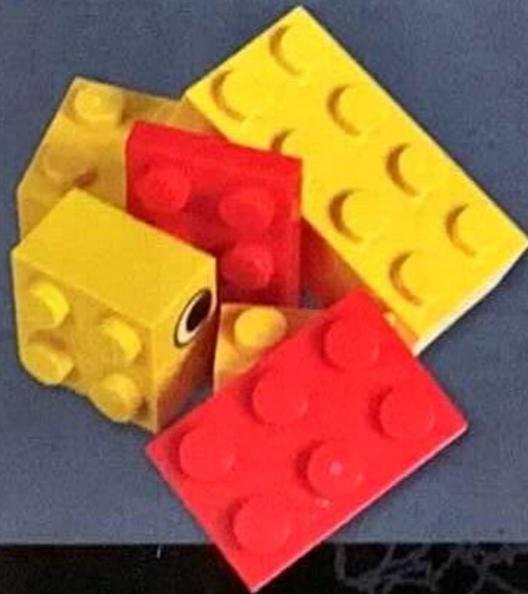


**LEGO** SERIOUSPLAY™

13 1301-930-923002

**LEGO** SERIOUSPLAY™

### The DUCK



[www.LEGOBUSINESSWORKS.com](http://www.LEGOBUSINESSWORKS.com)

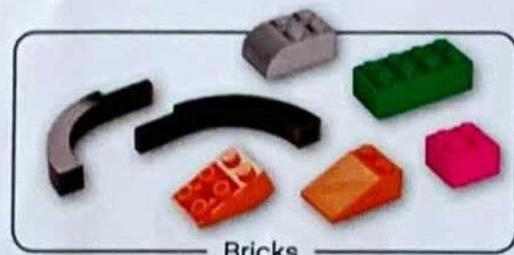
LEGO, the LEGO logo, the Knob and the Brick configurations and SERIOUS PLAY are trademarks of the/son des marques de commerce de/son marcas registradas de LEGO Group. ©2009 The LEGO Group. 4626036

## Imaginopedia for Core Process

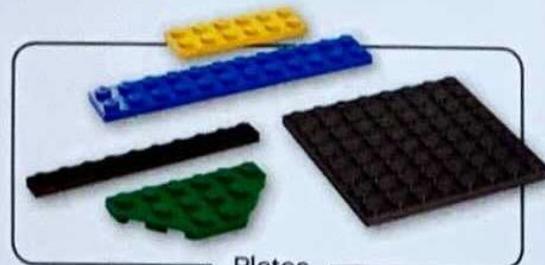


**WARNING: CHOKING HAZARD.**  
Toy contains small parts and a small ball.  
Not for children under 3 years.

## Your LEGO® Bricktionary



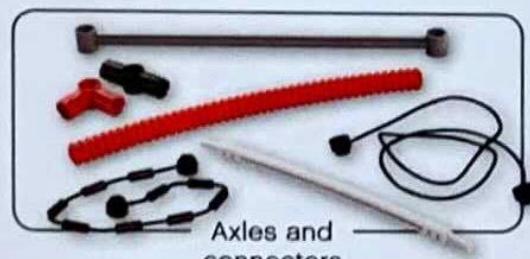
Bricks



Plates



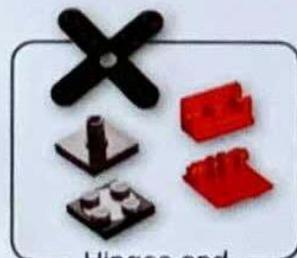
Gears



Axles and connectors



Wheels, tires, and bearings

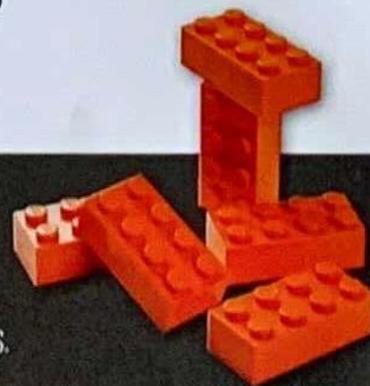


Hinges and turntables



Minifigure, a window of opportunity, a flag and pole... or just Bricks

102,981,500 is the number of different ways you can combine six 8-stud bricks of the same color. If you haven't got that much time, you can take three 8-stud bricks - of the same color - and fit them together in 1,600 ways. Two 8-stud bricks - of the same color - can be put together 24 ways.



## Introduction

LEGO SERIOUS PLAY™ (LSP) is a facilitated thinking, communication and problem solving technique for use with organizations, teams and individuals. It draws on extensive research from the fields of business, organization development, psychology and learning, and is based on the concept of "hand knowledge".

LSP is a process for groups and teams of any size. Any LSP process requires a trained and certified facilitator or a process leader. The ideal group size for an in-depth workshop is from 8-12 with one facilitator. When LSP is used for larger groups with fewer facilitators than one per ideal-size group, participants still work in smaller groups from 6-8.

The effective use of LSP methodology rests on following four core steps in the process, and adhering to a set of clear principles, both of which have been extensively researched and field-tested.

## The Four Core Steps

### Step 1: Facilitator Poses the Question

Participants are asked to build and create stories in response to a question. The question should be clear, yet very open-ended.

### Step 2: Individuals Build a Model

Each participant builds his or her own 3-D model in response to the question that has been posed. Participants work with the special set of LEGO® bricks designed to inspire the use of metaphors and story making.

### Step 3: Individuals Tell Their Story

Each participant shares his or her model's meaning and story with the rest of the team. It is absolutely critical that every person shares their story. This enables 100% participation during the session which builds commitment to shared action.

### Step 4: Questions and Reflections

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



## Go ahead. Give your mind a hand

Your mind learns best and retains most when you are actively involved with what you are trying to learn as opposed to passively listening to instructions. You can better construct your own internal mental maps when you build external models that can be examined, shared and discussed. In other words, the hand bone is connected to the brain bone.

### The Tower Challenge

C1

Make a tower with the bricks. Start your construction on a base plate. Eventually a LEGO® Minifigure must be fixed at the very top of the structure.

### The Bridge Challenge

C2

Make a bridge with the widest and highest span possible. Prepare for the unexpected! Wait for your facilitator to give the go-signal. When finished it must be possible to pass at least one hand under your bridge.

⚠️ **AVERTISSEMENT : RISQUE D'ÉTOUFFEMENT.**  
Le jouet contient des petites pièces ainsi qu'une petite boule. Il ne convient pas aux enfants de moins de 3 ans.

⚠️ **ADVERTENCIA: PELIGRO DE ASFIXIA.**  
Juguete que contiene partes pequeñas y una pelota pequeña. No recomendado para niños menores de 3 años.

## Metaphors

Metaphors can serve as powerful tools leading us to think about our realities in new or different ways. By unleashing our imaginations to describe the world as we see it, metaphors help us form entirely new descriptions that might challenge assumptions and beliefs, revealing new possibilities.

By drawing on more of our senses, metaphors also help us convey complex ideas that may be difficult to communicate with words.

### Metaphors Challenge

C3

Look at the models on the following pages and select one and build it.

First build the model according to the instructions and make the story...



Free thinker or an air head?

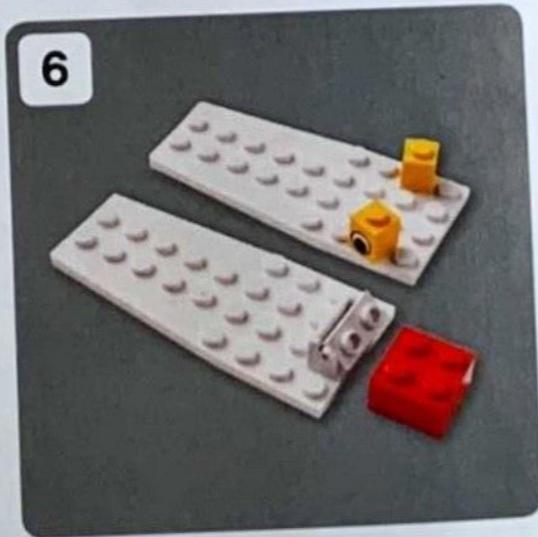
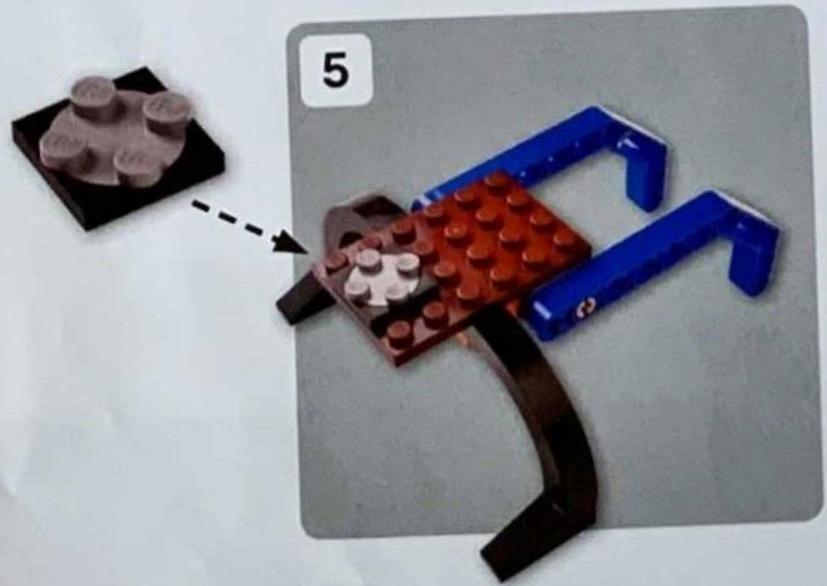
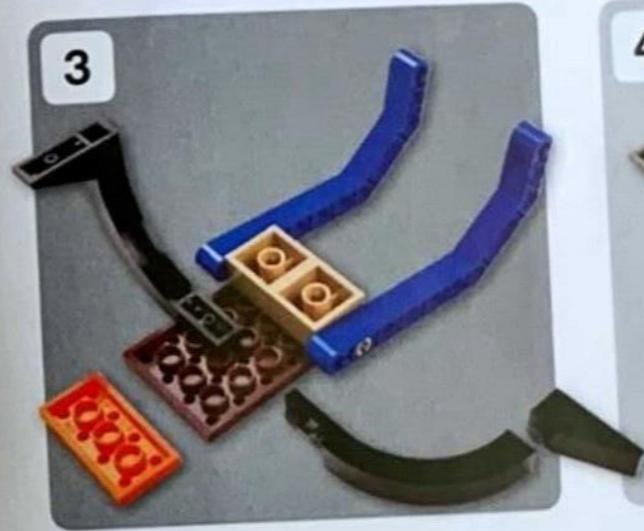
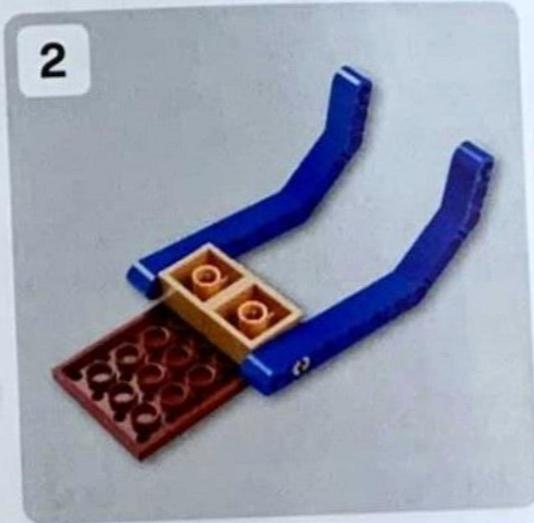
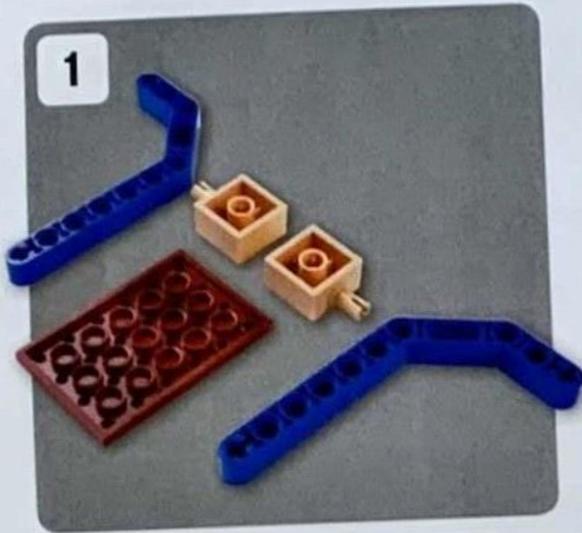


Eagle-eyed or high-flying employee?

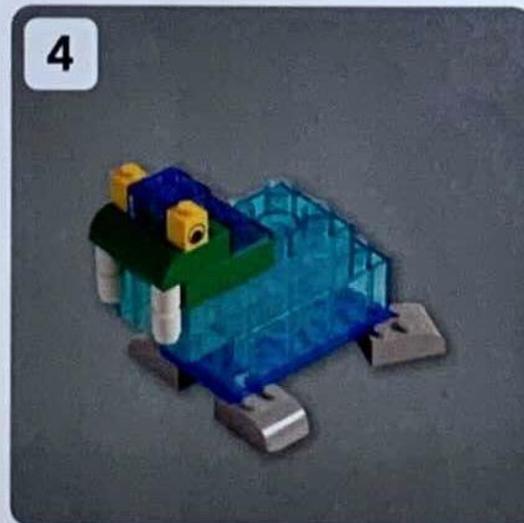
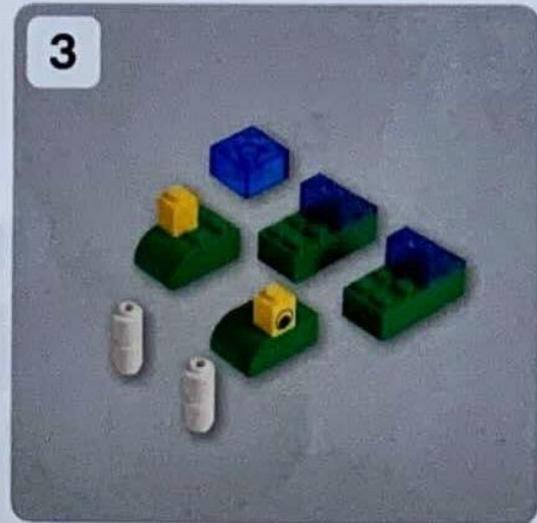
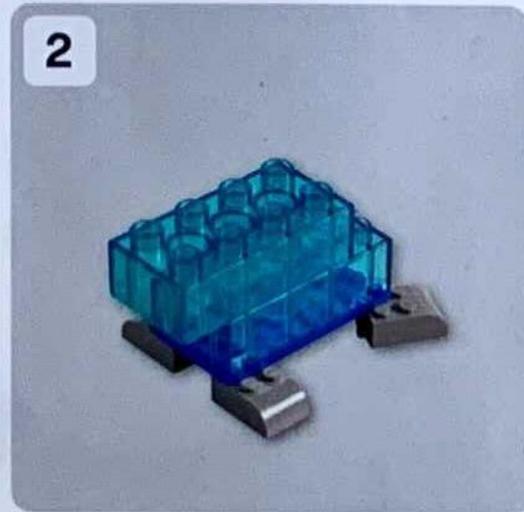
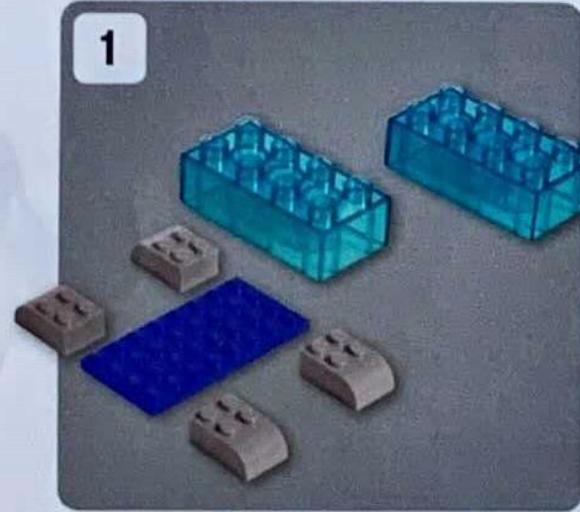


Walk the talk or talk the walk?

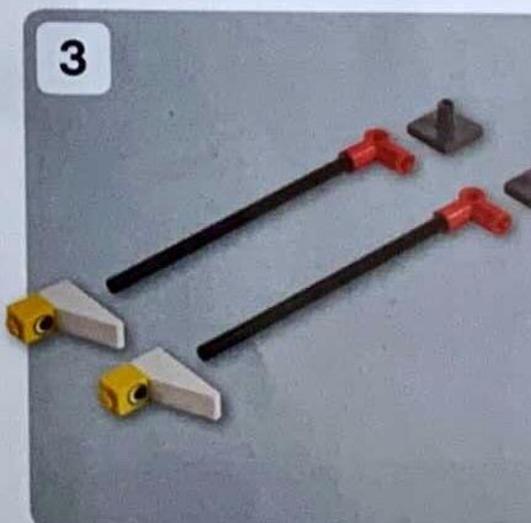
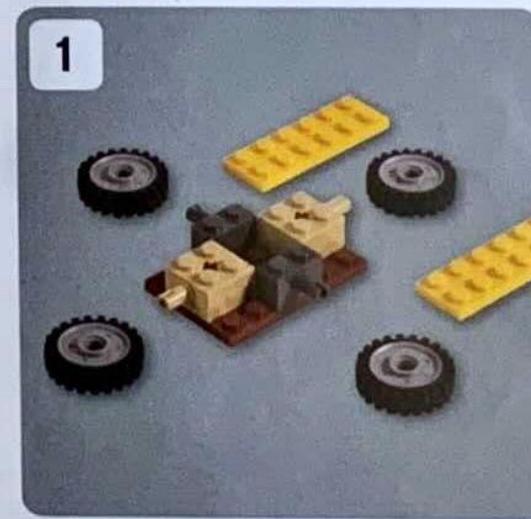
# Model 1



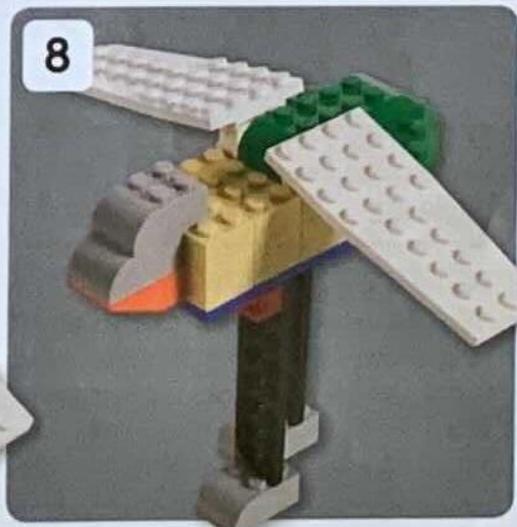
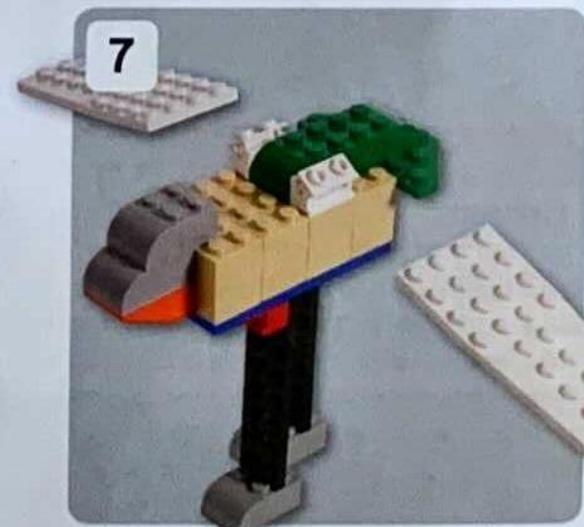
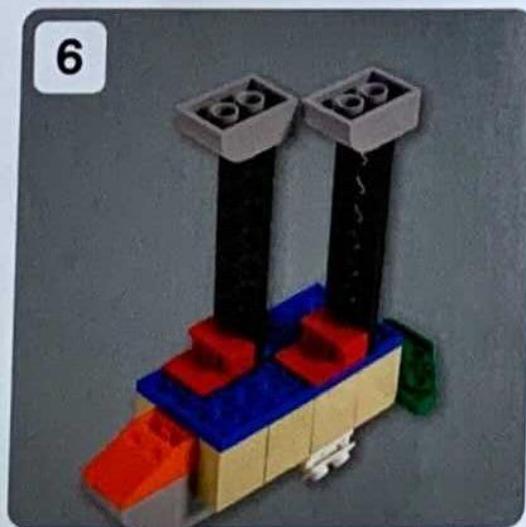
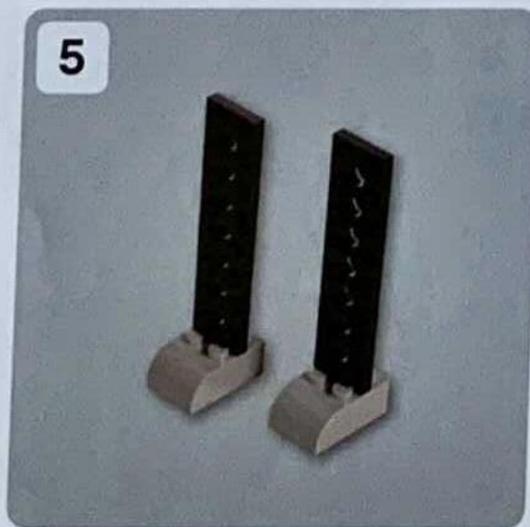
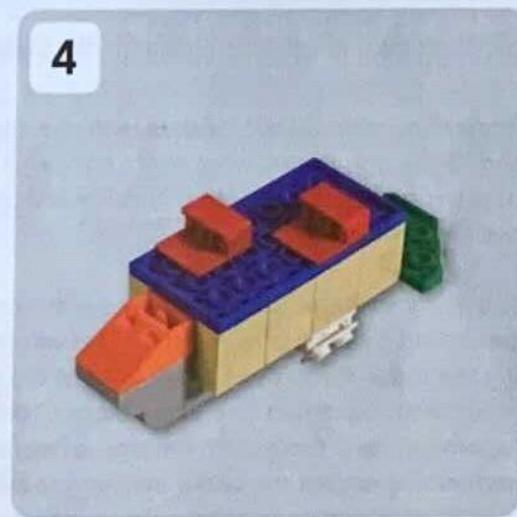
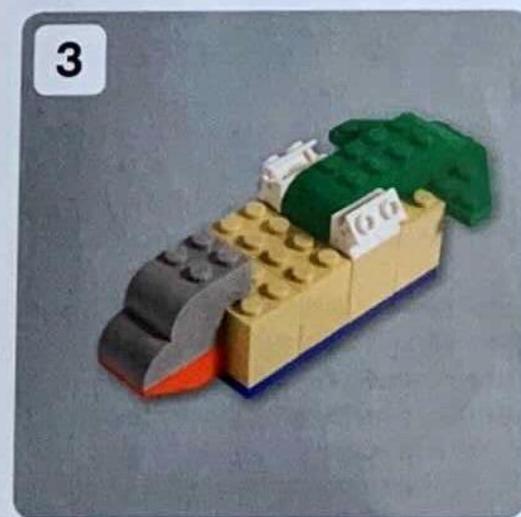
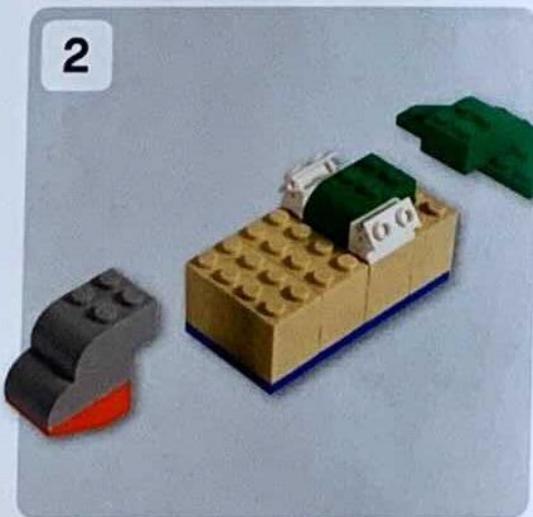
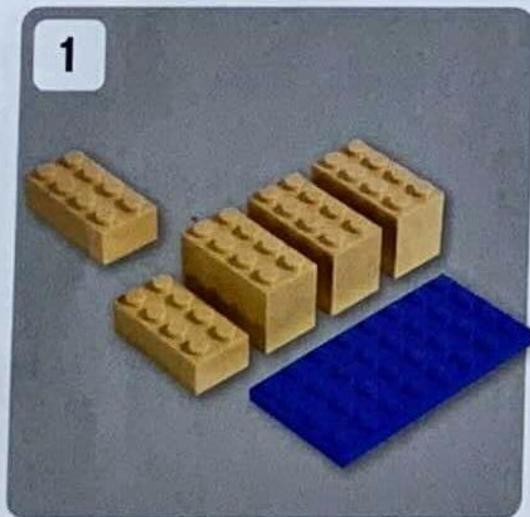
### Model 2



### Model 3



# Model 4



## Storytelling

Storytelling is an age-old tool because it is a memorable method of communicating what has happened or what is currently happening. But storytelling is often about the past.

Storytelling with LEGO® models makes a situation come alive before it occurs in real life and allows you to test what might happen if you make certain decisions. It is the next best thing to actually "doing" in the real world - but without the threat of those annoying real life consequences.

Too many strategic ideas never move beyond a small circle of executives. Strategy has to be shared by everyone in order to be effective. Storytelling is an excellent tool for sharing the vision throughout every level of the company. However, every listener does not "hear" and "construct" the same story. Children learn this when they play "telephone" or "operator". New things can emerge as stories are told and retold. Corporate chieftains sometimes expect the same meaning to be evoked by their story as they retell it from audience to audience. What matters about a story is what the listeners do with it, what learning happens and what ideas are explored.

### A monstrous story

Challenge

S1

Make up a story about "The Manager from Hell". Build a model to help you explain the characteristics of this person. What traits do you think characterizes this monster and what does it look like? It might be a good idea NOT to have a specific person in mind.

### The perfect candidate

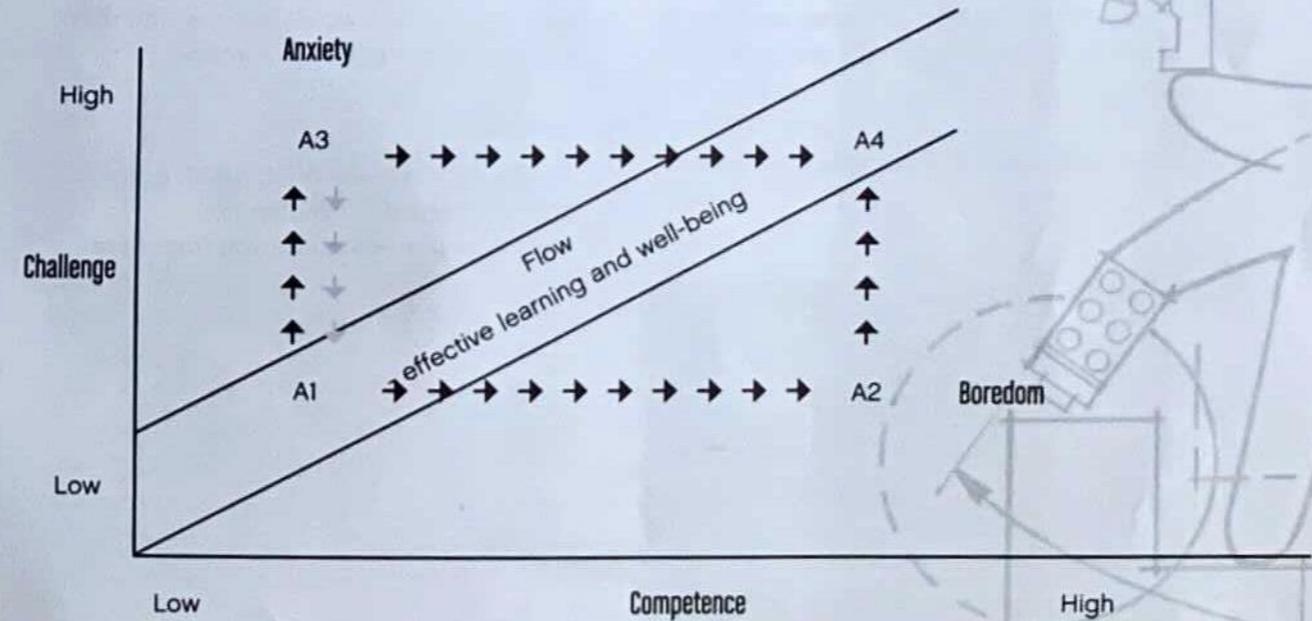
Challenge

S2

Make up a story about the ideal employee. Build a model to help you explain the traits and abilities of this. What do you think characterizes the perfect candidate and how can you show it?

## Flow

When you go through the LEGO SERIOUS PLAY™ workshops, you will experience what some call a "roller coaster ride". You will feel varying comfort levels as you move through the process and the challenges. The processes are designed deliberately this way so as to greatly increase the chances that real changes and long term learning will take place, along with a deep feeling of accomplishment. This roller coaster is best described by the "Flow Model", modified from work done by Mihalyi Csikszentmihalyi, in 1991.



The model illustrates how we arrive at the condition of "flow" - when our competence and the challenge we face are in balance with each other. The model also shows how the lack of challenge leads to boredom and how being faced with challenges that are too great creates anxiety. The model further shows how our experiencing flows (high-point experiences/high quality of life).



**Explain this Challenge**

Find the 5 bricks from the picture below. Then select an additional 10 bricks of your choice – bringing the total up to 15 bricks.

Build a model – any model – using only these bricks. Your model does not have to look like anything from real life. In fact, it is all up to you.

Your facilitator will guide you from here.



**The Promotion Challenge**

Build a simple model that represents an issue you are having at work, or how you feel about that issue. The issue could be a person, an event, or a "vibe". The issue might impact others or you alone. On a blank card, write 5 words that capture what you want to say about your model.

The rules:

- Whatever you build, build it with passion
- You have about 5 minutes
- Your facilitator will guide you from here

## Jones' Go-Carts

You are an employee at the renowned toy company Jones' Go-Carts. Jones' Go-Carts have been manufacturing premium quality go-carts and soap box racers for kids since 1902! The company is headed by 3rd generation Mr. Jones, who has managed to keep the company in the market leading position - so far.

**The soap box Challenge**

Jones' Go-Carts is tooling up for next year. They have all the inventory in stock and now they need to make next year's super Soap Box Racer Super Cart. Make the most exciting design that you can using the existing inventory.

**Get out of your soapbox Challenge**

Imagine it has become completely uneconomic to stay in any segment of the transport market. But it makes sense to use your valuable plant and expertise and apply it to totally new fields of enterprise. So now create as many new consumer goods as you can.

**Push the cart further Challenge**

Jones' Go-Carts has a lot of expertise in moving kids down hills, but only in carts. What new concepts can they profitably explore that best use and extend their expertise and inventory?

## Your inventory



Collect these bricks from your own set and put the remaining bricks back in the box.