YOU & AI

DISCUSSION GUIDE

The Next Move: For HR, L&D, and Team Leaders

NEIL ADDISON
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What This Guide Is For

If you manage people — whether that's an HR function, a learning and development role, or a team leadership position — the questions your colleagues have about AI are landing on your desk. Some of those questions are being asked aloud. Many aren't.

The Next Move was written for individual professionals navigating AI disruption. But the book's frameworks are also useful for structured team conversations — the kind that most organisations need but few are facilitating well.

This guide provides discussion prompts, session formats, and facilitation notes for using *The Next Move* as a team resource. It assumes you've read the book. It doesn't assume your team has — though the conversations will be richer if they have.

A note on what this isn't: it's not a training programme. It's not a compliance exercise. It's a way of having honest conversations about a subject that most corporate "AI awareness" sessions handle badly — by being either too vague to be useful or too tool-focused to address what people are actually worried about.

Before You Start

The Room You're Creating

The most important thing you do as a facilitator is set the conditions for honesty. The conversations this guide supports only work if people feel they can say what they actually think — including "I'm worried about my job" and "I don't understand what any of this means."

That requires a few things:

Psychological safety comes first. If people suspect their candour will be noted and used against them, they will perform engagement rather than practise it. State clearly at the outset: this is a development conversation, not a performance assessment. Nothing said in these sessions feeds into

reviews, restructuring decisions, or capability assessments.

Acknowledge the asymmetry. You are facilitating a conversation about a technology that may change people's roles, and you represent the organisation that will make those decisions. Name that tension rather than pretending it doesn't exist. Something like: "I can't promise what the organisation will decide about AI. What I can do is make sure you have the information and the space to think about what it means for you."

Expect mixed responses. Some people will arrive anxious. Some will arrive sceptical. Some will arrive convinced they already know everything they need to. Some will arrive angry that their employer hasn't addressed this sooner. All of these are reasonable responses. The discussions work best when they accommodate the full range rather than steering everyone towards a single approved sentiment.

Session Formats

This guide supports three approaches. Choose the one that fits your team's time and appetite.

Format A: The Single Session (90 minutes) One meeting covering the core frameworks. Best for teams that need orientation quickly. Uses discussion prompts from Parts I and II of the book.

Format B: The Three-Part Series (3 × 60 minutes) One session per part of the book, spread across three weeks. Allows time for reflection between sessions. Best for teams where you want genuine depth.

Format C: The Working Picture Workshop (half day) A facilitated session where team members work through the Working Picture framework from Chapters 4 and 5. Best for teams facing imminent change, where individual clarity is a strategic priority.

Session Guides

Format A: The Single Session

Duration: 90 minutes **Preparation:** Participants should read (at minimum) Chapters 1, 4, and 8. Circulate the key distinction from Chapter 1: "can automate" is not the same as "will automate" is not the same as "has automated."

Opening (10 minutes)

Set the frame. This is a conversation about how AI affects *your* work — not a briefing on what AI can do. The technology matters only insofar as it matters to the people in this room.

Ask: *What's the last thing you read or heard about AI and work that stuck with you? Not because you agreed with it — because it stayed in your head.*

Let three or four people respond. Don't correct or contextualise — just listen. This tells you where the room is starting from.

The Landscape (20 minutes)

Draw on Chapter 1 and Chapter 2. The aim is not to rehearse the data but to establish a shared, realistic picture.

Discussion prompts:

  • The book distinguishes between "can automate," "will automate," and "has automated." Where do you see your own work on that spectrum? Which tasks feel genuinely close to automation, and which feel like they're being discussed as automatable but aren't really, yet?

  • The Brookings research identifies five factors that affect adaptive capacity: savings, age, location, transferable skills, and professional networks. Without asking anyone to disclose personal details — which of these factors do you think matters most in *our* specific context?

  • Chapter 2 describes the "hollowing out" effect — AI automating 30-40% of tasks within a role rather than eliminating the role entirely. Does that match what you're seeing? Where in our work is this most visible?

The Working Picture (30 minutes)

Draw on Chapters 4 and 5. This is the core of the session.

The book's exposure spectrum runs from routine cognitive tasks (highest exposure) through structured professional judgement and complex situational judgement to relational and contextual expertise (lowest exposure). Most professionals are a blend.

Discussion prompts:

  • Think about a typical week. Without worrying about percentages, roughly how does your time divide between routine tasks, structured judgement calls, complex situational decisions, and relational work? Where do you spend most of your hours, and where do you create most of your value? Are those the same place?

  • Chapter 5 makes the case that many professionals carry capabilities their organisation has never asked them to articulate — judgement, institutional knowledge, the ability to navigate ambiguity. Does that resonate? What do you know how to do that has never appeared on a job description or a performance review?

  • If AI took over the routine components of your work tomorrow, what would be left? Is that enough to build on, or does it reveal a gap you'd want to address?

What Now (20 minutes)

Draw on Chapter 8. Not "what should the company do" but "what can each of us do."

Discussion prompts:

  • The book suggests five areas of strategic investment: deepening what's hardest to automate, building AI literacy (not expertise), developing proof of adaptability, extending professional networks, and thinking in longer time horizons. Which of those feels most urgent for you personally? Which feels most within your control?

  • What would you need from this organisation to navigate the next two years well? Be honest — not what sounds good in a meeting, but what would actually help.

Close (10 minutes)

Name what you heard. Don't summarise — reflect. "I heard concern about X. I heard curiosity about Y. I heard frustration about Z." Then state clearly what you will and won't do with what you've heard. If there are follow-up actions, name them. If there aren't, say so honestly.

Point people to youandai.help for the Working Picture self-service tool and the Guidance Crisis report if they want to go further independently.

Format B: The Three-Part Series

Session 1: What's Happening (60 minutes) *Covers Part I of the book: Chapters 1-3*

Preparation: Participants read Part I, or at minimum Chapter 1.

Discussion prompts:

  • The predictions range from Suleyman's eighteen months to Amodei's five-year horizon. Where do you instinctively place your own expectation — and what's that based on? Headlines, your own experience, conversations with colleagues, something else?

  • Chapter 3 is called "The Help That Isn't Helping." It critiques government programmes, corporate training, and the publishing market. Has your experience of AI-related training or guidance matched this description? What's been useful, and what hasn't?

  • If you could ask one question about AI and your career that you knew would be answered honestly, what would it be?

Facilitation note: Session 1 often surfaces anxiety that people haven't previously articulated. That's the point. Don't rush to resolve it — name it and carry it into the following sessions.

Session 2: Where You Stand (60 minutes) *Covers Part II of the book: Chapters 4-6*

Preparation: Participants read Part II. Ideally, they've spent some time with the Working Picture framework before this session — even informally.

Discussion prompts:

  • The exposure spectrum in Chapter 4 runs from routine cognitive tasks to relational expertise. Where does the balance sit in your role? And here's the harder question: where does it sit in the role you'd *like* to have in three years?

• Chapter 5 argues that organisational structures have compressed and constrained individual capability — the org chart told you what you were. Think about a time you operated outside your formal role. What did you do? What did it reveal about capabilities that your job title doesn't capture?

• Chapter 6 asks the uncomfortable questions — including what happens if your role is genuinely highly exposed and your adaptive capacity is limited. Without needing to answer publicly, has anyone encountered a scenario in that chapter that felt personally relevant? What would honest preparation look like?

Facilitation note: This session requires particular care. Some people will discover their roles are more exposed than they'd assumed. Others will realise they carry more capability than they'd credited themselves with. Both are significant. Neither should be trivialised.

Session 3: What You Can Do (60 minutes) *Covers Part III of the book: Chapters 7-10*

Preparation: Participants read Part III, or at minimum Chapter 8.

Discussion prompts:

• Chapter 7 distinguishes between what AI tools are good at and what they're genuinely bad at. Has your own experience of using AI tools (if any) matched that assessment? What surprised you — in either direction?

• Of the five strategic investments in Chapter 8, which one would make the biggest difference in this team? Not individually — collectively. If we invested as a team in one of those five areas over the next six months, which would it be?

• Chapter 9 describes what "augmentation" actually looks like day-to-day. Can you imagine a version of your work where AI handles the routine components and you focus on the judgement-intensive parts? What would that feel like? What would need to change for it to work?

• The book's final principle is "commit to tools slowly, commit to skills quickly." What's one skill — not a tool, a skill — you'd want to develop in the next year?

Facilitation note: End this session with commitments, not conclusions. Each person identifies one concrete thing they'll do in the next month. Small and specific is better than ambitious and vague. Follow up in four weeks.

Format C: The Working Picture Workshop

Duration: Half day (3-4 hours) **Preparation:** Participants should read Chapters 4 and 5 of the book. Facilitator should be familiar with the full Working Picture framework, including the self-service version available at youandai.help.

This format is for teams facing imminent change — restructuring, significant AI adoption, or strategic review — where individual clarity about professional value is a practical priority, not just a development exercise.

The structure follows the Working Picture's four movements:

Movement 1: Disaggregate (45 minutes) Each participant maps their actual work — not their job description, but what they genuinely do in a typical fortnight. The aim is to break the role into its component activities, separating routine tasks from judgement calls from relational work.

Facilitation prompt: "Forget your job title for the next forty-five minutes. I want you to think about what you actually did last week — every meeting, every task, every decision, every conversation. Write them down. Don't categorise yet. Just list."

Movement 2: Map (45 minutes) Participants place each activity on the exposure spectrum from Chapter 4. This isn't a scoring exercise — it's a way of seeing the shape of their work through a specific lens.

Facilitation prompt: "For each activity you've listed, ask: could an AI tool do this adequately today? Could it do it in two years? Is this something that depends on my specific judgement, my specific relationships, my specific knowledge of how things work here? Mark each one honestly."

Movement 3: Surface (60 minutes) This is the Chapter 5 work — identifying capabilities that don't appear on job descriptions. Pair work is useful here: one person interviews the other about their work, specifically looking for the tacit knowledge, the informal expertise, the judgement that the organisation depends on but has never named.

Facilitation prompt for the interviewer: "Ask your partner: when something goes wrong at work — not a routine problem but an ambiguous one — what do you notice first? What do you do that a new person in your role wouldn't know to do? What do people come to you for that isn't in your job description?"

Movement 4: Reflect (45 minutes) Individual reflection, then optional sharing. Six questions from the Working Picture framework, adapted for this context:

1. What do I do that creates the most value — and is that where I spend the most time?

2. What do I know that I've never had to articulate?

3. If my role changed significantly in the next year, which of my capabilities would transfer? Which are tied to this specific context?

4. What am I avoiding thinking about?

5. What would I need to learn or develop to be more resilient?

6. What's one conversation I need to have — with my manager, my team, or myself — that I've been putting off?

Close: Each participant leaves with a written Working Picture — not a polished document, but a working draft they own. Point them to the self-service tool at youandai.help for further development, and to the book's skills resources if they want to take the excavation further.

Notes for HR and L&D Professionals

What These Conversations Surface

Be prepared for these sessions to produce information that's useful but uncomfortable.

You may discover that your organisation's AI training — if it exists — is not meeting people where they are. The gap between a vendor webinar about Copilot features and the conversation a project manager needs about the future of their role is significant. These sessions will make that gap visible.

You may also discover that some roles in your organisation are more exposed than leadership has acknowledged. The Working Picture exercise, done honestly, produces a clear map of where human judgement is essential and where it's habit. Some of what people spend their time on is genuinely irreplaceable. Some of it is not. Both findings are useful, but only if you're prepared to act on them.

What Not to Do With the Output

Do not use individual Working Pictures as inputs to restructuring decisions. If people believe their honest self-assessment will be used to determine whose role gets automated, the next session will produce nothing of value. The Working Picture belongs to the individual. It's a development tool, not an assessment tool.

Do not promise stability you can't guarantee. "Don't worry, your jobs are safe" is as unhelpful as "AI is coming for all of us." If you don't know what the organisation's AI strategy means for specific roles, say so. Honesty about uncertainty builds more trust than false reassurance.

What to Do Instead

Use the aggregate picture — not individual assessments — to inform your organisation's approach to AI adoption. If the Working Picture sessions reveal that a significant portion of team activity is in the high-exposure categories, that's strategic information. It tells you where capability development is most urgent, where AI adoption is most likely to succeed, and where the human side of the transition needs the most attention.

Feed the themes (not the details) upward. "Our team sessions revealed that people are most concerned about X" and "The Working Picture exercise showed that Y% of team activity is in categories likely to be affected by AI within two years" are useful data points for leadership without compromising individual trust.

Connect people to resources that respect them. The Working Picture self-service tool, the Guidance Crisis report, and the practical skills at youandai.help are all free and designed for independent use.

Point people towards them. Don't make "AI resilience" another mandatory training checkbox.

A Final Note

The most useful thing these conversations do is not produce action plans. It's normalise a conversation that most workplaces are avoiding.

The data is clear: employee concern about AI and job loss has risen from 28% to 40% in two years. Most of that concern is unexpressed. It sits in the background of every meeting where AI is mentioned, every restructuring announcement, every new tool deployment. The concern doesn't go away because it isn't discussed. It calcifies into anxiety, resistance, or disengagement.

The Next Move was written to help individuals think clearly about their situation. As a team resource, it does something additional: it creates a shared language for a conversation that most teams need and almost none are having.

That conversation is the starting point. What follows depends on you.

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