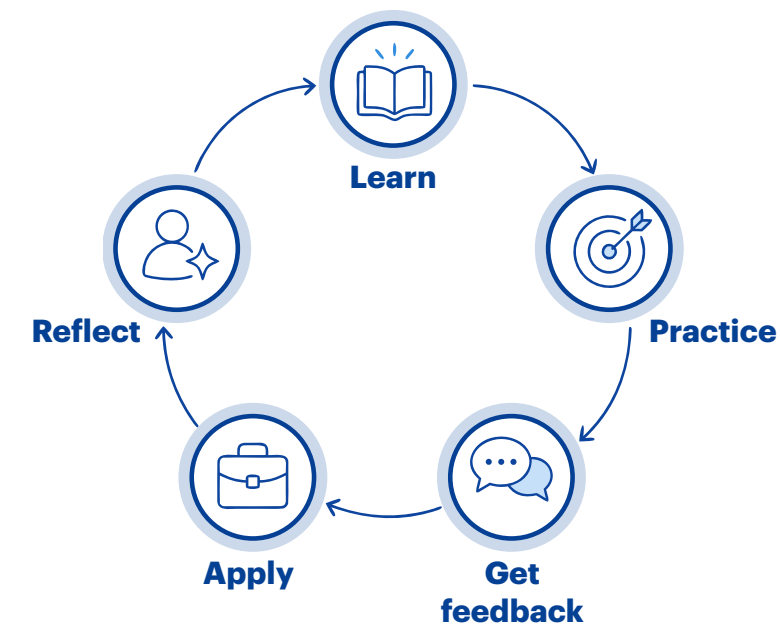
People may be learning about AI without enough opportunity to test judgement, practise safely or apply skills in realistic work situations.

Useful next step

Create safe practice moments, scenarios and feedback loops that help people build confidence before using AI in higher-risk work.

Progress signal

Employees can test AI use before applying it in live work, managers can see where decision making still needs support, and AI skills begin moving from theory into work behaviour.



Notes:



QUESTION 4:

Are managers and platform owners supported to keep learning active?

Why ask this?

A strong launch can create early momentum. People log in. Communications land. Leaders mention the programme. The first numbers may look positive.

Then work gets busy again. Managers protect delivery time. Employees focus on urgent tasks. Platform owners watch the numbers. L&D teams send reminders and try to work out why engagement is slowing. That doesn't mean the platform has failed. It often means the adoption journey needs more support.

Check your current reality

- Do managers know which AI learning is relevant for their teams?
- Do they have simple prompts for team meetings and one-on-ones?
- Do employees know where to start, what to return to and why it connects to their work?
- Can platform owners see where learners are slowing down?
- Are communications helping people take the next step, or only reminding them to log in?
- Are you reviewing the data often enough to refine pathways, nudges and support?

STOP AND THINK

Many L&D teams are familiar with the pressure of keeping learning alive post-launch and know what it feels like when leaders ask where the value is showing. If people aren't returning to the platform, the issue may not be a lack of interest. There might be friction points to smooth out.

Look for the small barriers that make learning harder to continue, for example, unclear next steps, limited manager prompts, weak nudges, too much content to navigate or data that is reviewed too late.

Likely gap

Adoption may depend too heavily on launch communication, with too little support for managers, learners and platform owners after go-live.

Useful next step

Build a post-launch rhythm with manager prompts, learner nudges, platform data reviews, customer success support and regular optimisation.

Progress signal

Managers bring AI learning into team conversations, employees receive useful guidance, platform owners can see where support is needed, and engagement is easier to sustain.

Notes:



QUESTION 5:

Can we show whether AI skills are creating value?

Why ask this?

Completion data has a place. It can show whether people started, progressed and finished. But learning data should do more than report activity. It should help leaders see whether skills are growing, whether people are applying what they learn and where support is still needed.

Leaders want to know whether people are using AI responsibly, whether learning is relevant, whether managers are seeing better performance and whether the investment is helping the organisation build readiness.

Check your current reality

- Are we tracking completion only?
- Can we see whether people are progressing through relevant pathways?
- Can we report on skills growth, practice activity and application?
- Can managers see useful signals of confidence, hesitation or risk?
- Can we connect AI learning to work quality, productivity, customer experience or risk reduction?
- Can we show where capability is improving and where support is still needed?

STOP AND THINK

When learning spend is questioned, L&D teams need more than activity reports. They need a way to show whether learning is being used, whether skills are growing and whether people are applying new capability in ways the business can recognise.

If measurement stops at completion, it becomes harder to show that AI learning is creating value.

Likely gap

Reporting may show activity, but not enough evidence of skills growth, workplace application or business value.

Useful next step

Use dashboards, skills data, application feedback and manager insight to show where capability is improving and where support is still needed.

Progress signal

L&D can report on progress, not only participation. Leaders can see where AI skills are building readiness, and the organisation can adjust the learning journey with better evidence.

Notes:

WORKSHEET:

YOUR AI SKILLS READINESS CLARITY CHECK

Use this page to bring your answers together.

Clarity area	What we know	What we assume	What we cannot see yet	What we may need next
Skills visibility				
Learning journey relevance				
Practice and application				
Adoption support				
Proof of progress				

What your answers may reveal

Clarity area	Likely gap	Useful next step
Skills visibility	Current skills, future growth areas or gaps aren't clear enough	Build a clearer view of skills, gaps and capability priorities before scaling AI learning further
Learning journey relevance	AI learning feels too generic or difficult to navigate	Shape pathways that connect learning to work realities, skill levels and business priorities
Practice and application	People are learning about AI without enough safe practice	Create scenarios, feedback loops and applied practice moments
Adoption support	Engagement depends too heavily on launch communication	Build a post-launch rhythm with manager prompts, learner nudges, data reviews and optimisation
Proof of progress	Reporting shows activity, but not enough evidence of capability	Use dashboards, skills data and application signals to show where progress is happening

What to do with your answers

If most areas are clear, your next step may be to refine your pathways, strengthen adoption support and decide how you will show progress.

If several areas are partly clear or not clear yet, pause before expanding AI learning further. Your answers may show where skills visibility, learning journey relevance, practice, adoption support or reporting need more structure.

This is where a focused conversation with LRMG can help you decide what to strengthen next.

FIELD NOTE: WHAT BETTER VISIBILITY CAN UNLOCK

In one financial services environment, the learning team looked beyond uptake and completion to track Skill Benchmarks, learner experience, application rates, content relevance and feedback.

That broader view helped L&D see whether skills were starting to move, where pathways needed refinement and how the adoption journey could be improved while it was still live.

The lesson is useful for any AI skills plan: **better data does not only help leaders report on learning. It helps them improve the journey before momentum drops too far.**



FROM **CLARITY** TO **CAPABILITY**

Your answers may show that AI learning needs more than another content push.

Your organisation may need a more connected way to see skills, guide people into relevant pathways, support practice, sustain adoption and show progress over time.

As Skillsoft's Authorised Partner in Africa, LRMG helps organisations connect learning technology, skills strategy, adoption support and workforce readiness. The aim is to help your learning investment work harder inside the business, with clearer visibility, stronger relevance and better evidence of value.

See skills clearly

Skills visibility, Skill Benchmarks and dashboards help leaders understand current capability, identify gaps and track progress across priority areas.

Build capability in context

Role-aligned pathways, curated learning experiences and practice opportunities help people build human and AI skills in ways that connect to work.

Sustain adoption and prove progress

Implementation support, learning journey support, learner communication, manager enablement, reporting and optimisation help to keep learning moving after launch.

AI skills at scale are about helping the organisation identify, build, apply and prove the capabilities people need to use AI responsibly, confidently and productively at work.

LRMG and Skillsoft can help you move from AI learning access to a more connected skills ecosystem, where leaders can see what is growing, employees know where to start, managers can support application and L&D can report on progress with more confidence.

Ready to build AI skills with more clarity?
Talk to LRMG about how to move from AI learning access to workforce readiness.

Speak to LRMG about AI skills readiness

Explore LRMG and Skillsoft learning solutions



Ready for AI skills at scale?



AI skills affect how people work, decide, serve customers, manage risk and stay ready for change.

Before you scale AI learning, ask whether your organisation has enough clarity across five areas.

1. Skills visibility
2. Learning journey relevance
3. Practice and application
4. Adoption support
5. Proof of progress



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