

IMMERSIVE LEARNING PLAYBOOKS QUICKSTART

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This quickstart will guide you through the steps in creating your first immersive learning playbook. The order we present here is how we at Nerd/Noir approach building our own playbooks.

1. PLAYBOOK NAME & LEARNING OBJECTIVE

When you build a playbook, start with your learning objective. What skill, tool, or practice will teams gain proficiency within their dojo challenge? What problems might they solve? What new capabilities will the team acquire from running the plays in your playbook?

The form is titled "Immersive Learning Playbook Canvas 1.1" and is divided into several sections. At the top left, there is a field for "Playbook Name" with a red circle icon. To its right are fields for "Created / Modified" and "Author(s)". Below these are three columns: "PRECONDITIONS", "PURPOSES", and "LEARNING OBJECTIVE(S)". The "LEARNING OBJECTIVE(S)" field contains a red circle icon. To the right of these columns are three columns under "SUCCESS MEASURES": "INDICATORS", "BEHAVIORS", and "OUTCOMES". Below these columns are two sections: "RELATED PLAYBOOKS" and "PLAYS & TIMELINE". The "PLAYS & TIMELINE" section includes a legend with colored boxes for "Lesson", "Check", "Review", "Practice", "Assess", "Debrief", "Reflect", and "Transfer". A large red circle icon is also present in the "LEARNING OBJECTIVE(S)" field. At the bottom left, there is a logo for "Immersive Learning Playbook Canvas 1.1" and at the bottom right, there is a Creative Commons license logo and text: "© 2021-2023 Nerd/Noir, LLC. This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International license."

Your learning objective & playbook name appear in the red circles on the Immersive Learning Playbook Canvas.

Suggestions

- Use language inclusive to the learner when creating objectives. How would they express what they want to learn? Sometimes there are multiple ways of describing the same objective. Note those variations.
- Your playbook's name is often the name of the learning objective itself. We may create a playbook that helps product owners facilitate collaborative discovery within their teams. In this example, the learning objective and the playbook might be called "Collaborative Discovery."
- Is your learning objective right-sized an immersive learning challenge? Does it take days, weeks, or months?

2. PURPOSES & SUCCESS MEASURES

Once you've set your learning objective(s), push left on purpose. Purpose tells us why we might want to learn the subject of your playbook. It helps answer the question – what value will this learning unlock? Once you have that, push right on success measures that provide evidence that our learning is taking hold and yielding value to the team and its organization.

The image shows the 'Immersive Learning Playbook Canvas 1.1' form. It is a structured template for creating a learning playbook. The form is divided into several sections:

- Playbook Name**: A text field at the top left.
- Created / Modified**: A text field at the top right.
- Author(s)**: A text field at the top right.
- PRECONDITIONS**: A section with a text prompt: "What preconditions are there to learn this practice, skill, or tool? What kind of product or delivery objectives do or do not provide the best learning opportunity? What might you need to verify or prepare before engaging with a team?"
- PURPOSES**: A section with a text prompt: "What larger purpose does the objective serve? What impact will pursuing the objective yield? What outcomes does the objective target or avoid?" A red circle is placed in the center of this section.
- LEARNING OBJECTIVE(S)**: A section with a text prompt: "What is the team or individual learning? This can be a complete skill, tool, or process. It can also be a problem that needs defining, exploring, or experimenting on."
- SUCCESS MEASURES**: A section containing three sub-sections:
 - INDICATORS**: "Provide quantitative evidence that a team is successful in achieving an objective." A red circle is placed in the center of this section.
 - BEHAVIORS**: "Behaviors we may observe in a team achieving an objective. These may also be behaviors we model as coaches." A red circle is placed in the center of this section.
 - OUTCOMES**: "Outcomes we might expect and measure on a longer time horizon." A red circle is placed in the center of this section.
- RELATED PLAYBOOKS**: A section with a text prompt: "Are there related learning objectives that pair with the objectives in this playbook? Is there a sequence of workbooks in a larger workflow that can be broken down?"
- PLAYS & TIMELINE**: A section with a text prompt: "Your plays and the natural order they appear in. Plays may be entirely optional, or may may non-optional. Remember: coaching is a dynamic activity and a coach may decide to take alternate routes through the playbook." Below this is a legend with colored boxes for 'Lesson', 'Practice', 'Assessment', 'Feedback', and 'Reflection', and a large horizontal arrow pointing right.

At the bottom left, there is a logo for 'Immersive Learning Playbook Canvas 1.1'. At the bottom right, there is a Creative Commons license: '© 2021-2023 Nerd/Noir, LLC. This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International license.'

Purpose & success measures appear in the red circles on the Playbook Canvas.

Suggestions for Purposes

- Why is learning this skill, capability, practice, tool, etc. a good idea? What value does it provide? What value is realized when you achieve the objective?
- One exercise you can use to get to purpose is “5 Whys.” Ask yourself: why this learning objective is a good idea? Now repeat - why is that good idea a good idea? Repeat until you get to a root cause of value.
- An example thought process: why is learning TDD (learning objective) valuable? It makes your code easier to change. Why is code that’s easy to change valuable? It makes onboarding new teammates easier and changing code in sync with new learnings. There are two purposes worth mentioning in your “learning TDD” playbook!

Suggestions for Success Measures

- Success measures provide evidence a team is becoming fluent with a learning topic (indicators), that our actions align with the new learning (behaviors), and that we are achieving real benefits from having learned a new thing (outcomes). Try to list at least two of each.
- Try to find measurable indicators and outcomes, either qualitatively or quantitatively. For example, if our playbook is around product discovery, we may specify that we validate our ideas with 3-5 customers.
- When it comes to behavior, don’t forget to include yourself. What behaviors will you demonstrate as a playing coach with fluency in this learning objective?
- Outcomes are often measurable with “polar measurements” that describe a state or condition. Surveys employing a [Likert scale](#) (strongly agree to strongly disagree) are a great way to measure these outcomes. Sometimes the audience you want to measure will vary – users, customers, the team itself, certain roles on the team, and stakeholders are all valid options.

3. PRECONDITIONS & RELATED PLAYBOOKS

Preconditions help us understand what conditions must be met before a team can use a playbook. What must they be ready for? What tools and resources must they have at the ready? Related playbooks link your playbook to the ecosystem of playbooks and related practices.

The image shows a template for an Immersive Learning Playbook Canvas. It is divided into several sections:

- Playbook Name**, **Created / Modified**, and **Author(s)** fields at the top.
- PRECONDITIONS**: A section with a red circle icon and a text box asking about prerequisites for learning.
- PURPOSES**: A section with a text box asking about the larger purpose and impact of the objective.
- LEARNING OBJECTIVE(S)**: A section with a text box asking about the team or individual learning goal.
- SUCCESS MEASURES**: A section containing three sub-sections: **INDICATORS** (quantitative evidence), **BEHAVIORS** (observable team behaviors), and **OUTCOMES** (longer-term results).
- RELATED PLAYBOOKS**: A section with a red circle icon and a text box asking about related learning objectives.
- PLAYS & TIMELINE**: A section with a text box about the order of plays and a legend for play types: **Lesson** (yellow), **Checklist** (pink), **Review** (purple), **Resource** (green), **Practice** (blue), and **Assessment** (orange).

At the bottom, it says "Immersive Learning Playbook Canvas 1.1" and includes a Creative Commons Attribution-ShareAlike 4.0 International license logo.

Preconditions & related playbooks appear in the red-circled locations on the Playbook Canvas.

Tips & Tricks

Preconditions...

- What conditions must be met for your playbook to succeed?
- Which tools and environments must be available?
- Is a certain level of knowledge or capability required to run this playbook (beginner, intermediate, advanced)?
- What questions might you ask during intake (consultation and framing) to ascertain whether or not the playbook is relevant to a particular group?

Related playbooks...

- Playbooks work best when they have a clearly defined mission and boundary.

- Use the related playbooks section to reference other potential playbooks that may complement your playbook.
- List playbooks that might be invoked before, after, or in parallel with your playbook.
- Are there alternative playbooks & learning objectives the team may choose? List those here.
- Practices that pair well together may be listed here as well.

4. SEQUENCING PLAYS

Plays often have a natural order or sequence in which they're evoked, building on one another to achieve your playbook's learning objective.

Playbook Name		Created / Modified	Author(s)
PRECONDITIONS What prerequisites are there to learn this practice, skill, or tool? What kinds of product or delivery objectives do or do not provide the best learning opportunity? What might you need to verify or prepare before engaging with a team?	PURPOSES What larger purpose does the objective serve? What impact will pursuing the objective yield? What outcomes does the objective target or avoid?	LEARNING OBJECTIVE(S) What is the team or individual learning? This can be a complex skill, tool, or process. It can also be a problem that needs defining, exploring, or experimenting on.	SUCCESS MEASURES
			INDICATORS Provide quantitative evidence that a team is successful in achieving an objective.
			BEHAVIORS Behaviors we may observe in a team achieving an objective. These may also be behaviors we model as coaches.
			OUTCOMES Outcomes we might expect and measure on a longer time horizon.
RELATED PLAYBOOKS Are there related learning objectives that pair with the objectives in this playbook? Is there a sequence of workflows in a larger workflow that can be broken down?	PLAYS & TIMELINE Your plays and the natural order they appear in. Plays may be entirely optional, or they may even repeat. Remember: coaching is a dynamic activity and a coach may decide to take alternate routes through this playbook.		
Immersive Learning Playbook Canvas 1.1		© 2021-2023 Nerd/Noir, LLC. This work is licensed under the Creative Commons Attribution-ShareAlike 4.0 International license.	

Plays are sequenced as in the starred locations on the Playbook Canvas.

Tips & Tricks

- Create a legend. Is the play a facilitation guide? A small lesson or resource bundle? Feel free to create your own play types!
- Create a legend or color-coding system to visualize the format of the plays.

- Sequence the plays in rough order. Remember: playbooks aren't curriculum! You might want to call out more evergreen plays over plays only invoked in certain circumstances.
- The sequence doesn't have to be linear. It could be a loop within an immersive learning challenge, for example. It's important to remember: different teams and learners might take different paths through the playbook!
- Show how the play maps onto the team experience and the 6-week challenge: during, before, and after. Are there plays that make sense in intake (a questionnaire, for example)? Are there plays that happen after a team exits its challenge?