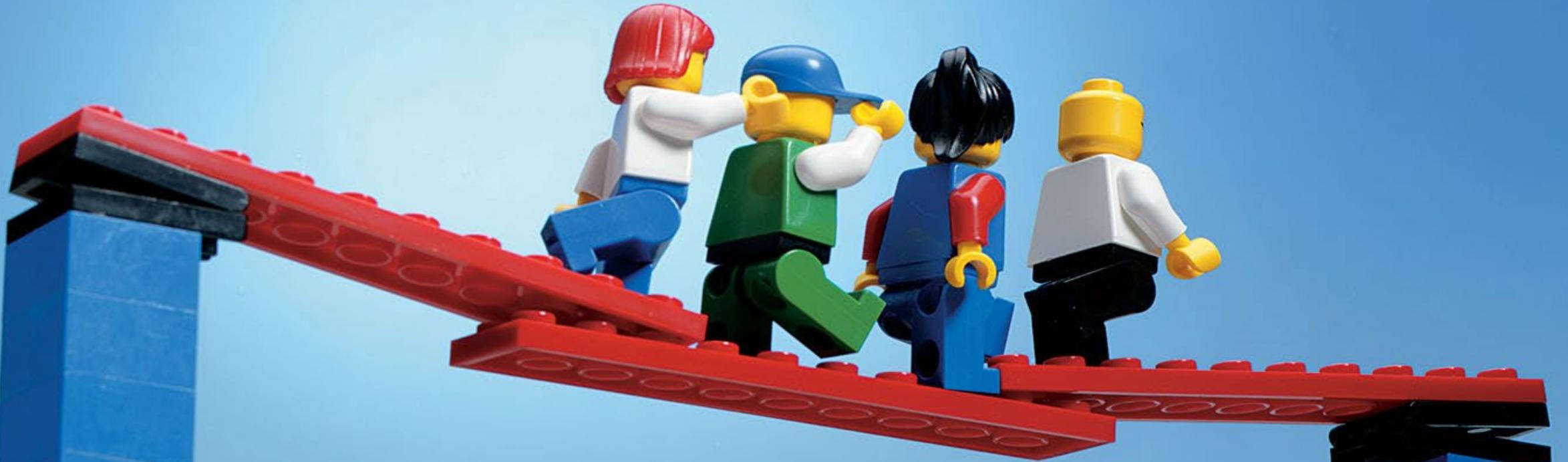


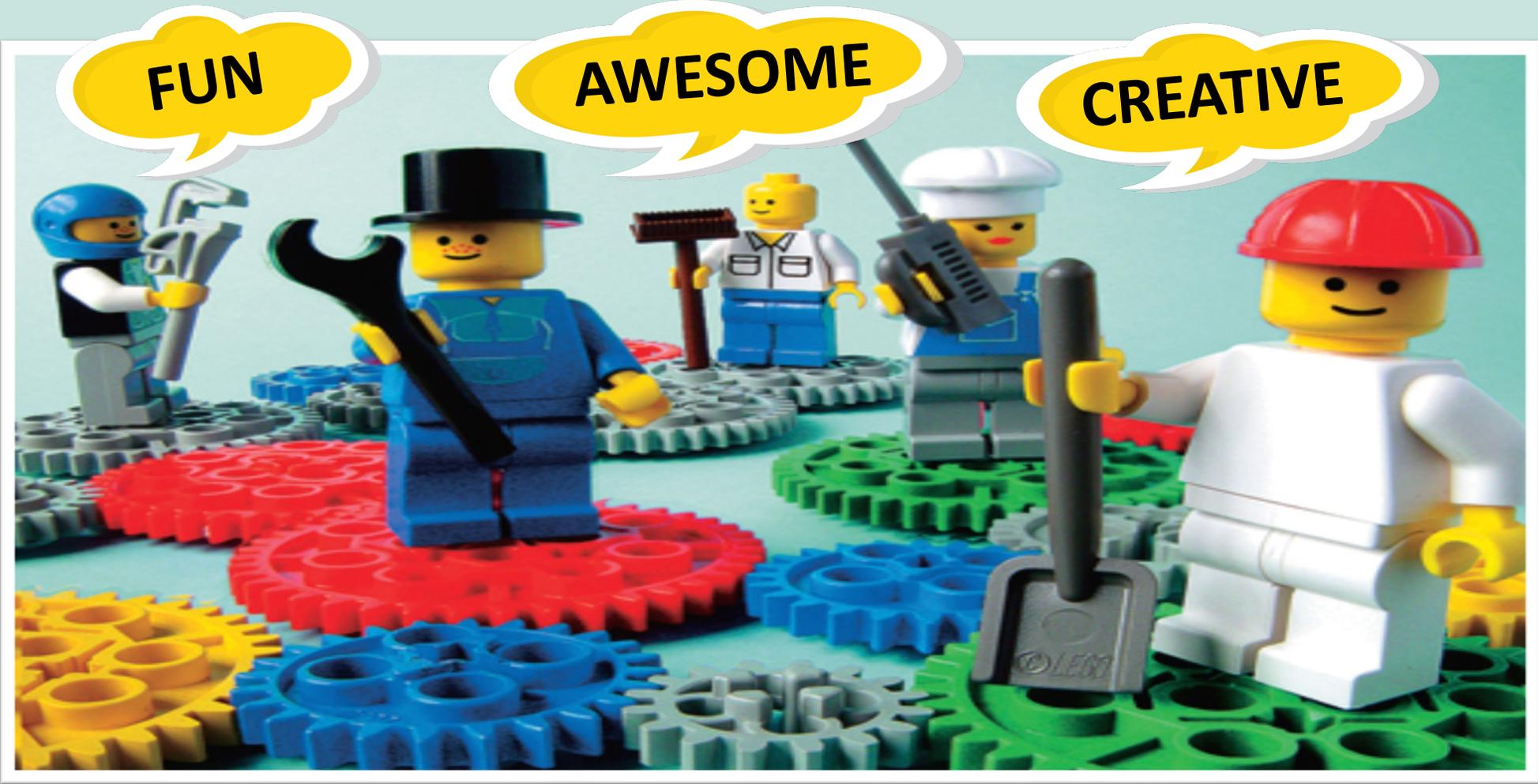
Building a better future with LEGO® SERIOUS PLAY®



Ceri Williams

Accredited LEGO® Serious Play® Facilitator & Workshop Designer

LEGO® SERIOUS PLAY® is a facilitated meeting, communication and problem-solving technique.



**RELEASE THE
POWER OF PLAY**

**UNLEASH
CREATIVITY**



LEGO® SERIOUS PLAY® provides individuals, teams, and organizations a clear view of :

- their current situation
- their aspirations & goals
- the way to get there

LEGO® SERIOUS PLAY® is a powerful and versatile framework and can be applied to almost any situation, including ...

Change Management

Product Development

**Business Strategy
& Shared Visions**

Team Development

Project Kick-Offs

Team Building

Scenario Testing

**Value Propositions
(Business Model Creation)**

Process Management

**Cultural &
organizational change**



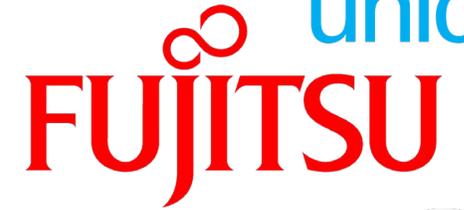
Used by a wide range of global companies, governments & start-ups to solve problems and create innovative solutions.



unicef



United Nations



Ferrari



TOYOTA



new balance



Honeywell



BRITISH AIRWAYS



YAHOO!



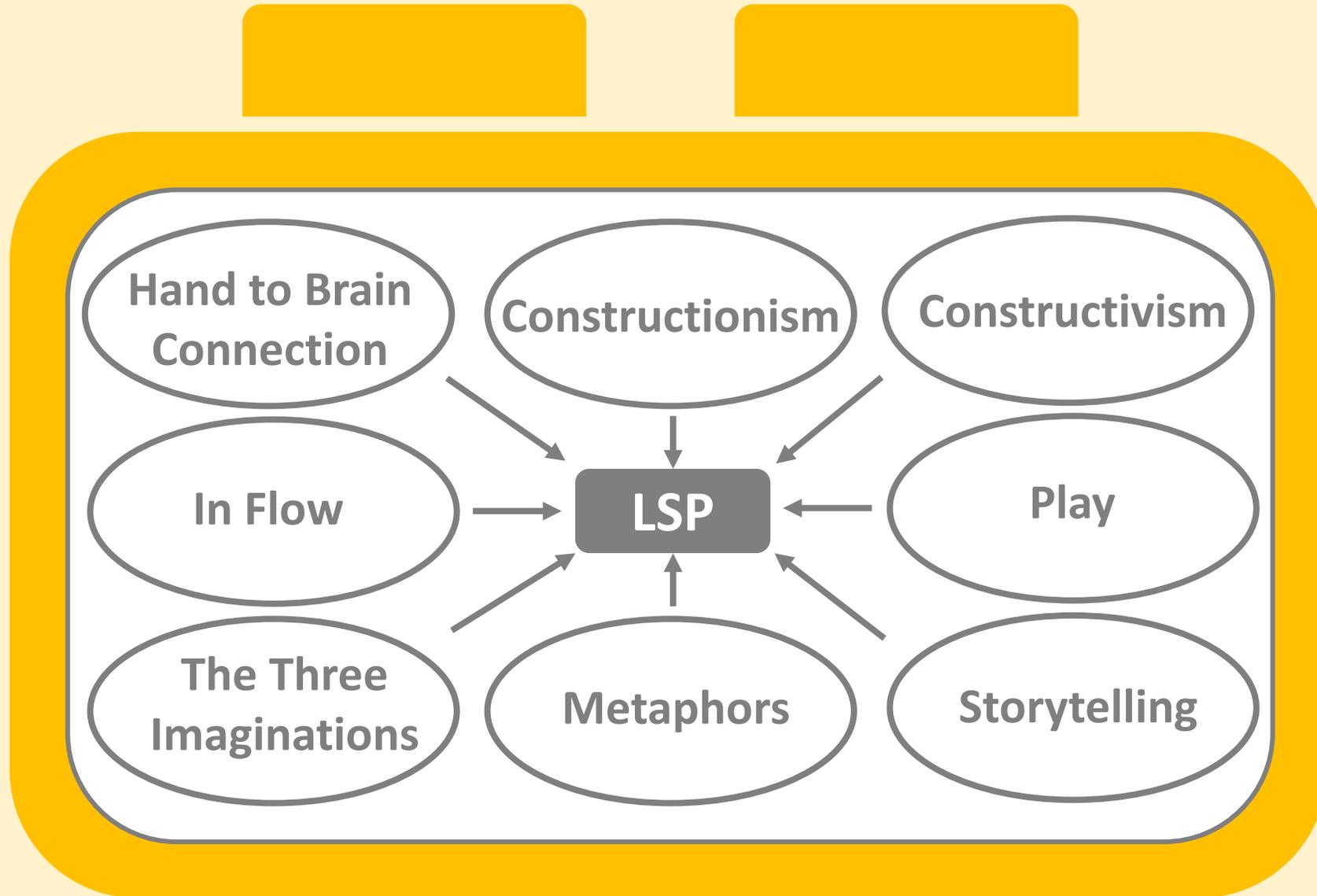
Hilton



Real World. Real Learning®



The **LEGO® SERIOUS PLAY®** method draws on extensive research from the fields of business development, psychology and learning.



More details in the appendix

LEGO® SERIOUS PLAY® method breaks the dynamics of 20/80 meetings to unlock new knowledge and break habitual thinking.

Traditional 20/80 Meetings

20/80

- 20% of people doing 80% of talking (typically the most senior and/or meeting host)
- These individuals are not contributing to their potential to solve the issues
(see hand to brain slide in the appendix)
- People not involved in the conversation “**Lean out**” and become even less engaged



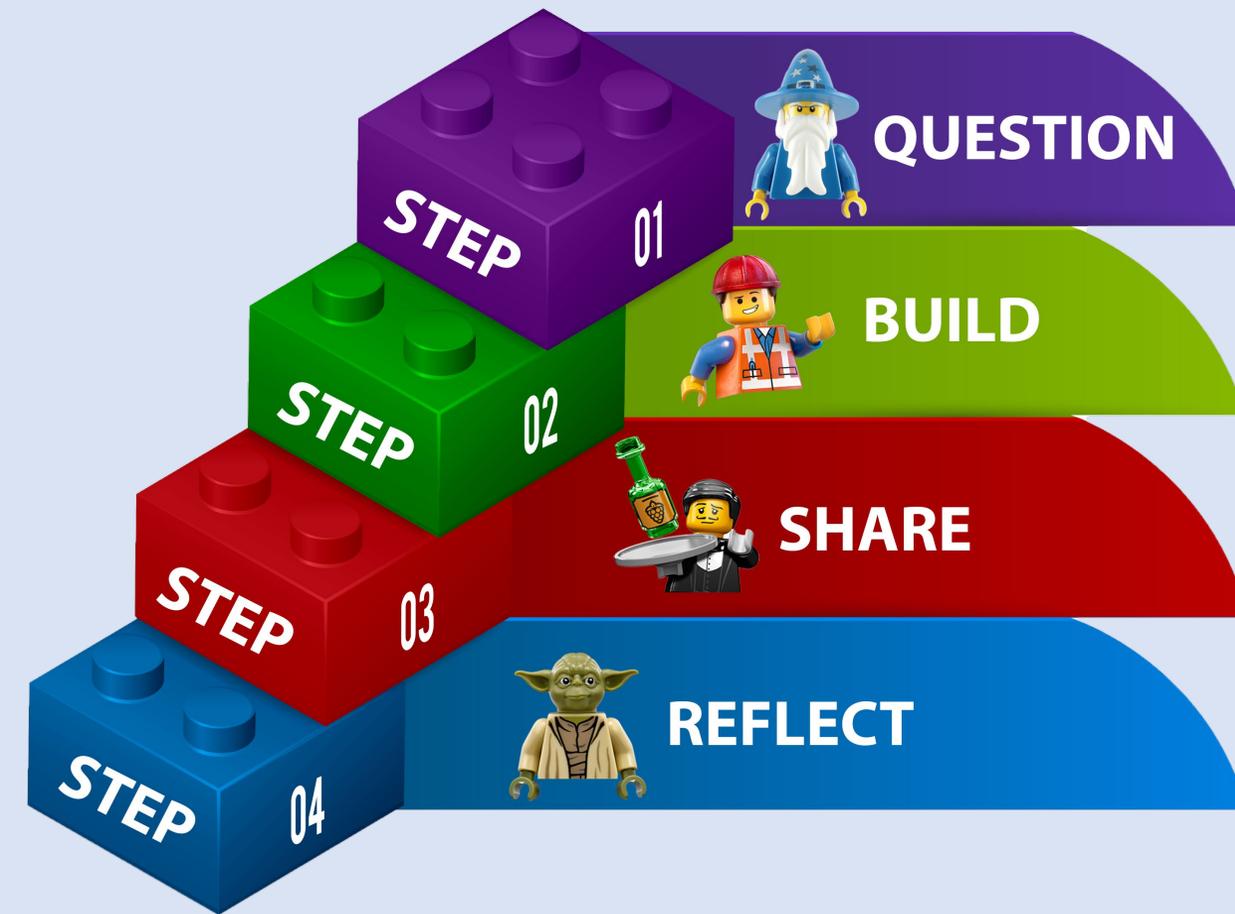
LEGO® SERIOUS PLAY® Workshops

100/100

- Everyone is engaged and actively involved in the workshop – ensuring 100% participation
- this breaks the dynamics of 20/80 to create “**Lean in**” meetings
- Core LSP process & LSP applications allow group to unlock the “**new knowledge**” in the room
- It’s creative approach forces us to look at issues in a new light which **breaks habitual thinking**



LEGO® SERIOUS PLAY® workshops follow a core 4 step process. This provides participants with a language, and an operating system to meet the needs of the “challenge”.



The facilitator asks questions related to the “challenge”. The question will be clear, yet very open ended

Participants “build” their own 3D model in response to the question that’s been posed.

ALL participants share their model’s meaning and story with the rest of the team.

The facilitator and participants crystalize key insight, and ask clarification questions of the models. The facilitator sums up surprises and connections.

Each workshop is custom designed from a selection of LEGO® SERIOUS PLAY® application techniques. The core LEGO® SERIOUS PLAY® process is then applied to the selected modules.

- Duration of a workshop will vary depending on how many applications are required to drill down into the 'challenge'

- Participants use specially selected LEGO® sets that have been designed to inspire the use of metaphors, story making and unleash imagination.

LSP APPLICATION TECHNIQUES

1 INDIVIDUAL MODELS

2 SHARED MODELS

3 CREATING A LANDSCAPE

4 MAKING CONNECTIONS

5 BUILDING A SYSTEM

6 EMERGENCE & DECISIONS

7 SIMPLE GUIDING PRINCIPLES



The best way to experience LSP is at a hands-on session. Here's a few examples of how LEGO® SERIOUS PLAY® in action.

Metaphors



Pulling in opposite directions



Tired-out



Free thinker



Thinking Ahead

Simple Guiding Principles



Integrate with other approaches & methodologies



Bring processes to life



Individual & Shared Models



Want to know more about LEGO® SERIOUS PLAY® ?

If you would love to ...

... learn more about LEGO® SERIOUS PLAY®

... attend a LEGO® SERIOUS PLAY® workshop or demo

... have a bespoke LEGO® SERIOUS PLAY® workshop designed for your needs

... please contact Ceri Williams or check out www.lego.com/en-us/seriousplay



Ceri Williams, Certified Facilitator & Workshop
Designer using the LEGO® SERIOUS PLAY® Method

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Hand to Brain Connection



Hand to Brain Connection

- The human brain can only handle a limited amount of information consciously at any given moment.
- Canadian neurosurgeon Wilder Penfield developed a map of the brain showing how it connected to parts of the body.
- Penfield proved that hands are connected to 70%-80% of brain cells, however, when we answer questions verbally, we only activate short/long term memory to access ~13% of the brain.

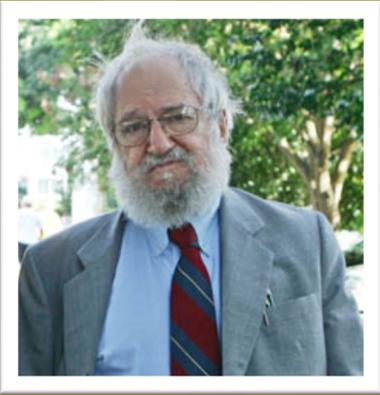
... meaning we are not making the most of our potential !



“Talk with your hands” & “Listen with your eyes”

- LEGO® SERIOUS PLAY® engages the brain and hands at the same time to increase the brain’s ability to learn and solve problems. **Our hands act like a search engine of the brain.**
- Enhanced through the core LEGO® SERIOUS PLAY® method & applications, the brain figuratively lights up, particularly in desirable areas like clarity and memory.

CONSTRUCTIONISM (Seymour Papert)

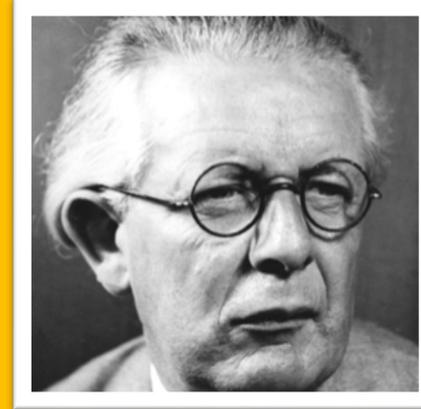


Constructionism explains how we "learn-by-making"

Constructionist learning is when mental models are constructed to understand the world around them.

"When people construct things in the outside world, they simultaneously construct theories and knowledge in their minds"

CONSTRUCTIVISM (Jean Piaget)



Constructivism explains how knowledge is constructed when information comes into contact with existing knowledge that's been developed through experiences.

Constructivism's roots are from cognitive psychology and biology. It's approach has been applied to education to emphasise the ways knowledge is created in order to adapt to the world.

According to Huizinga, "Play" is ...

- Fully absorbing
- Intrinsically motivating
- Includes elements of uncertainty or surprise
- Involves a sense of illusion or exaggeration



"Serious Play"

Johan Roos and Bart Victor created the "serious play" concept and process in the mid-1990s as way to enable managers to **describe**, **create** and **challenge** their views of their business.



Why so serious ?

To get results FAST



Metaphors

Open new doors



Lakoff & Schön provide evidence that metaphors ...

- Help us create a common & shared language
- Allow us to convey complex ideas that are difficult to communicate with words
- Serve as powerful tools that make us think about reality in new or different ways
- Unleash our imaginations to describe the world as we see it
- Help us form entirely new descriptions that can challenge assumptions and beliefs
- Help people memorise messages and stories more easily



Bricks can mean anything you want !

- You don't need any prior experience of LEGO and you don't need any building skills
- "Don't have a meeting with yourself" – trust the process and let your hands do the talking !



- The term “imagination” has many different cultural and linguistic connotations.
- Roos & Victor define three key categories :

DESCRIPTIVE

Evokes images that describe a complex and confusing world

Enables us to make sense of things and see new possibilities / opportunities

CREATIVE

Creative imagination allows us to see *what isn't there (yet)*

Allows us to picture new possibilities

CHALLENGE

Throws away the rules, starts from scratch and assumes nothing.

Forces people to come up with new solutions.

- In LEGO® SERIOUS PLAY®, the interplay between these three imaginations is referred to as strategic imagination.
- This is a key part of LSP Application Technique #6 - “Emergence & Decisions”

Visual Storytelling



- Storytelling is an age-old tool because it is a memorable method of communicating what has happened or what is currently happening.
- The memory process is typically broken into 3 stages (formation; retaining/retrieving; reinforcing)
- LSP uses storytelling to share & cement messages, allowing us to embed the knowledge to memory
 - Levels of processing : Information transformed into something personally meaningful forms a stronger memory
 - Importance of context : A memory cue for retrieval and recalling any insights and decisions made in that moment
 - Generation : Generating information leads to better retention than simply reading it
 - Emotions : Correlation between vividness of a memory and the emotional attachment of the original event
- Storytelling with LEGO models brings situations to life which helps participants communicate their messages both verbally and visually.
- LSP can bring situations to life that have not even taken place. This allows participants to test what might happen if certain decisions are made or events occur. This is a fast way to test with no consequences or risk.

“In Flow”

You are “in flow” when competence levels are in balance with the difficulty of the challenge (Csikszentmihalyi)

- LEGO® SERIOUS PLAY® participants take a “roller coaster ride” through the flow zone as the facilitator balances skill building to the difficulty of the challenge.
- Participants will feel varying comfort levels as they move through the process and the challenges.
- The processes was deliberately designed this way as it greatly increases the chances of real change and long-term learning taking place, along with a deep feeling of accomplishment.

“things are more learning rich, if they are adequately hard”

The LSP “Flow Model”

