

LEGO® SERIOUS PLAY®

T3 Facilitator Training Program



RASMIUSSEN
CONSULTING

Introduction

Welcome to our train-the-trainer (T3) facilitator training program for the LEGO® SERIOUS PLAY™ methodology.

LEGO SERIOUS PLAY is a methodology for exploring and dealing with real issues and challenges in real time. It is not a training course you attend. It is a science-based process and draws on extensive research from the fields of business, organizational development, psychology and learning.

LEGO SERIOUS PLAY (LSP) is a facilitated process, and the results and impact are directly tied to the quality of the facilitation. The objective with our LSP facilitator-training program is to provide the facilitator with the insights, confidence and commitments necessary to prepare and facilitate the LEGO SERIOUS PLAY process in a way that gives maximum value to the end-user and has lasting impact.

LEGO SERIOUS PLAY was first launched end of 2002. The idea to use LEGO bricks for business purposes saw its first light in 1995. From 1995 – 1999 Johan Roos and Bart Victor experimented with the idea without much success. In 1999 Robert Rasmussen got involved, which resulted in the development of version 1.0 of the LSP method spearheaded and managed by Robert Rasmussen. In 2006 – 2007 Robert Rasmussen developed version 2.0 of the LSP method. This version is described in the book “Building a Better Business Using the LEGO SERIOUS PLAY Method” by Per Kristiansen and Robert Rasmussen (Wiley, 2014, New Jersey)

The **train-the-trainer program** is aimed at people already familiar with some level of facilitation. It is ideal for professional consultants, coaches, trainers, educators, researchers as well as in-house trainers, learning and development specialists, HR staff, and team leaders.

The LEGO SERIOUS PLAY train-the-trainer program is developed and maintained by The Association of Master Trainers in the LEGO SERIOUS PLAY methodology of which Robert is one of the founding members.

Sincerely,



Robert Rasmussen

A brief introduction to the LEGO® SERIOUS PLAY® Methodology

The LEGO SERIOUS PLAY methodology (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, organizational development, psychology and learning, and is based on the concept of “hand knowledge.”

It is based on a set of fundamental beliefs about leadership and organizations

- Leaders don't have all the answers.
- Their success is dependent on hearing all voices in the room
- People naturally want to contribute, be part of something bigger and take ownership
- Allowing each member to contribute and speak out results in a more sustainable business
- All too often, teams work sub optimally leaving knowledge untapped in team members
- We live in a world which best can be described as complex and adaptive

It is based on these beliefs that the methodology has developed into a coherent paradigm based on the core process and the seven application techniques.

The Core Process (fig 1)

The Core Process is as the center of the LEGO SERIOUS PLAY process; it is the source code that in essence defines that something is indeed **LEGO SERIOUS PLAY**. The LSP Process has four essential steps:

Step 1

Posing the Question: The challenge, which should have no obvious or correct solution, is presented to the participants. The framing of the challenge has to be clear and concise for the participant to connect.

Step 2

Construct: The participants make sense of what they know and what they can imagine. They do this by constructing a model using the LEGO materials, and developing a story covering the meaning in the model. Through that process, they construct new knowledge in their minds.

Step 3

Sharing: The meaning of the model and the stories are shared between the participants.

Step 4

Reflect: As a way of internalizing and grounding the story, reflection upon what was heard or seen in the model, is encouraged. For a workshop based on LEGO SERIOUS PLAY to be successful, it is indispensable that the participants are comfortable with the core process.

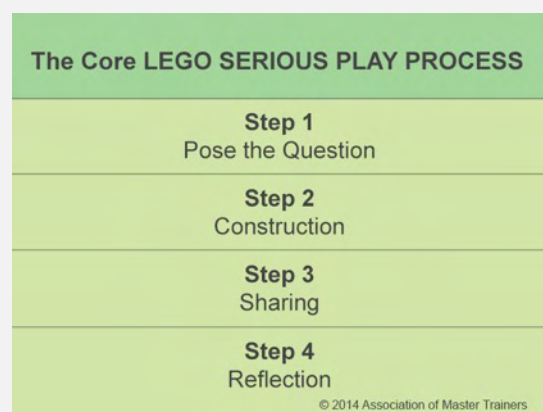


Fig 1

A brief introduction to the LEGO® SERIOUS PLAY® Methodology

The Seven Application Techniques (fig 2)

All applications of the **LEGO SERIOUS PLAY** methodology make use of the above core process and one or more of seven LSP process layers.

Each of the seven application techniques is based on mastering the previous one(s).

The higher the number (1 – 7) the more complex problem the application technique will help you address.

The complexity increases not only in terms of what problem can be addressed, but also in terms of how the core process is applied, i.e. how the facilitator designs and facilitates.

The full facilitator-training program gives you an in-depth training in how to design and facilitate workshops using all seven application techniques.

The LSP Application Techniques

- 1 Building Individual Models and Stories
- 2 Building Shared Models and Stories
- 3 Creating a Landscape
- 4 Making Connections
- 5 Building a System
- 6 Playing Emergence and Decisions
- 7 Extracting Simple Guiding Principles

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Fig 2



Training Objectives

The facilitator training program is designed to provide the trainee, as a skilled facilitator, with sufficient insights, information and experiences to prepare and carry out interventions and workshops using the LEGO SERIOUS PLAY methodology. The training provides the facilitator with hands-on experiences, theory, facilitation guidelines and application ideas.

Objectives

- 1) To experience and learn the LEGO SERIOUS PLAY methodology and its standard applications, Real Time Strategy for the Enterprise and Real Time Strategy for the Team
 - a) Deeper insight into the Core Process and the Seven Application Techniques
 - b) An understanding of the relationship between the methodology and the standard applications
 - c) Experience workshops as end-user participant
- 2) To learn about and experience the theories underpinning the methodology
 - a) Introduction to the theoretical concepts and using the method to demonstrate them
 - b) Learn about user experiences
 - c) Insight into critical parts of the methodology and applications (including what is flexible and what is not)
- 3) To gain the knowledge needed to effectively develop and facilitate workshops using LEGO SERIOUS PLAY
 - a) Become a proficient LEGO builder
 - b) Heed the different styles of facilitation needed
 - c) Recognize and reflect on the artificial nature of training situation
- 4) To practice designing and preparing customized applications of the LEGO SERIOUS PLAY methodology.
 - a) Design and facilitate a segment of workshop with trainer and peer feedback
 - b) Appreciate the practicalities of using LEGO SERIOUS PLAY
 - c) Become familiar with the Facilitator Manual



Deliverables for the facilitator

Upon completion of the four days of training the facilitator will have:

- 1) A complete set of instructional materials/manuals covering:
 - Introduction to LEGO SERIOUS PLAY incl. history, why and when to use the process
 - Step-by-step instructions for facilitating the LEGO SERIOUS PLAY methodology
 - Guidelines and tools for designing and preparing customized processes
 - The science of the LEGO SERIOUS PLAY methodology
 - Step-by-step instructions for facilitating the standard applications.
- 2) The opportunity --without any restrictions-- to use the LEGO SERIOUS PLAY methodology and the special LEGO SERIOUS PLAY materials in their work with end-users.
- 3) A certificate that documents the facilitator has completed the facilitator training program LEGO SERIOUS PLAY process provided by Rasmussen Consulting.
- 4) On-going support for preparing and facilitating workshops based on the LEGO SERIOUS PLAY methodology

About the Trainer



Robert Rasmussen

The trainer for the LSP facilitator-training program is Robert Rasmussen. He is an educator and business consultant. Previously, he was the Director of Research and Development for the Educational Products Division of the LEGO Group and President of Executive Discovery, the LEGO joint venture charged with bringing LEGO SERIOUS PLAY to market.

Literally one of the "fathers" of the LEGO SERIOUS PLAY process, Robert developed the original LSP facilitator program during his tenure at LEGO from 2000 – 2004. Since then and until the launch of the community distribution model spring 2010 he continued as one of only two master trainers for LEGO and has personally trained over fifty percent of the global community of LEGO SERIOUS PLAY diploma holders.

During the same period he has also continued with extending, optimizing and refining the T3 program in close cooperation with the LEGO Group. The current T3 program incorporates 17 years of continuous improvements and is today the most extensive and most used in all parts of the world.

The History of LEGO SERIOUS PLAY

(For more details read the FAQ pages at the end of the program description)

1999 - 2001

The method (version 1.0) is developed with Robert Rasmussen as the main architect and under the auspices of Executive Discovery

2004

LEGO Company takes over the brand and the training of facilitators. Robert Rasmussen leaves the LEGO Company to start his own LSP company

2010

The LEGO Company quits the training of facilitators and leaves it to LSP community to continue the growth

2013

LEGO SERIOUS PLAY has in the last 3 years grown more than the previous 10 years all together

2016

The Association can now offer facilitator training in English, Spanish, Japanese, Italian, German and Portuguese

1995 - 1999

The idea emerges in cooperation between Kjeld Kirk Kristiansen (the owner of LEGO) and Johan Roos and Bart Victor (IMD)

2002

LEGO SERIOUS PLAY is launched globally and the first facilitators are trained by Robert Rasmussen

2007

Robert Rasmussen further develops the method to what it is today. This is known as version 2.0 and is the full version today

2012

Robert Rasmussen and Per Kristiansen establish the Association of Master Trainer

2014

Robert Rasmussen and Per Kristiansen publish their book about LEGO SERIOUS PLAY

2017

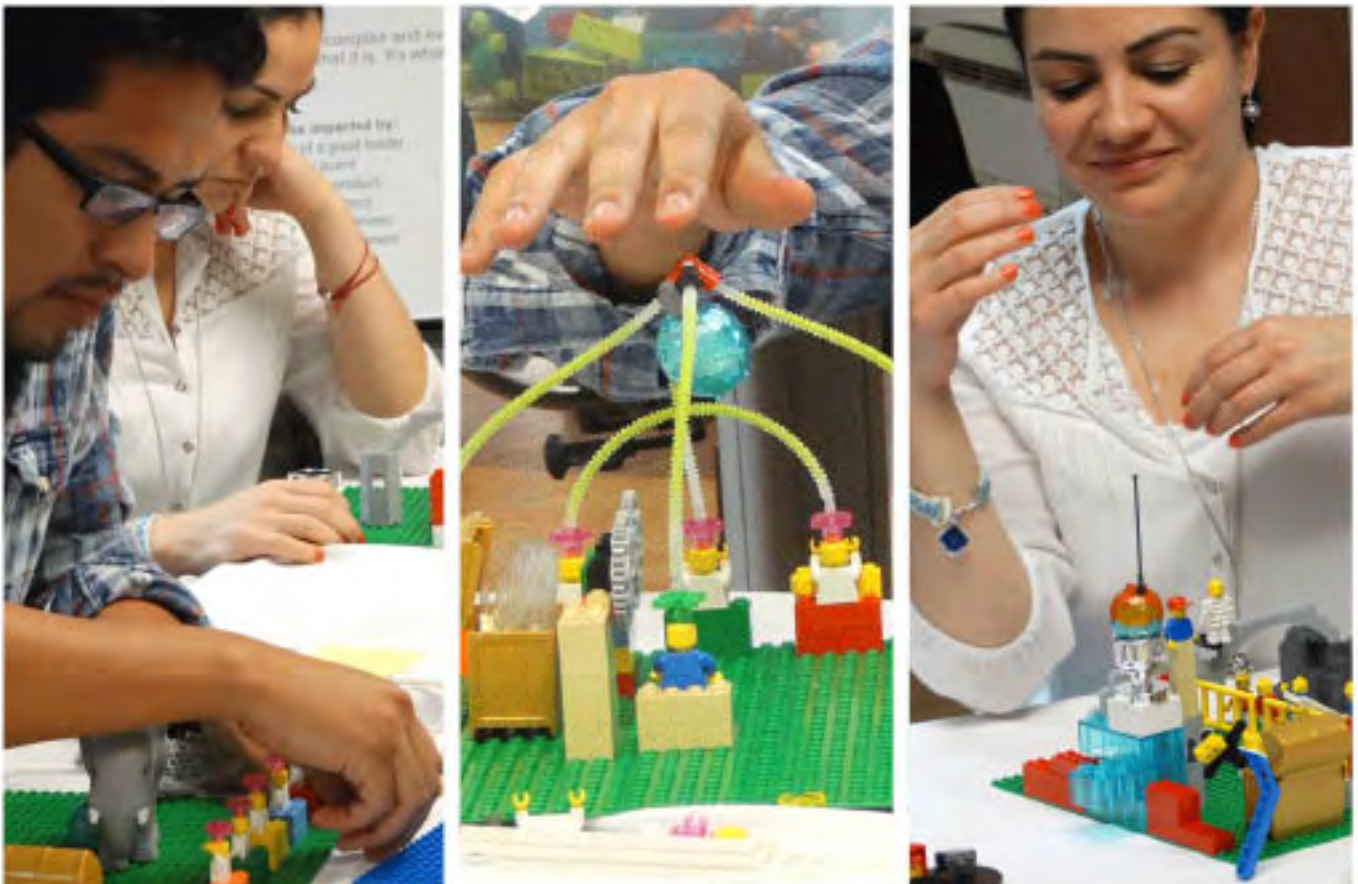
LSP communities are active in all parts of the world with regular global and regional meetings

Training Process

*Even though **LEGO SERIOUS PLAY** is a powerful and very time-efficient tool for the client, like all things it takes time and practice to master. The training is also the beginning of a journey, where you constantly adapt the **LEGO SERIOUS PLAY** tool to your everyday business. The **T3 training** provides a solid preparation to begin this journey.*

During the four training days you will:

- Gain a thorough hands-on experience of the **LEGO SERIOUS PLAY** process. You will experience the tool from the perspective of the end-user. This is done by facilitating you through a number of standard workshop designs. Some of the training may require you to role play a bit – while other parts will be about actual you as a professional and private individual
- Be introduced to the reasons and theory behind the method
- Be given instructions and experience-based recommendations on how to facilitate and conduct a workshop with **LEGO SERIOUS PLAY**
- Receive a comprehensive facilitator's manual (see more above)
- Have time to ask questions about all aspects of the methodology incl. both practical and theoretical issues.



A key element of the training is experiencing the **LEGO SERIOUS PLAY** process through the eyes of an end-user.

Training Content

The current **T3 program** is a result of 10 years of development, innovations and testing. It is continuously being evaluated and further developed to optimize the use of the methodology. The T3 training program has three essential components

Part 1: The Core LEGO SERIOUS PLAY Process

Part 1 is the foundation for everything you do and can do with the LSP process. The stage includes the science of LEGO SERIOUS PLAY, which is necessary insight for facilitators when they customize the process to meet their specific needs.

It also includes the rules and guidelines for how to facilitate LSP, so it delivers its optimal value. The facilitator-training model is experience first – then explanation and debrief, so trainees learn the rationale and science underpinning the process.

The Core LEGO SERIOUS PLAY PROCESS

Step 1
Pose the Question

Step 2
Construction

Step 3
Sharing

Step 4
Reflection

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Part 2: The LEGO SERIOUS PLAY Application Techniques (AT)

Part 2 is training in the 7 unique **LSP APPLICATIONS TECHNIQUES (ATs)**. All of the seven techniques build on the required training in the Core LSP Process.

In addition, each of the seven techniques is based on mastering the previous one(s). Higher numbered techniques progressively tackle more complex problems and challenges. Learning to master techniques 6 and 7, and to some extent number 5, are more challenging than learning to master the previous ones

The LSP Application Techniques

1 Building Individual Models and Stories

2 Building Shared Models and Stories

3 Creating a Landscape

4 Making Connections

5 Building a System

6 Playing Emergence and Decisions

7 Extracting Simple Guiding Principles

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Training Content



Part 3: Implementation

Part 3 is preparing the IMPLEMENTATION. The first component is mastering essential LSP standard applications.

The second component gives trainees the necessary tools and knowledge to design customized workshops fully tailored to meet client-specific needs. The second component teaches trainees “the art of asking the right questions in the right sequence” as well as how to avoid traps and pitfalls when designing and facilitating with the process.

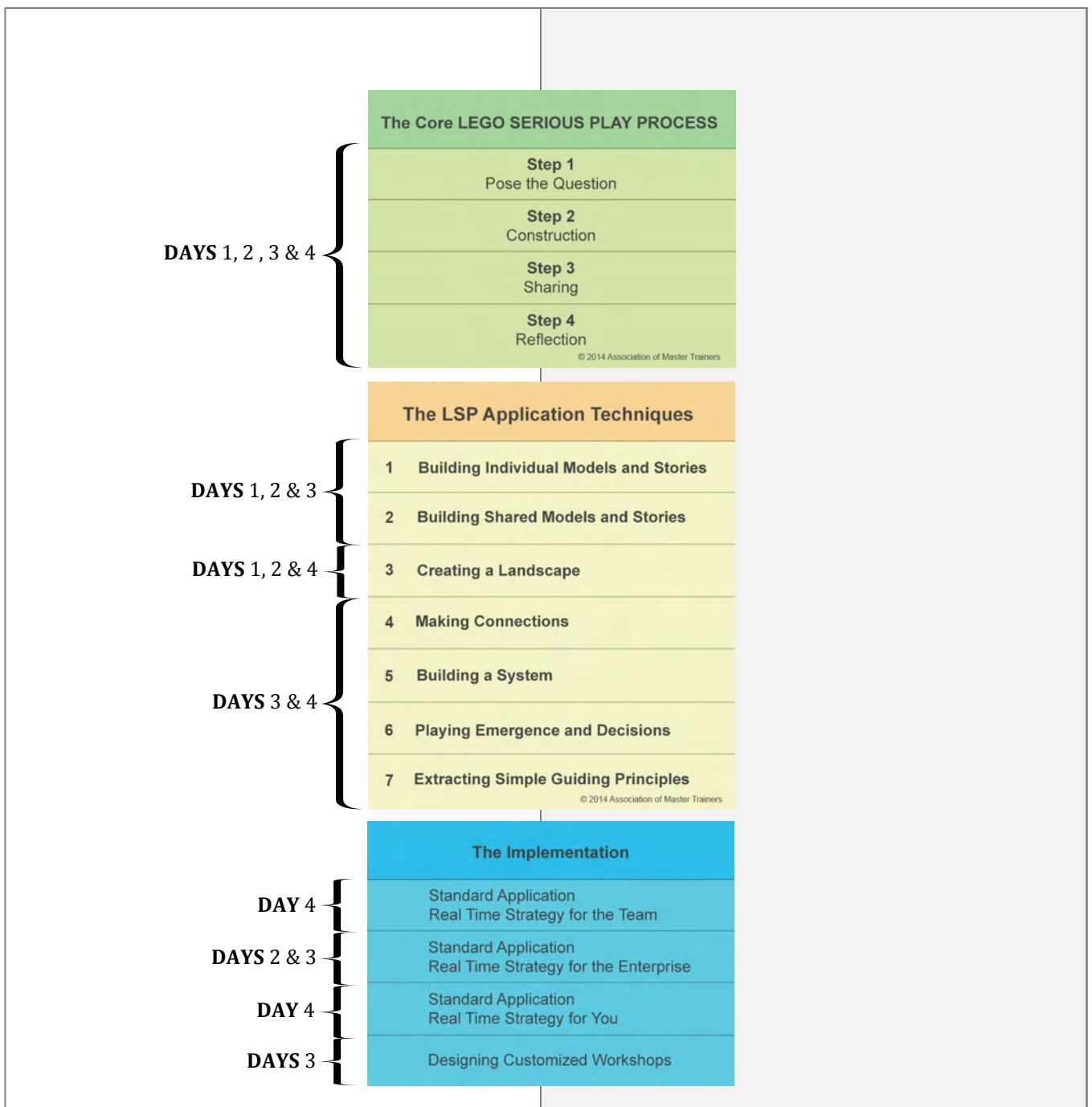
| The Implementation |
|---|
| Standard Application Real Time Strategy for the Team |
| Standard Application Real Time Strategy for the Enterprise |
| Standard Application Real Time Strategy for You |
| Designing Customized Workshops |

Training Structure

*The facilitator training is a **4-day program**. Over the years we have explored if it was possible to do it in less time. The results were negative. Trainees did not feel they were sufficiently prepared and equipped to stand on their own after having taken one of these shorter programs.*

It is possible of course to learn a lot about LEGO SERIOUS PLAY in less than 4 days. You should be aware though that programs that claim they can train you fully in less than 4 days won't give the full insight necessary to make good use of the methodology.

The diagram below gives you a high level overview of the 4 days. For a detailed overview please see next page.



The “4-Days at a Glance” Program Overview

| | Day 1 | Day 2 | Day 3 | Day 4 |
|-------|---|--|---|---|
| 8.30 | Introduction to Training | Warm-up act. | Warm-up Act. | Group Presentations |
| | Introduction to LEGO SERIOUS PLAY | Introduction to Real Time Strategy (RTS) | RTS – Landscape Connections (AT4) & Systems (AT5) | |
| 9.30 | LSP Skills Building | RTS – Individual Identity Building (AT1) | | |
| 10.30 | LSP Essentials I | Debrief - Identity | Debrief - Landscape | RTS - Team Core, Aspirational and External Identity |
| 11.30 | AT 1. Individual Model Building (AT1 – AT3) | RTS – Aspiration for LEGO SERIOUS PLAY (AT1 – AT2) | RTS – Playing Emergence & Decisions I (AT6) | |
| | | | | Debrief |
| 12.30 | Lunch | Lunch | Lunch | Lunch |
| 13.30 | LSP Essentials I Debrief AT1 | RTS – Shared Identity (AT2) | Debrief | RTS – Team TeamLife Connections Landscape |
| | AT 2. Shared Model Building (AT2) | | RTS – Playing Emergence & Decisions II (AT6) | |
| 14.30 | | Debrief - Shared Model Building | Debrief | Debrief |
| 15.30 | Debrief AT2 | RTS – Landscape (AT3 Agents) | RTS – Extracting Simple Guiding Principles (AT7-SGPs) | RTS – Team Playing the Past and Emergence |
| | Imagination Game | | | |
| 16.30 | | | | Debrief RTS Team |
| | Debrief Imagination | Debrief - Agents | Debrief –SGPs Closing of RTS | Closing of Training |
| 17.30 | Closing Day 1 | Closing Day 2 | Design Essentials | |
| 18.30 | | | Group Work Workshop Design | |
| 22.00 | | | | |

Note: The colored boxes indicate where the training is hands-on so participants experience the LEGO SERIOUS PLAY process as an end-user.

Training Options, Schedules and Costs

TRAINING OPTIONS

The latest training schedule for our public sessions is always available at <http://www.rasmussenconsulting.dk/facilitator-training-calendar>
<http://seriousplay.training/>

TRAINING REGISTRATION

When you have decided which option(s) might fit your schedule, send an email to **Robert@rasmussenconsulting.dk**. We will then revert with more information about the registration for the session you are considering.

Standard training fees for 2018

| | Europe | United States | Central and Latin America | Asia |
|-----------------|-----------|---------------|---------------------------|----------|
| 4 Days Training | EURO 2750 | USD 3000/3250 | USD 4250 | USD 3500 |



The training fees listed above include:

- the training, training materials, certificate that documents complementing of the certification training
- lunch and refreshment during the training days incl. light dinner for the evening with group work
- "after-training support" to prepare your first two workshops

The training fees do not include accommodation, travel and evening meals.

Note: The above fees are standard fees.

Discount may apply to registrations that happen between 60 - 90 days before start of training. The training fee and possible discount for early registration will appear on the application form for the training.

Special rates for multiple participants from same company and for certain academic purposes may be available for some sessions. *Ask for further details, when asking for the registration form.*

Private facilitator trainings on-site can also be arranged. Such sessions are quoted on a case-by-case basis. *Email us for a more information and to receive a quote.*

January 1, 2017

Frequently asked questions about LEGO SERIOUS PLAY!



Q: When was LSP developed?

A: LSP was first launched end of 2002. The idea to use LEGO bricks for business purposes saw its first light in 1995. From 1995 – 1999 Johan Roos and Bart Victor experimented with the idea without much success. In 1999 Robert Rasmussen got involved, which resulted in the development of version 1.0 of the LSP method spearheaded and managed by Robert Rasmussen.

Q: How was the LEGO Company involved in the development of LSP?

A: The LEGO Company was not involved in the development of LSP; rather it was one of the companies that were used as a research case in the development. LSP was developed under the auspices of a company called Executive Discovery LLC. Kjeld Kirk Kristiansen – the current owner of the LEGO COMPANY, owned this company. Robert Rasmussen was CEO and President for Executive Discovery from 2002 till 2004 and Per Kristiansen was responsible for sales and distribution in Europe and the Middle-East (EMEA). Robert and Per were also the global trainers of facilitators. Executive Discovery either in the US or in Denmark hosted all facilitator certifications. Until 2004 Executive Discovery LLC held all the IP rights to LSP and the LEGO SERIOUS PLAY name.

Q: What happened to Executive Discovery LLC?

A: This Company closed in 2004 and the rights to LSP were taken over by the LEGO Company, who has owned them since. From 2004 till 2010 the LEGO Company tried to build a sustainable business unit based on a license model. In 2010 they realized this was not within the scope of their core business (which is to make and sell bricks) and consequently closed down the internal business unit dedicated to LSP.

When Executive Discovery LLC was bought by the LEGO Company in 2004 Robert and Per left the company. Robert became an independent LSP practitioner, and in 2006 – 2007 he developed version 2.0 of the LSP method. Early in 2005, Per was re-hired by LEGO Company to turn around the LSP activities. This work included development of the method and a new training program for facilitators.

The 2.0 version of LSP is what is described in the book “Building a Better Business Using the LEGO SERIOUS PLAY Method” by Per and Robert (Wiley, 2014, New Jersey).

Q: What is the difference between LSP version 1.0 and LSP version 2.0?

A: Version 1.0 consists of a 3-step skills building section and three applications; Real Time Identity for YOU (1/2 day ws.), Real Time Strategy for the Team (1 day ws.) and Real Time Strategy for the Enterprise (2 day ws.). The goal of the facilitator training programs for version 1.0 was to enable them to sell and deliver these three applications mentioned above.

Version 2.0 developed the LSP method into a methodology that enables the facilitator to design customized workshop for a wide range of applications and for workshops of varying length (2 hrs. to 2 days). It does this by creating a modular system consisting of a 4 step Core Process and drives a generic 4 step skills building and facilitates 7 application techniques. Version 2.0 still includes the three applications developed for version 1.0, but it makes them more flexible by composing them based on the 4-step core process and the 7 application techniques.

Q: Why does LSP then still exist despite the decision by the LEGO Company in 2010 to “drop it” as a dedicated business unit?

A: By 2010 there was a small, but strongly committed community of LSP practitioners that believed in the method and had built a their business around LSP. The LEGO Company did not want to deprive these practitioners of the opportunity to practice LSP; and the Kjeld Kirk Kristiansen and new CEO believed in the power of the method. Therefore, it was decided to make the use of the LSP name and the basic method possible for anyone interested under something called the LEGO Company’s Creative Commons License.

Q: What is the LEGO Company's involvement with LEGO SERIOUS PLAY today?

A: Since 2010 their involvement is limited to produce and selling four brick sets developed specifically for use with the LEGO SERIOUS PLAY method. They distribute/sell these via www.lego.com/shop. They do not endorse any of the programs offered with the LSP method or the people offering these programs.

Q: What has the LEGO Company has made available for all under the Creative Commons License?

A: The opportunity to use the name and the method and content of version 1.0. The additional content and methodological elements of version 2.0 was not developed by either Executive Discovery or the LEGO Company any and therefore not for open use under the Creative Commons License. Those elements were originally the intellectual property of Robert Rasmussen, who later assigned them to the Association of Master Trainers.

Q: Who can offer services and programs with LSP after 2010?

A: Anyone can use LSP version 1.0 as part of their business offerings as long as they stay within the scope of the Creative Commons License, obey the LEGO Company’s trademark guidelines for LSP, and respect others IP and copyrights

Q: Who can use offer services and programs based on and version 2.0?

A: A facilitator that has completed the facilitator-training program offered by the Association of Master Trainers

Q: Who had the rights to train LSP facilitators from 2001 till 2010?

A: From 2002 until 2010 first Executive Discovery and then the LEGO Company were the only ones that could train and certify LSP facilitators. Only when you were trained and had paid your license fee to Executive Discovery/LEGO Company could you purchase the special LEGO SERIOUS PLAY kits. Either Robert Rasmussen or Per Kristiansen trained most of the facilitators trained in that period.

Q: Do facilitators trained by the LEGO Company before 2010 hold any special rights today?

A: No, they operate on equal terms with anyone else practicing LSP. The only difference is that they are the only facilitators that are allowed to refer to themselves as “Trained LEGO SERIOUS PLAY Facilitators”.

Q: Does the LEGO Company still train facilitators?

A: No. The LEGO Company does recommend that facilitators participate in a facilitator training before starting to practice with the LSP method.

Q: Is there an official (approved by LEGO) facilitator-training program?

A: No.

Q: Are there any trainer of facilitators that are officially appointed and approved by the LEGO Company?

A: No. There are no LEGO Company officially appointed LEGO® SERIOUS PLAY® master trainers or trainer of facilitators. Since 2010 there has been no LEGO® SERIOUS PLAY® Training Board or Advisory Boards and there are no LEGO® SERIOUS PLAY® partners with a formal or special status or relationship with the LEGO Company. No group or individual facilitator has been endorsed by the LEGO Company.

Q: If there are no LEGO appointed official trainers how can Per and Robert claim to be Master Trainers?

A: We refer to ourselves as Master Trainers in the LEGO® SERIOUS PLAY® method, not because we have been appointed by the LEGO Company, but because we historically developed the training programs and for a period of 10 years until 2010 ran the global facilitator training programs on behalf of the LEGO Company.

Q: Who can offer facilitator training in the LSP method version 1.0 today?

A: As long as they stay within the scope of the Creative Commons License, obey with the LEGO Company’s trademark guidelines for LSP and respect others IP and copyrights anyone can offer facilitator training in the LSP method version 1.0.

Q: Who can offer facilitator training in the LSP method both version 1.0 and 2.0 today?

A: Facilitator training in the full scope of LSP (version 1.0 and 2.0) can only be offered by a trainer authorized by the Association of Master Trainers. The list of authorized trainers can be viewed at www.seriousplay.training. The reason for this is that the version 2.0 includes IP and copyrights (the 4 steps core process and 7 application techniques) belonging only to the Association of Master Trainers. This content is not part of the Creative Commons License.

Q: When there is no official facilitator-training program, how can I compare the different offerings?

A: That is a challenge. Our advice is to check if a trainer authorized by the Association of Master Trainers offers the session. If that is the case you will get a training, documentation and on-going support that is a result of 14 years of experience training people in the use of the LSP method. And the content will cover all aspects of the LSP method as briefly described in “Building a Better Business Using the LEGO SERIOUS PLAY Method” by Per Kristiansen and Robert Rasmussen.

If you are considering one of the other facilitator training programs our advice is to study the

content offered and the background experience of the trainer. And if possible talk to someone, who has completed one of these programs.

Q: What qualifies a trainer to offer facilitator-training programs in the LSP method version 2.0?

A: Trainers authorized by the Association of Master Trainers have all gone through 3 – 4 years “apprenticeship style” training starting after minimum 2 years of proven end-user deliveries. They are continuously being supervised and monitored for quality.

Regarding the qualifications of the trainers offering facilitator-training programs in content allowed under the Creative Commons License there are no general standards. Either Per Kristiansen or Robert Rasmussen trained most of the people offering the version 1.0 facilitator-trainings before 2010. Others are self-proclaimed experts