

Welcome to our Facilitator Training in the LEGO® SERIOUS PLAY® methodology



The LEGO® Serious Play® methodology

The LEGO® Serious Play® methodology offers an unique way of working, when people have to work with complex challenges, achieve common understanding and find common solutions.

With the LEGO® Serious Play® methodology you will get visibility of your organization and be able to observe internal and external dynamics, explore various scenarios and gain awareness about the variety of opportunities.

The idea of LEGO® SERIOUS PLAY® originated in 1996 when the two professors Johan Roos and Bart Victor at IMD in Switzerland and LEGO Group CEO and owner Kjeld Kirk Kristiansen were exploring alternative strategic planning tools and systems.

Together they formed a company called Executive Discovery Ltd., which developed and launched the LEGO® SERIOUS PLAY® concept. In 2004 the company merged into the LEGO Group, which took over the ownership, concept and distribution of LEGO® SERIOUS PLAY® materials.

In 2010 the LEGO Group decided to offer the LEGO® SERIOUS PLAY® methodology in a community based model.

It is today the only community-based business model using LEGO® materials that is officially approved by the LEGO Group.

Learn from experienced and certified instructors

IntHrface has experience with more than 500 workshops using the LEGO® Serious Play® methodology globally.

Workshops concerning strategy, management, team and organisational development.

Exclusive cooperation with LEGOLAND®

IntHrface work closely together with LEGOLAND® around facilitator training in the LEGO® SERIOUS PLAY® methodology.

This exclusive cooperation has resulted in the unique training experiences at Hotel LEGOLAND® Billund, Denmark and The LEGOLAND® Windsor Resort Hotel in Great Britain.

The full LEGO® experience

Besides your training you will get the full LEGO® experience:

- Accommodation at Hotel LEGOLAND®.
- Visit to LEGOLAND®.
- Network Community for Trained Facilitators ON-LINE and MEET-UP at Hotel LEGOLAND®.

We are looking forward to give you the best possible Facilitator Training at Hotel LEGOLAND®.

Best regards

Micael Buckle

CEO/IntHrface

Certified Trained Facilitator by LEGO® 2003



The purpose of the Facilitator Training

The LEGO® SERIOUS PLAY® methodology is all about challenging and processing tasks and challenges “real time”.

It is a research-based methodology that draws on extensive research from the following areas of: Business Development, Organizational Development and Learning.

The purpose of the training is to give the participant the essential knowledge, confidence, experience and commitment, necessary to prepare and facilitate workshops using the LEGO® SERIOUS PLAY® methodology - with maximum involvement and effect.

The training will prepare you to go home and use the methodology, as well as develop targeted workshops using the methodology.



The objectives of the Facilitator Training

As a trained facilitator in the LEGO® SERIOUS PLAY® methodology you can:

- Develop, change and strengthen your organization and the teamwork within your company.
- Optimize processes and performance within the company.
- Develop and implement dynamic strategies in the company.
- And a lot more...

Benefits

- Extensive practice and training in the LEGO® SERIOUS PLAY® methodology.
- After the training you will be ready to go home and use the methodology.
- Develop goal-oriented and unique workshops using the LEGO® SERIOUS PLAY® methodology.

The overall content in the Facilitator Training



Content of the 4 days of training

Our facilitator training comprises of 4 diverse, creative and challenging days with theory, hands-on and tailored learning, group work, and reflection.

The training is composed of the following sub-elements:

1. **History, theory and research in relation to the LEGO® Serious Play® methodology.**
2. **Skills Building:** Learning all the **basic elements in LEGO® Serious Play® methodology:** Construction, metaphors, story making and fantasy/imagination.
3. **Real Time Strategy (RTS):** You will get skills on how to use LEGO® Serious Play® methodology regarding **strategy- and business development.**
4. **Real Time Identity (RTI):** You will get skills on how to use LEGO® Serious Play® methodology regarding **individual, team and organizational development.**
5. **Facilitation:** How to make tailor made workshops using the LEGO® Serious Play® methodology.
6. **Introduction to the Trademark Guidelines concerning LEGO® Serious Play®.**



The core elements in the Facilitator training

1. The foundation of the methodology

- **History, theory and research in relation to the LEGO® Serious Play® methodology.**
- Presentation of the instructor(s) and participants
- Introduction to the training programme.
- What is LEGO® Serious Play®?
- The history and development of LEGO® Serious Play® .
- The use of LEGO® Serious Play® (infinite possibilities).
- Understanding the aspects of physical social constructive adaptive knowledge systems.
- Serious Play, flow and imagination.
- Understanding the core elements in the methodology: Construction, Metaphors, Story Making and Imagination.
- How to apply the core elements in the methodology.
- The core steps in creating physical social constructive adaptive knowledge systems.
- The core processes in the original methodology.
- The concept of real time.
- Core theories and research supporting the methodology.
- The code of conduct of the methodology.
- The facilitator's code of conduct.
- The participant's code of conduct.

2. Skills Building

- **Skills Building: Learning all the basic elements in LEGO® Serious Play® methodology: Construction, metaphors, story making and fantasy/imagination.**
- Introduction to the skills building toolbox.
- Focused exercises on the basic elements in the methodology.
- **Construction** of knowledge with LEGO bricks.
When you build with your hands, you also build with your brain. You can construct it, even if you can not plan it.
- **Metaphors**
Metaphors help us communicate complex ideas and expressions that can be difficult to communicate just with words.
- **Story making**
Story making is the next best thing to actually acting - but free from the risk of making the wrong choices that bear consequences. We create stories to discover, explore and decide.
- **Imagination**
The imagination is a powerful source of new ideas. Play allows to experiment and explore, withdrawn from the real-life consequences.

3. Real Time Strategy

- **Real Time Strategy (RTS): Learning how to use the LEGO® Serious Play® methodology regarding strategy- and business development.**
- Introduction to the Real Time Strategy concept.
- **Trying out the Real Time Strategy process.**
- The core Identity of our company.
- The external identity of our company.
- The aspirational identity of our company.
- The agents – what influences our company and what do we influence?
- Connections how does everything tie together in a system?
- Real Time emergence understanding and learning about the system our company is part of.
- Simple Guiding Principles – what is the pattern in our understanding and creation of success in our system.
- Testing our Simple Guiding Principles.
- Reflections.
- The use and adaptation of the RTS process to an infinite tasks and challenges.

4. Real Time Identity

- **Real Time Identity (RTI): Learning how to use LEGO® Serious Play® methodology regarding individual, team and organizational development.**
- **Trying the Real Time Identity process for the TEAM**
- The core and aspirational identity of each team member.
- The external identity of each team member.
- Team life
How do we perceive our team right now?
- Team connections
How does it all tie together?
- The past and today (playing out emergence)
- Team wisdom
What is the pattern in our understanding and creation of success in our team.
- Team actions
- My development as a team member.
- **Trying the Real Time Identity for YOU process**
- My core identity
- My external Identity
- My aspirational Identity
- Personal development
- Reflections
- The use and adaptation of the RTI process to an infinite tasks and challenges.

5. Facilitation

- **How to make tailor made workshops using the LEGO® Serious Play® methodology.**
- Revision of day 1 – 3.
- The use of and adaptation of the Skills Building Toolbox.
- The use of and adaptation of the Real Time Strategy process.
- The use of and adaptation of the Real Time Identity processes.
- How to make workshops using the core steps in creating physical social constructive adaptive knowledge systems.
- Applying the Real Time principle to workshops.
- The facilitator role.
- Planning, execution, documentation and evaluation of workshops using the LEGO® Serious Play® methodology.
- Timings.
- Examples.
- Materials and how to order materials.
- Focused work with 4 business cases from real life.
- Introduction to the Trademark Guidelines concerning LEGO® Serious Play®.
- Evaluation of the training.
- Diplomas.

The full LEGO® experience

Facilitator Training in the LEGO® SERIOUS PLAY® methodology



This is not a traditional training, where you only learn *about* the methodology. It is a diversified theoretical and practical training, where you go on a *hands-on* journey into the methodology.

Elements in the training:

- Theory and practise
- Group-work
- Reflection and feedback
- Extensive training manual
- Diploma
- An On-line after training support for your first LSP workshop

Accommodation at Hotel LEGOLAND® and visit to LEGOLAND®



You as a participant will get the full experience in the LEGO® Universe with accommodation and all inclusive stay at Hotel LEGOLAND®, and visit to LEGOLAND®.

All you have to do is to enjoy being a part of the LEGO® universe, while learning and becoming skilled in the LEGO® Serious Play® methodology.

Facilitator Network - On-line and Meet-up



We are of the opinion that it's very important to share knowledge and experiences after the certification, why we offer a LSP **network On-line** called: *LEGO SERIOUS PLAY Facilitator Network* on LinkedIn.

Also, we offer the possibility for joining a **meet-up at Hotel LEGOLAND in Billund**, Denmark, where you will be able to meet all the others Trained Facilitators and share experiences across countries and professions.

What do the costumers say?

My first encounter with the LEGO® Serious Play® methodology was when I experienced what the amazing results the methodology could create, when IntHRface were facilitating workshops using the LEGO® Serious Play® methodology for developing Business development, Performance management and the Culture within Torm.

It made me so interested that I became a Trained Facilitator in LEGO® Serious Play® methodology myself.

The training was excellent and made it possible for me to facilitate a lot of creative and productive workshops within TORM.

I can highly recommend IntHRface and their facilitator training programme.

Christian Riber
SVP HR
Torm



What do the costumers say?



"The ideas and the creativity just start to flow.

The LEGO® Serious Play® methodology brings out the best each team member has to offer".

"The best process tool I have ever used"!

"The best training I have ever been on"!

Statements from participants

What is the LEGO® SERIOUS PLAY® methodology?



The core of the LEGO® SERIOUS PLAY® methodology

The LEGO® SERIOUS PLAY® methodology is all about *creating physical social constructive adaptive knowledge systems* in a creative and structured way, that enable us to be successful right now.

These unique adaptive knowledge systems are brought to life via construction of knowledge (individual and collective models), metaphors and stories around the models.

The primary drivers in the methodology are **play** (flow) and imagination.

The process creates a secure, multisensory and multidimensional work environment.

The methodology is based on extensive research in a lot of areas.

However there are certain core theoretical elements that the original methodology is built upon:

- Constructivism (Piaget; 1951)
- Constructionism (Charel and Papert; 1991)
- Complex Adaptive Systems´ theory (Holland; 1995)
- Autopoietic Organizational Epistemology (Von Krogh and Roos; 1994, 1995, Weick; 2000)
- Flow (Mihaly Csikszentmihalyi; 1993)

The LEGO® Serious Play® methodology enables you to:

- To simplify what is complex.
- Facilitate changes.
- Create an overview of the chaotic and the complex.
- Identify possible solutions to challenges.
- Explore consequences of possible future actions.
- Be a catalyst for dialogue.
- Develop shared understanding, overview and acceptance.
- Collect information and knowledge in a concrete way.
- Implement and anchoring concepts and plans.
- Create shared goals and direction – culture and identity.



What is the LEGO® SERIOUS PLAY® methodology?

Why Serious Play®

Playing is the best method when people need to be creative, collaborate and learn - especially when they continuously face complex and changing challenges and unpredictable changes.

Playing makes us free to take risks, to imagine the unthinkable and to take on a vast number of new roles.

Playing enables us to go into flow. The theory of flow focuses on, that individuals will get the most out of a learning process or development process, when the person has committed oneself to a process, which simultaneously is enjoyed.

It is very important for participants' commitment to a development process, that they experience "optimal stretch", in terms of cognitive and emotional involvement - in other words, that their skills and resources are appropriately and sufficiently challenged.

Playing is an activity being characterized by:

- Being limited in time and space.
- Being structured by rules, conventions or agreements.
- Not being controlled by the authorities.
- Pulling on the fantasy and imagination.
- Always having a purpose.

Adult plays are always based on one or more of the following purposes:

- Social ties.
- Emotional expressions.
- Cognitive development.
- Constructive competition.

When we on top of general play, introduce and play with materials – in this case LEGO® bricks – we play even better and more concrete.

Playing with materials allow us to:

- Construct new ideas.
- Try to find new meaning and new significances.
- Go deeper into the stories that really matter.
- And when we play with something important, such as our profession, we get the opportunity to enrich the working life of everyone involved.

What is the LEGO® SERIOUS PLAY® methodology?

The use of the LEGO® SERIOUS PLAY® methodology

The LEGO® SERIOUS PLAY® methodology originally consisted of certain core elements/processes:

- **Theory and research in relation to the LEGO® Serious Play® methodology.**
- **Skills Building:** The Basic elements in LEGO® Serious Play® methodology.
- **Real Time Strategy (RTS):** Regarding strategy- and business development.
- **Real Time Identity (RTI):** Regarding individual, team and organizational development.

All the original processes were built on a specific and structured step process that is universal, and hence can be adapted to a multi-purpose use.

Business cases

Experiences from real life have shown that the LEGO® SERIOUS PLAY® methodology can be used to an infinite tasks and challenges - for instance:

- The development of dynamic strategies and action plans.
- The development of strategic preparedness/thinking.
- The development and release of innovative potential.
- Solving of very complex and/or conflicting strategic, managerial and organizational challenges/changes.
- Organizational development.
- Mapping of core identity, core tasks and core processes.
- Project start-up.
- Project intervention.
- Simulation of major changes and projects.
- Optimization of processes.
- Development of management teams.
- Development of teams in general.
- Employee development.
- Development of shared ownership, culture and values.

What is the LEGO® SERIOUS PLAY® methodology?

The simplicity of using the LEGO® SERIOUS PLAY® methodology:

1. Ask a question.
2. Build and give the model meaning.
3. Tell and share the story.
4. Ask questions and reflect.

The facilitator pose a question in relation to a given challenge. Posing the right question is important for framing the process. The participants are then to constructing a model, giving it meaning and sharing their stories with each other.

The principles of the LEGO® Serious Play® methodology

Any workshop using the LEGO® Serious Play® methodology must be carried out in accordance with a set of principles, managed and controlled by the facilitator. This set of SERIOUS PLAY® Principles is an integrated part of the method and fundamental in order to get the full effect of the methodology.

The basic principles:

- The answer is in the system. The LEGO® SERIOUS PLAY® methodology is therefore about participants expressing themselves and listening to each other.
- The many contributions to the dialogue are an important part. The method has the overall objective to get the participants to express their reflections and thoughts – never to produce the "right" answers or facts.
- There are no clear or right answers. Everyone has a different point of view, and this is just a good thing.
- The process allows these different perspectives opportunity to get out in the open, without any need to proclaim what is "right" or "wrong".
- What is important here is, that LEGO® models are tools and media, i.e. means for supporting an object. The model is therefore not in itself the result - The building of the model is a helpful and supportive process, simultaneously reflecting a question or a problem. The model is here in a tool/media, used by participants to express themselves and understand more.
- It is the meaning attached to each model which really makes the model valuable.

LEGO® Serious Play® - a methodology for enhancing business



A hands on language for business

The LEGO® Serious Play® methodology uses bricks to visualize situations and enhance business performance. The bricks is a hands on-language when you create metaphors for real **business issues** and allow you to address complex issues without simplifying or losing the important details.

Traditional business tools typically analyze the past or speculate about the future. LEGO® Serious Play® methodology incorporate elements from both the past and the future and test them in *Real Time*, in order to achieve immediately improved decision-making.

A Real Time Process begins with questions about what is going on "**right now**". Relevant parts of **the past** are drawn in and integrated with the **future** hopes, wishes and concerns of everyone in the room.

This is brought into the process, to detect and determine what may and should happen today.

To become better at working with "right now" and its consequences and effects, it means being better prepared for the challenges and opportunities ahead.

Tool for understanding present situations

The **three-dimensional landscape** you build using LEGO bricks, provides valuable insight into the ways your company works and how it is connect with the outside world.

The bricks work as a catalyst – and by building and sharing stories it allows description of complex situations, and compose new meaning from your present situations.

Building results

LEGO® Serious Play® simply enables you to take a **speedy shortcut to the core** and gives your the opportunity to find the **know-how** for enhancing your business.

Using the bricks, participants will be **clearer on objectives, actions** and on **the Simple Guiding Principles** for the organisation. This results in business strategies that is much more comprehensive.

LEGO® Serious Play® is serious business

LEGO® Serious Play® is a working language that guides you into **free and honest exchange of opinion**. That ensures you that the real issues are addressed and ultimately allows you to see things through the eyes of your colleagues – and have them see through yours.



LEGO® Serious Play® - a methodology for deeper understanding



Deepens understanding and insight

The LEGO® Serious Play® methodology makes it easier to see and get a deeper understanding of peoples perception and realities.

It also allows you to observe how people are cooperating by building the LEGO® Landscape and how they are connected within the organization.

Engage and communicate in a new way

This hands-on methodology LEGO® Serious Play® engages the participant to **communicate on a deeper level** by giving them a deeper understanding of their situations and the world around them.

By giving the people this new way to communicate, they will be able to identify problems and formulate action plans that deals with real issues – not the symptoms.

Creates a common language in a free environment

With the LEGO® bricks you create a common language where **everyone is equal** and allows all opinions and aspects to be heard.

In a very direct way you will be able to see what everyone knows inside the company – and what they don't know they know.

The ability to take action right away

Insights made from LEGO® Serious Play is **immediately actionable**. Because the insights come from the people who will implement them, ideas don't have to be introduced and anchored – **they can be set into motion right away!**

Programme

Day 1:

- 09.30 - 10.00:** Breakfast.
- 10.00 - 11.30:** Introduction to the programme.
Introduction to the LEGO®
SERIOUS PLAY® methodology.
- 11.30 - 12.30:** Skills Building (part 1).
- 12.30 - 13.15:** Lunch.
- 13.15 - 15.30:** Skills Building (part 2).
- 15.30 - 19.30:** Real Time Strategy (part 1).
- 19.30 - 19.45:** Wrap up - day 1.
- 20.15 - 21.45:** Joint dinner.

Day 2:

- 07.00 - 08.15:** Breakfast.
- 08.15 - 08.45:** Introduction to day 2.
Assessment of day 1.
- 08.45 - 12.00:** Real Time Strategy (part 2).
- 12.00 - 12.45:** Lunch.
- 12.45 - 16.00:** LSP Real Time Strategy (part 3).
- 16.00 - 16.30:** Wrap up - day 2.
- 16.30 - 18.00:** Walk in LEGOLAND.
- 20.15 - 21.45:** Joint dinner.

Day 3:

- 07.00 - 08.15:** Breakfast.
- 08.15 - 08.45:** Introduction to day 3.
Assessment of day 2.
- 09.00 - 12.00:** Real Time Identity (part 1).
- 12.00 - 12.45:** Lunch.
- 12.45 - 18.30:** Real Time Identity (part 2).
- 18.30 - 18.45:** Wrap up - day 3.
- 20.15 - 21.45:** Joint Dinner.

Day 4:

- 07.00 - 08.15:** Breakfast
- 08.15 - 08.45:** Introduction to day 4.
Assessment of day 3.
- 08.30 - 12.00:** Real Time Identity (part 3).
- 12.00 - 12.45:** Lunch.
- 12.45 - 16.45:** The facilitator role.
Planning of customized workshops
Business case from real life.
Evaluation of the 4 day training.
- 16.45 - 17.00:** Wrap up and diplomas.



Practical information

Target group

Everybody having a management-, facilitator-, process- or consultant role.

Dates

28 – 31 January, 2019 - Billund
25 – 28 February, 2019 - Orlando
18 -21 March, 2019 – Windsor
29 April - 2 May, 2019 - Billund
16 - 19 September, 2019 - Orlando
7 - 10 October, 2019 – Windsor
11 - 14 November, 2019 - Billund

Duration

4 days residential course at either:

- Hotel LEGOLAND® in Billund, Denmark.
- The LEGOLAND® Windsor Resort Hotel, Windsor, England.
- LEGOLAND Florida Resort, Orlando, Florida

Form

4 days very diversified training with theory, tailored learning, group work, and reflection.

Payment

Price for facilitator training and accommodation at Hotel LEGOLAND - all inclusive:
DKK 22.875.-
(excl. 25% Danish VAT - only Danish residents).

Contact

Thorbjørn Fangel: tf@inthrface.com
Micael Buckle: mb@inthrface.com

Hotel LEGOLAND®

Hotel LEGOLAND®
Åstvej 10
7190, Billund
Denmark

The LEGOLAND® Windsor Resort Hotel

The LEGOLAND® Windsor Resort Hotel
Winkfield Road
Windsor
Berkshire
SL4 4AY
Great Britain

The LEGOLAND® Florida Resort Hotel

The LEGOLAND® Florida Resort Hotel
1 Legoland Way
Winter Haven
FL 33884
USA

