

CORPORATE DEVELOPMENT WITH LEGO® SERIOUS PLAY®.

WHAT IS LEGO® SERIOUS PLAY®?

LEGO® SERIOUS PLAY® is an innovative process to encourage innovation and improve business performance. Building with hands not only fosters creativity and mindset, but also leads to a deeper understanding of entire organisations, departments and teams. LEGO® SERIOUS PLAY® encourages reflection from individuals and, therefore, group discussion skills.

THE DEVELOPMENT

LEGO® SERIOUS PLAY® is a method based on classic LEGO elements. Just as LEGO promotes the creativity of children and their dreams, LEGO promotes the vision and creativity of companies and their employees. LEGO® SERIOUS PLAY® was developed back in 1996 when two professors from IMD in Switzerland discussed alternative strategy development tools with LEGO CEO and owner Kjeld Kirk Kristiansen. Since 2010, the method has been an open source method with a Creative Commons licence. As a result, many networks have formed in different countries to further develop the method. Since 2010, LEGO® SERIOUS PLAY® can be used without a licence or licence fee.

"You can learn more about a person in an hour of play than you can from a lifetime of conversation".

PLATO

HOW DOES LEGO®SERIOUS PLAY® WORK?

Our hands are connected to different zones in the brain. Thinking with the hands uses the zones in both hemispheres of the brain - the analytical and creative half. The resulting constructions additionally enable visualisation of the following points:

- Things are built and expressed that one might not otherwise say.
- New aspects and considerations usually arise through building.
- The potential for conflict is reduced because the model is always talked about.
- Participants learn a lot about themselves and others.
- The explanations are deep in detail and meaning.
- Creativity is stimulated.
- New details and perspectives emerge through questions from the facilitator.

THE BASIC PROCESS

1. QUESTIONS
There is one clear question per step
2. BUILDING
Everyone builds their own model
3. SHARING
Everyone presents their model
4. REFLECT
The models are reflected and combined.

WHAT CAN LEGO® SERIOUS PLAY® BE USED FOR?

LSP can be used in companies, teams and also with individuals. It is used to promote new ideas, improve communication and speed up problem solving.

Use cases:

Basically, LEGO® SERIOUS PLAY® can be used whenever collective creativity and the future are at stake. Such as in the following examples:

- Team building and coaching
- leadership development
- Vision development, strategy planning for the organisation
- Development of new products and services
- Development of new business models
- Solving familiar problems
- Leading constructive discussions

Case study 1: Innovation strategy

The company is an Austrian business with about 100 employees, operating in the food industry. Due to increasing competitive pressure and changes in consumer behaviour, turnover and profits declined. As a result, the management, consisting of three people, decided to address the issue of "innovation management". The aim was to establish a pragmatic innovation management in the company.

Procedure:

In order to achieve this goal, it is important to define the term innovation. At the same time, an innovation vision, an innovation strategy and corresponding measures were to be developed. A two-day workshop was held with a total of 7 executives (including the management board).

Step 1: Building the common innovation vision

The target picture

According to the question "What do we want to be famous for in terms of innovation 2025?" a common target picture was developed. This was explained and recorded. The video was then also used for communication within the team.

Step 2: Definition of the term – innovation

The team developed a common view on this term based on the question "What does innovation mean to me?". This is the basis for a successful introduction of innovation management. This way there are no misunderstandings.

Step 3: Formulating the innovation strategy

- "What could hinder us on the way to innovation?"
- "What drives us to become more innovative?"
- "What resources do we need to become more innovative?"
- "How can we foster innovation?"

The individual Lego visualisations were combined to form an overall picture. This resulted in a concrete innovation strategy for the company, which led to the derivation of concrete measures.

Case study 2: Business strategy

A holiday resort (similar to a campsite) in Italy was struggling with low occupancy. Above all, this occupancy was limited to about 8 weeks in summer.

The aim was not only to attract new target groups but also to formulate the overall business strategy.

For this purpose, a three-day workshop was held. In order to also include the customer's point of view, a customer satisfaction analysis was carried out in advance. In the workshop, the results were also incorporated into the vision and mission statement.

Step 1: Development of the vision and values

The vision was built on the question "How does our resort look like in 2025? The question "What drives us to achieve this vision?" led to the expansion through drivers, values and motivators.

Step 2: Evaluation of the customer satisfaction analysis

The results of the customer survey were divided into strengths, weaknesses, opportunities and threats according to a SWOT analysis. The team was then asked to incorporate the main findings into the model already developed.

This resulted in a Lego model that was supplemented by the customer perspective.

Step 3: Deriving the strategy

The model from step 2 served as the basis for strategy development. Classic methods were used for this.

LEGO® SERIOUS PLAY® can be easily combined with other strategic tools and thus adapted to many use cases.

LIMITATIONS OF THE METHOD

Participants in LEGO® SERIOUS PLAY® workshops are often surprised by their own creativity and thoughts that emerge during the process. Of course, there are also limits. LEGO® SERIOUS PLAY® does not fit with technical topics that are to be taught. It also does not fit with team cultures in which a lot of emphasis is placed on hierarchy and distanced interaction, especially if no change is desired.

CONTACT

Produkt + Markt
Otto-Lilienthal-Straße 15
49134 Wallenhorst
E-Mail: lsp@produktundmarkt.de
Web: www.produktundmarkt.de