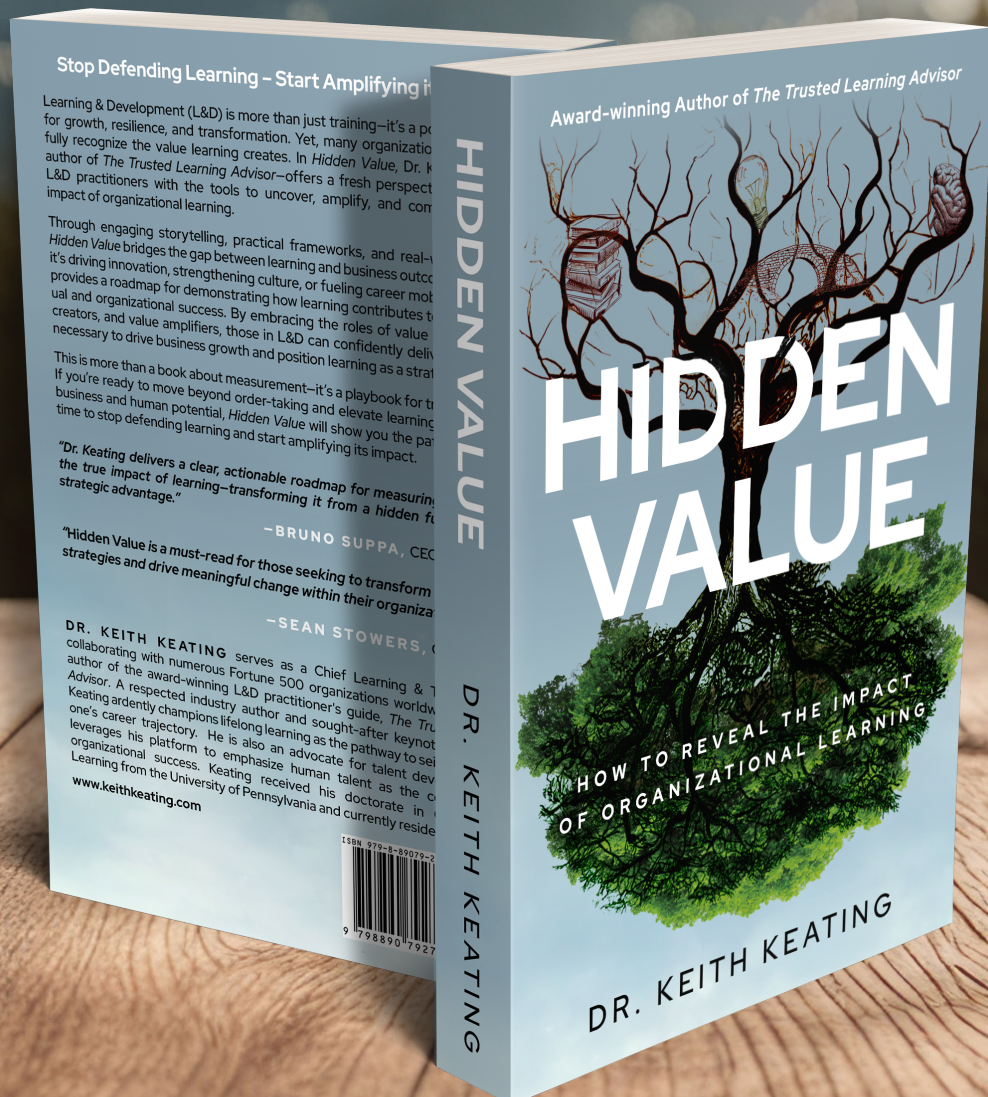


HIDDEN VALUE BOOK CLUB GUIDE

By Dr. Keith Keating



A MESSAGE FROM THE AUTHOR



Dear Reader,

Thank you for choosing *Hidden Value: How to Reveal the Impact of Organizational Learning*. Whether you're joining a book club or reading solo, I want you to know: this book was written *for you*.

For too long, Learning & Development (L&D) has been underestimated—viewed as a cost center, questioned at budget time, and forced to defend its existence. But the problem has never been that learning lacks value. The problem is that we haven't been taught how to amplify that value in ways that matter to our stakeholders.

That's why I wrote this book: to help L&D professionals stop justifying their worth—and start revealing it.

This isn't just another book on measurement. It's a practical, powerful roadmap for becoming a value creator. Inside, you'll find strategies for seeking hidden opportunities, creating impact that aligns with business goals, measuring what truly matters, and communicating your contribution in the language of decision-makers. If *The Trusted Learning Advisor* was about building trust, *Hidden Value* is about building influence through evidence.

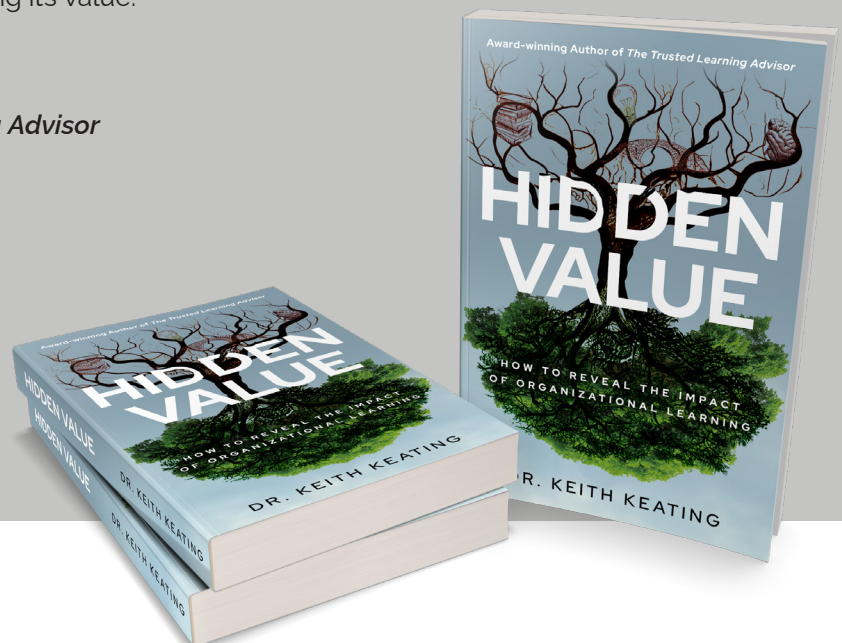
As you read and discuss each chapter, I invite you to reflect on your own journey. How are you currently creating value? Where might it be hiding? And what stories are waiting to be told?

Let's stop defending learning—and start amplifying its value.

Warm regards,

Dr. Keith Keating

Author of *Hidden Value* and *The Trusted Learning Advisor*



Introduction

- » What motivated you to read *Hidden Value*? What were you hoping to uncover?
- » What does the phrase “hidden value” mean to you personally and professionally?
- » How does the NASA janitor story relate to your own sense of purpose at work?
- » What role do you believe L&D currently plays in shaping your organization's success?
- » After reading the introduction, how do you feel about your own ability to influence organizational growth through learning?



CHAPTER 1:

The Hidden Network – How Learning Powers Everything

- Where in your organization do you see “invisible” learning having a ripple effect?
- What are some of the most meaningful outcomes you've seen from learning initiatives—even if they weren't immediately measurable?
- How can you cultivate the “mycelium network” of learning within your team or business?
- In what ways has your thinking shifted about learning as a strategic infrastructure?
- What connections or collaborations could you strengthen to expand learning's influence?

CHAPTER 2:

The Diamond's Brilliance – The Art of Value

- Which of the three dimensions of value—economic, personal, societal—do you naturally focus on? Which do you tend to overlook?
- What is the most underrated impact learning has had in your organization?
- How can you tailor your value message to speak the language of different stakeholders?
- Where might there be “value hiding in plain sight” in your current L&D strategy?
- If your CFO asked you today how learning is contributing to business outcomes, how would you answer?

CHAPTER 3:

The Treasure Hunter's Guide – Seeking Value

- Which of the Four Cs (curiosity, connection, context, courage) do you most resonate with? Which one do you need to cultivate?
- Describe a time when you spotted a hidden opportunity others missed. What made you see it?
- How can we build cultures of curiosity within our learning teams and organizations?
- How do your current stakeholder relationships either help or hinder your ability to seek value?
- What's one bold action you could take this month that might help uncover untapped potential?



CHAPTER 4:

The Value Architect – Creating What Matters

- Which compass point (Empowering People, Building Resilience, Driving Growth, Delivering Customer Value) do you focus on most—and least?
- What would change if you began designing every learning initiative using the Value Creation Compass?
- What barriers might prevent you from aligning learning more directly to business or customer outcomes?
- Share an example where your team helped build organizational resilience. What learning enabled that?
- What would you do differently tomorrow if you saw yourself as a true Value Architect?



CHAPTER 5:

Ancient Tracks – Measuring What Matters

- What learning impacts do you *know* are happening, but you struggle to measure?
- Which measurement frameworks have you relied on—and which might you consider expanding into?
- Are there metrics you're tracking out of habit that no longer serve your purpose?
- How might aligning your measurement with the Value Creation Compass improve your L&D story?
- In what ways can qualitative stories and quantitative data work better together in your measurement strategy?

CHAPTER 6:

The Untold Well – Bringing Numbers to Life

- Think of a success story from your organization. How could you use storytelling to amplify its value?
- Who are the audiences you should be communicating L&D's impact to more effectively?
- How do you balance truth and inspiration in storytelling—especially when things don't go perfectly?
- How might you build a habit of capturing learning stories in real time?
- What one change could you make to your presentations or reports to make the impact more memorable?



CHAPTER 7:

The Purple Cow Effect – Be Unforgettable

- What is your current “L&D brand” inside your organization—and how do others describe it?
- What story are people telling about your team when you're not in the room?
- How intentional have you been in shaping your team's brand? What might be possible with more focus?
- What's one “purple cow” move you could make this year to stand out as a strategic differentiator?
- What's the one word you wish others used to describe your learning function? What needs to change to make that true?

CHAPTER 8:

Breakfast Revolution – Amplifying Impact

- Who are your current learning ambassadors? How do you empower and recognize them?
- What's the most powerful learning moment that's gone unnoticed in your org?
- What's the difference between broadcasting and amplifying? Where does your team currently sit?
- How can you better connect internal recognition and external credibility?
- If you had to design a “ripple strategy” to expand your L&D impact, where would you begin?



CHAPTER 9:

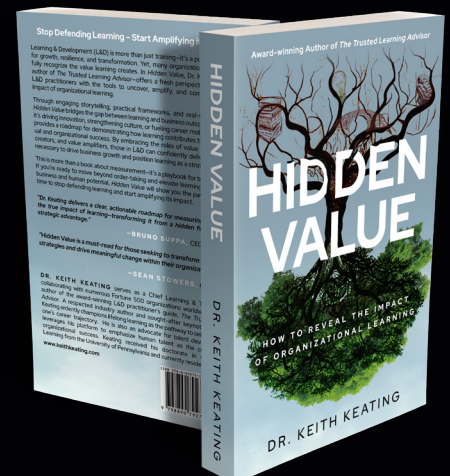
Bridge Builder's Handbook – Conquering Obstacles

- What obstacle have you accepted as immovable that might actually be your biggest opportunity?
- Which of the eight barriers in the book have you encountered most frequently?
- When have you chosen a familiar path over a bold solution—and what did you learn from it?
- What's the "Golden Gate Bridge" you dream of building in your learning strategy?
- What small step could you take this week to start dismantling a longstanding barrier?

Conclusion:

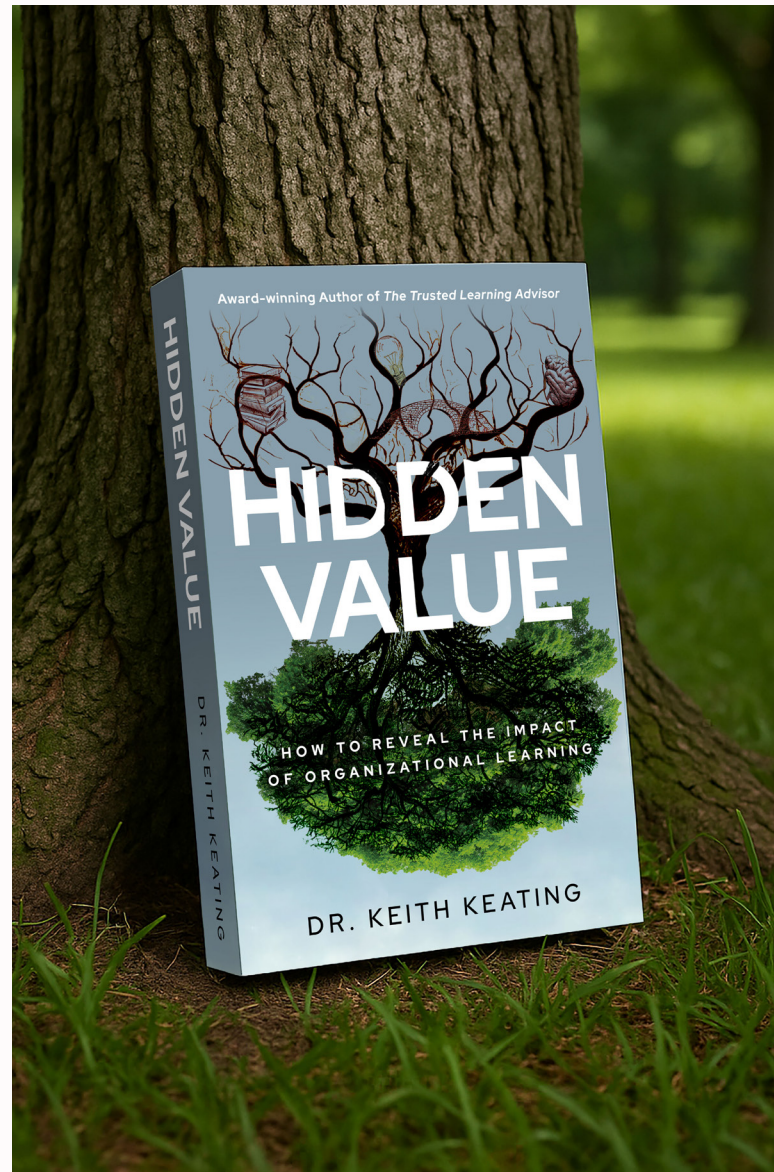
The Water Bearer's Journey – Making Hidden Value Visible

- What has been your biggest insight or mindset shift from reading this book?
- How do you plan to "water the path" in your own organization moving forward?
- What is one action you will take in the next 30 days to reveal learning's hidden value?
- What story of transformation will you now tell more boldly?
- How has this book helped you fall back in love with L&D?



FINAL ACTIVITY

- Share your feedback with the author – keith@keithkeating.com
- Here are some reflective questions you might consider as you close out your reading of *Hidden Value*:
 - » What new insights did this book give you about the meaning of “value” in Learning & Development? How has your own definition of value shifted or expanded?
 - » Which concepts from the book do you plan to apply in your role or organization? What’s one specific step you’ll take to better uncover, measure, or communicate learning’s impact?
 - » *Hidden Value* emphasizes that value is contextual and subjective. How can you tailor your value conversations to resonate with different stakeholders in your organization?
 - » Were there any ideas in the book that surprised you or challenged your current approach to L&D? How might they influence your future decisions?
 - » From the frameworks and tools (like the Value Creation Compass or the Four Dimensions of Value), which felt most relevant or actionable for your context? Why?



This guide was created to spark dialogue, reflection, and transformation. We hope it has helped you look at learning through a new lens—one that recognizes and reveals its often-hidden power.

Thank you for reading, and for being part of the movement to reimagine L&D not just as a support function—but as a force for real, measurable impact.

Your journey to unlocking *Hidden Value* starts here.