

Making the Most of Everyone

- a LEGO Serious Play workshop



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| 30th March 2023



Richard Gold
Certified Facilitator in the
LEGO® Serious Play® method

What (on earth) are we doing here?

- Experience a playful way of thinking, communicating and problem solving
- Introductory workshop (“skills building”)
- Some examples of full workshops
- Consider how it fits with Deming’s ideas
- Have fun (as a by-product)
 - “playfulness” as a positive, exploratory mindset



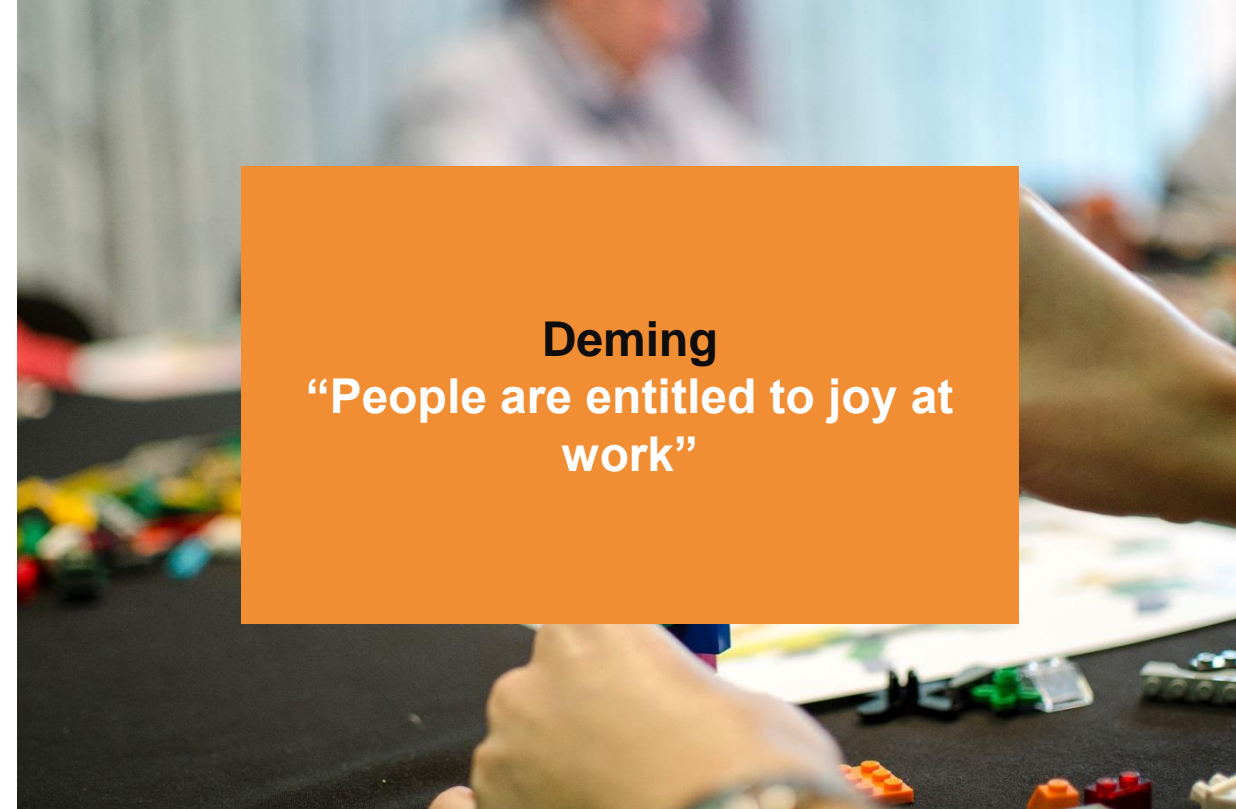
Montessori:
“Play is the child at work”

Gold:
“Work, when done right, is the adult at play.”

Strategy and team development that unlocks the full potential of your people

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Strategy and team development that unlocks the full potential of your people

Richard

- Journalist – Editor, Media Week, Television Week
 - MBA – INSEAD
 - Strategy – KPMG, principal consultant, media and entertainment
 - Branding – Wolff Olins, head of interactive media
 - Education – BBC Learning, head of strategy
 - Entrepreneur – Nudgem, CEO
 - Digital Transformation - Engine Group, partner, strategy lead
 - Bulbb, Director - Independent consultant, strategy and team coach
-
- Certified facilitator in the LEGO® SERIOUS PLAY® method
 - Creator, **Playful Principles®**



Bulbb: making meetings work

- We offer three ways to bring Playful Principles® into your organisation and make the most of all the resources in your meetings

Workshop design and facilitation

We design and deliver workshops using **LEGO Serious Play** and other playful methods.

We have extensive experience in **strategy**, **team development**, **innovation**, **service design**, **culture change**, **project kick-offs** and **problem-solving**

(Remote) meetings training/coaching

Playful Principles® for Productive Meetings is an experiential training that gives you tools to design and deliver engaging meetings.

It can be delivered as a standard workshop – remote or in-person; tailored to fit specific requirements; or as team/meeting coaching

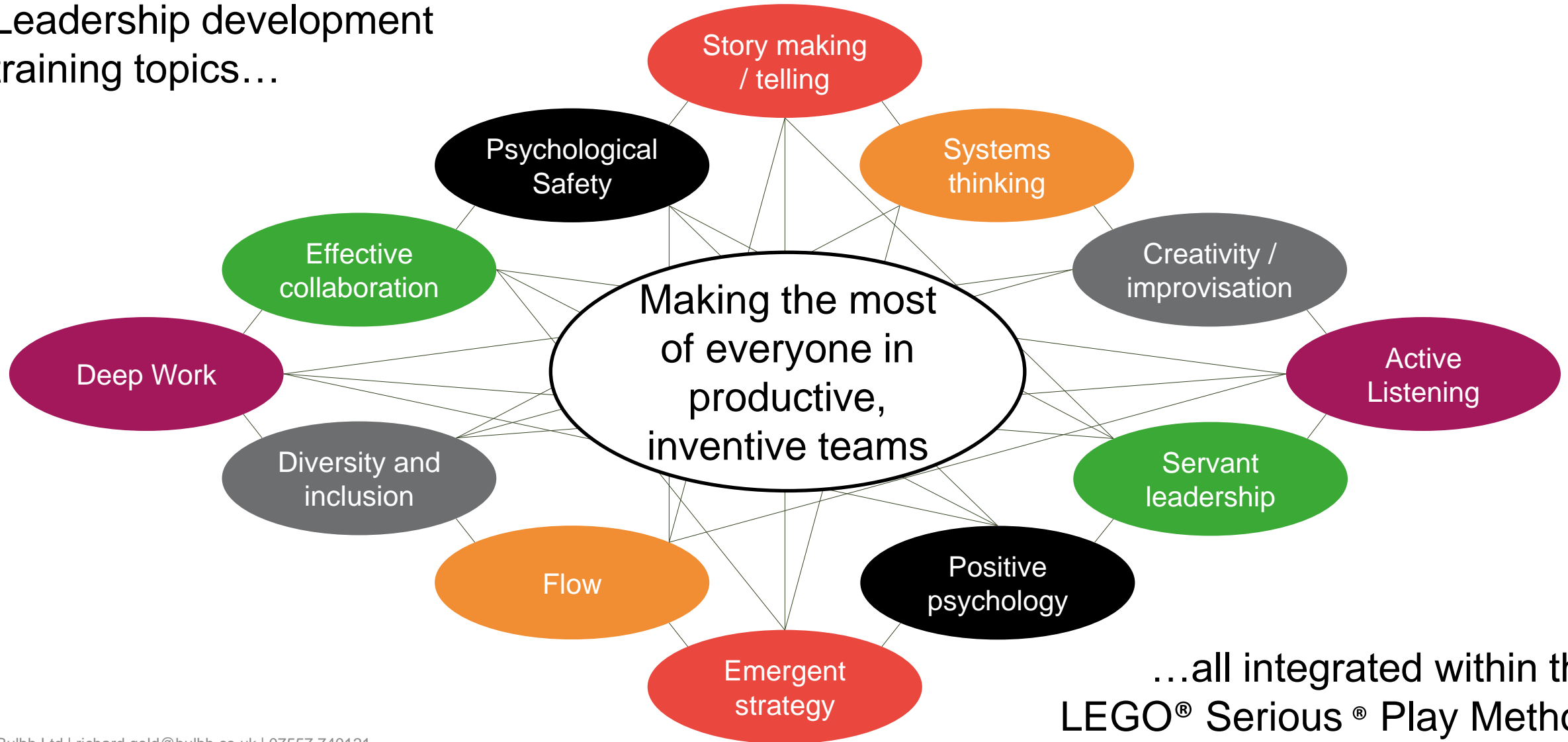
Playful team learning sessions

Short team development events using games and exercises to solve problems, build leadership skills and provide individual and team development.

Delivered as standalone or as part of a bigger event – designed bespoke for your team's needs

Being playful is not just a child's game

Leadership development
training topics...



...all integrated within the
LEGO® Serious® Play Method

Challenge 1: Build a tower

- Start on a base plate
- Green and yellow bricks only
- Topped off with flower or flag

2
minutes

Challenge 1: Build a tower

30
secs
each

- Start on the base plate
- Green and yellow bricks only
- Topped off with flower or flag
- Go round the table in turn:
 - your name and where you're from
 - say one thing about your tower

“We see the world not as it is, but as we are.”

Anaïs Nin

“We see the world, not as it is, but as we are -- or, as we are conditioned to see it. When we open our mouths to describe what we see, we in effect describe ourselves, our perceptions, our paradigms.”

Stephen R. Covey

What is LEGO® Serious Play®?

The LEGO® SERIOUS PLAY® method is a facilitated thinking, communication and problem solving technique for groups

It is using LEGO bricks to build stories about the intangible world

- It is about expressing your self and listening to others
- It is about using the LEGO bricks to build models that you can use for telling about your thoughts, feelings, ideas and ways of experiencing things that happen
- The models are supposed to be representations, symbols or metaphors for the things you would like to express

The four step LSP/playful 'operating system'

Question

- Freedom within structure – *“sufficiently unclear”*

Individual think/build

- At your own pace; in your own style
- Surfacing your thoughts without interruption

Each tells story

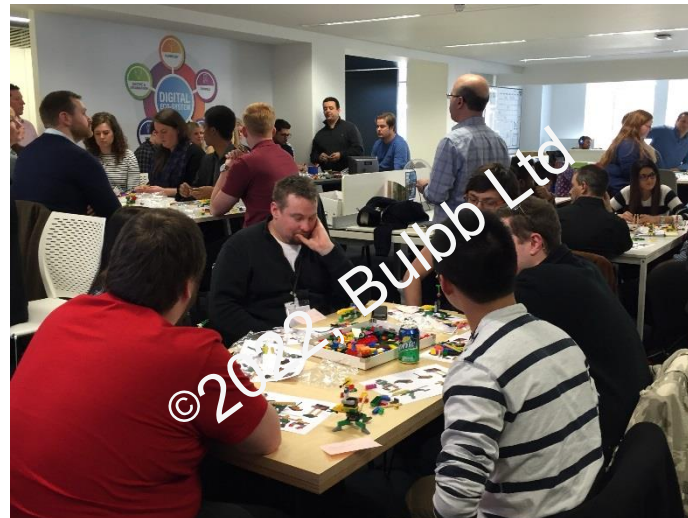
- No anchoring; no domination
- Everyone listens with ears and eyes

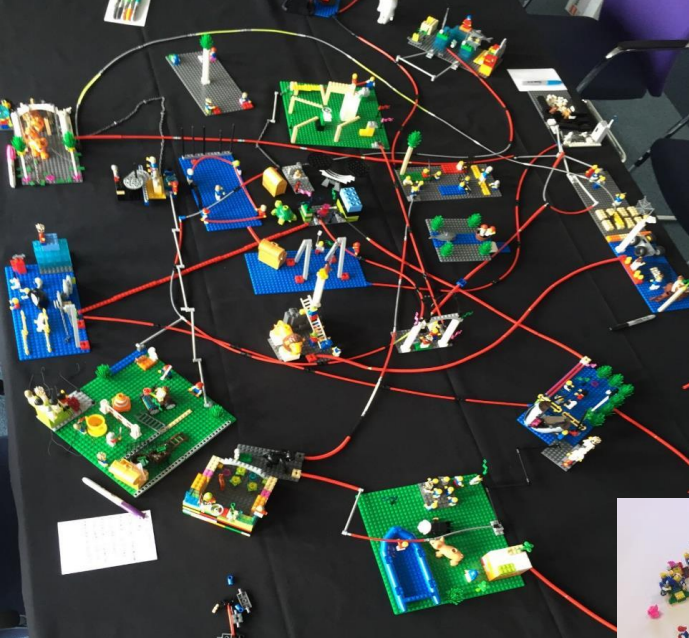
Discuss

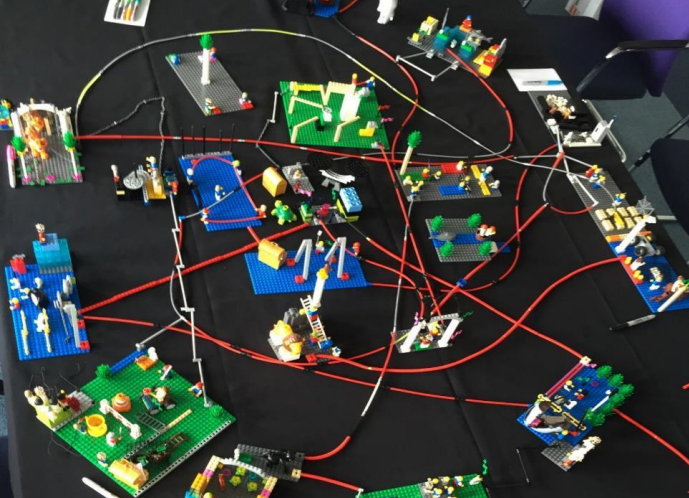
- Combining the best of all the ideas surfaced

What is the LEGO Serious Play method used for?

- Strategy development
- Team development
- Change management
- Culture challenges
- Product/service/proposition design/development
- Innovation
- Project kick-off; trouble-shooting; after action review
- Qualitative research groups
- Organisational Development
- Leadership Development
- Employee induction







Leadership team development – govt dept



Major project troubleshooting – govt dept



Project strategy / kick off – Construction company



Team development – High Street Bank



Project kick off – UK defence agency



Business model development – energy major



Strategy implementation – Building Society



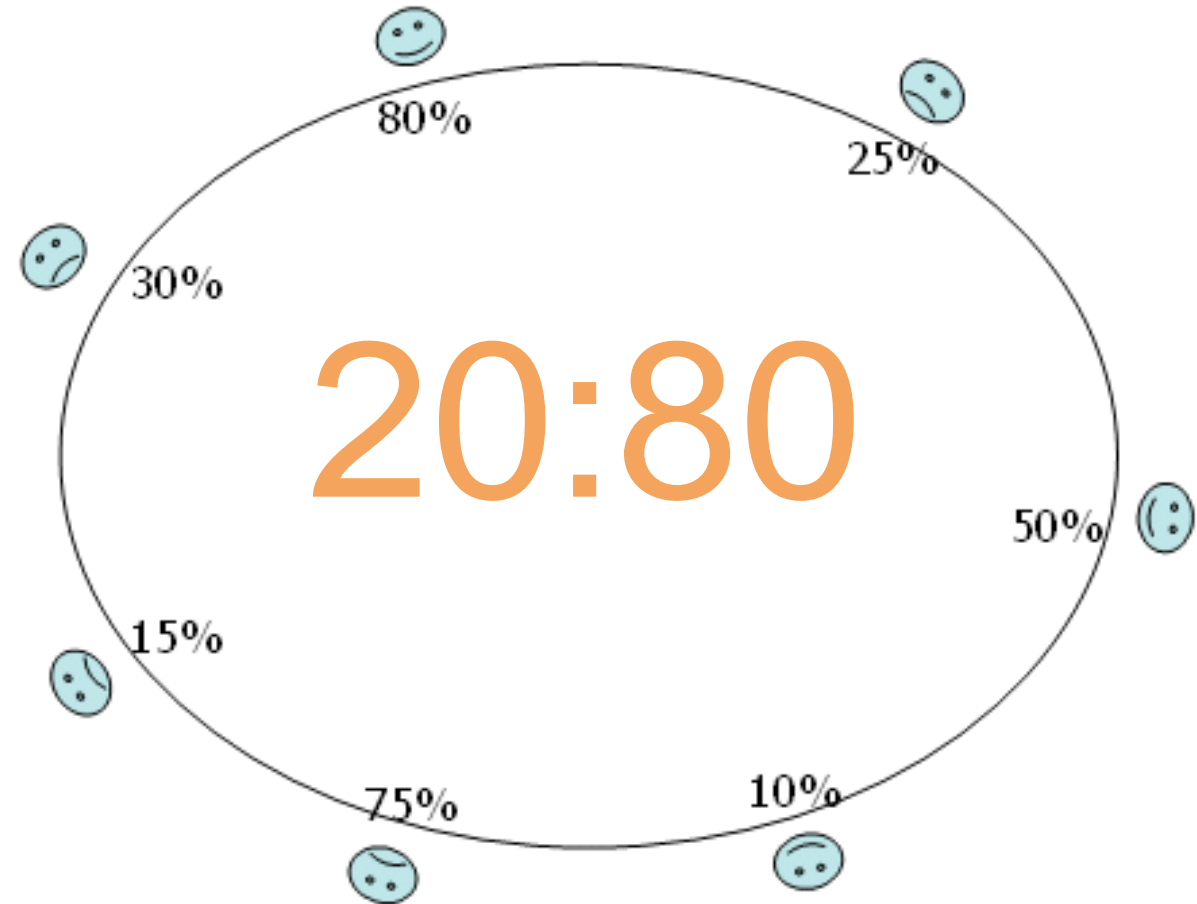
Service design/innovation - healthcare



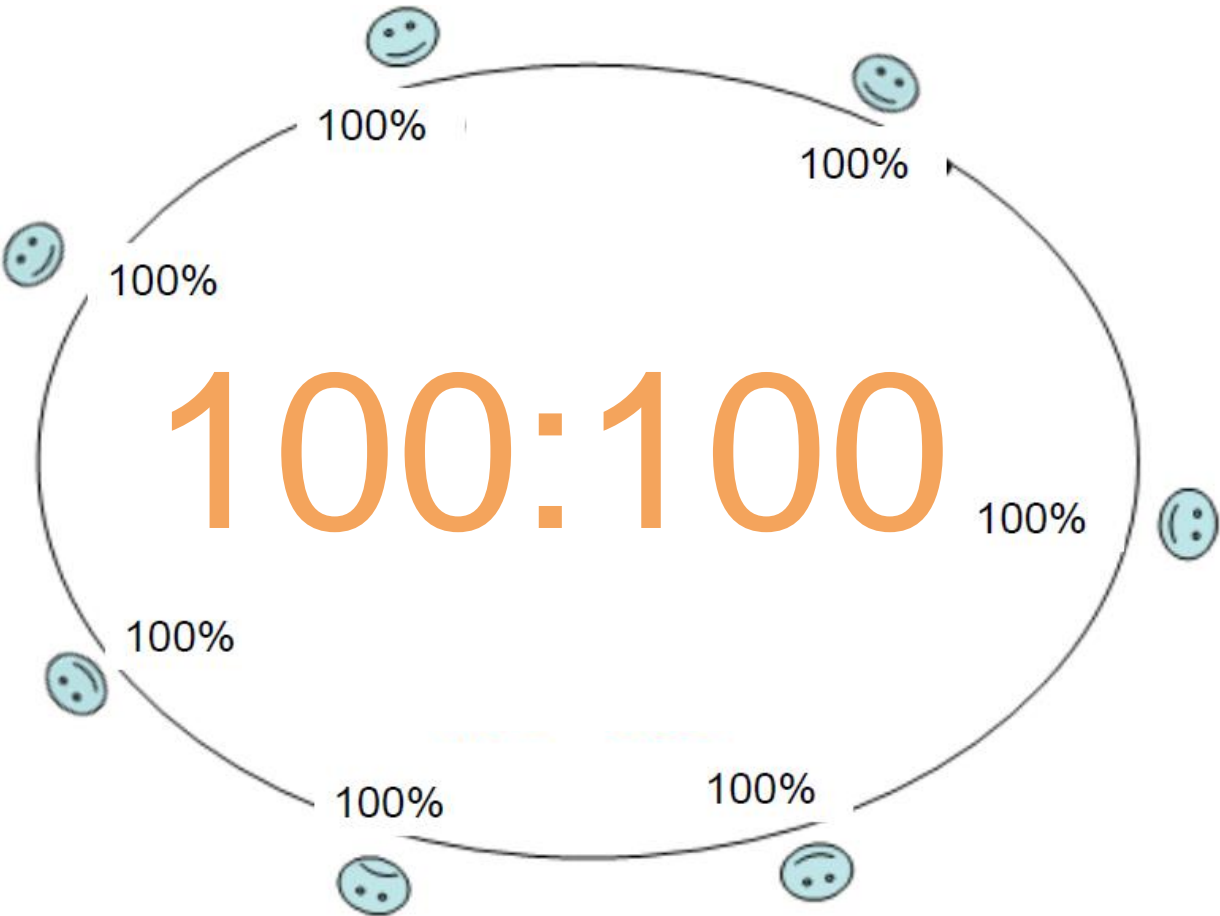
Team development and strategy – marketing services group HR business partners



Why LSP



Why LSP



Why LSP



According to neuroscientists, we are aware of only 5% of our cognitive activity

So, 20% of people are fully contributing to most meetings; and even then it's a maximum of 5% of what they could...

... if you could improve that, would you?

Hand knowledge



Neuroscience

Attention

- Arousal
- Spatial orientation
- Novelty/reward
- Executive organisation

Memory

- Levels of processing
- Importance of context
- Generation
- Emotions

Developing insight

- Quieting down
- Occupy ACC
- Good mood
- Attending to subtle signals
- Suspending priming

Constructionism: “When you build in the world, you build in the mind”

Why LSP?



LEGO SERIOUS PLAY is based on the belief that there is a vast untapped potential in people and that people in reality know much more than they know they know

Play is fun; it has purpose; it has rules

The Process Rule

- I give you a challenge
- Everyone builds;
- Everyone tells their story
- We reflect

The Building Rule

- When the challenge is posed you build at once – individually; don't plan; don't confer

The Metaphor Rule

- The meaning not the look is the important thing - we're not building concrete things, but expressing thoughts, ideas, experiences

The Story Making Rule

- The answer to any challenge question is your story told through the Lego bricks; tell the story through the bricks

The Respect Rule

- You must listen to everyone else's story; a model cannot be wrong, what counts is the participant's own meaning

Challenge 2: Build one of these

3
mins



Challenge 2: Build one of these.... Oh, wait



You're building a model that characterises what makes a nightmare client to work with

A question

What according to Google is the biggest factor determining the productivity and inventiveness of teams within its organisation?

- Project Oxygen
- Project Aristotle

Psychological safety

“a shared belief by members of a team that the team is safe for interpersonal risk taking”

Amy Edmondson, Harvard Business School



“Vulnerability doesn’t come after trust – it precedes it. Leaping into the unknown when done alongside others, causes the solid ground of trust to materialise beneath our feet.”

Daniel Coyle, The Culture Code

Behaviours that drive psychological safety

Frame work as
a learning,
rather than an
execution
problem

Acknowledge
fallibility

Model curiosity

Conversational
turn taking

Social
sensitivity

LSP provides a structured way to model all of these and so acts as a catalyst for psychological safety

Challenge 3: a problem shared

4

mins

- Build a model that tells the story of a concern you have or issue you face in your work
- c.10-15 pieces
- Write **three secret keywords** that describe your challenge on a card and put it face down on the table next to your model



Some tips

- Don't have a meeting with yourself
 - Get your hands on the bricks straight away
- Trust your hands
 - Your hands know what they are doing before you do
- Instructions may be somewhat unclear – this is good
 - Are they sufficiently unclear?
- Interpret the question as it makes sense for you
 - Your interpretation is correct

Challenge 3: a problem shared

4

mins

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The Playful Principles[®]

Created by Bulbb; applying what makes playful techniques like LSP so powerful to all meetings where collaboration is important. We use them in designing meetings whether or not LEGO bricks are involved

100/100
involvement

Time to think

Thinking with
your hands

Listening with
your eyes

Roughly equal
airtime

Dialogue about
ideas, not people

Strong ideas
lightly held

“Sufficiently
unclear”

Be present /
manage energy

Storytelling /
emotion

Commitment to
outcomes

More than the
meeting topic

Leadership training themes integrated...

Applying the Playful Principles to your most important interactions...

...is a rapid and effective way to get the benefits of all of these aspects of good modern leadership

The Playful Principles® ...

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100/100 involvement	Time to think	Thinking with your hands	Listening with your eyes
Roughly equal airtime	Dialogue about ideas, not people	Strong ideas lightly held	"Sufficiently unclear"
Be present / manage energy	Storytelling / emotion	Commitment to outcomes	More than the meeting topic

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Leadership development training topics...

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Thank you



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that unlocks the full potential of your people*

bulbb

PRODUCTIVE. INVENTIVE. PLAYFUL.