

# LEGO® SERIOUS PLAY®

Facilitator Training in the LEGO® SERIOUS PLAY® methodology



Our facilitator training in the LEGO® SERIOUS PLAY® methodology is the only training in the world that has been endorsed by one of the co-founders of the LEGO® SERIOUS PLAY® methodology:

*"The comprehensive course material and innovative pedagogy used in Inthrface's facilitator training align with, and positively extend the original LEGO® SERIOUS PLAY® concept."*

- Professor Johan S. Roos,  
Co-founder of the LEGO® SERIOUS PLAY® Methodology

# INTHRFACE

UC Leuven-Limburg and Inthrface have formed a strategic alliance in order to deliver certifications in the LEGO® SERIOUS PLAY® methodology in an academic setting.

# You Should Choose a LEGO® SERIOUS PLAY® Facilitator Training by Inthrface Because...

## ...by joining our training in the LEGO® SERIOUS PLAY® methodology, you get:

- Extensive training and hands-on experience with the LEGO® SERIOUS PLAY® methodology brought to you by world class facilitators with experience from more than 1000 LEGO® SERIOUS PLAY® workshops.
- An extensive and exclusive facilitator manual that covers both LEGO® SERIOUS PLAY® exercises and theory.
- An invitation to join our annual international LEGO® SERIOUS PLAY® Conference and Advanced Training at Hotel LEGOLAND® in Billund.
- Access to our worldwide network of certified facilitators.
- An inspiring newsletter 6 times a year, which covers different LEGO® SERIOUS PLAY® related initiatives and activities.
- A diploma and an exclusive testimonial by co-founder of LEGO® SERIOUS PLAY®, Professor Johan S. Roos, which underline the quality of the training you have completed.
- Assistance in framing your first workshop in the LEGO® SERIOUS PLAY® methodology.

## ...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 performances within your organization or company.
- Develop and implement dynamic strategies in your organization or company.
- Engage in and facilitate personal development processes including coaching, mentoring, etc.
- And much more.

# INTHRFACE



# Welcome to Our Facilitator Training in the LEGO® SERIOUS PLAY® Methodology

The LEGO® SERIOUS PLAY® methodology offers you a unique and effective way of handling complex challenges and kick start development!

The dynamic LEGO® models used in LEGO® SERIOUS PLAY® are able to capture and convey remarkable amounts of knowledge compared to more standardized and one-dimensional methods. It, thereby, enable you to create social constructive knowledge systems that empower you and the people around you to become more successful right now.

The idea behind LEGO® SERIOUS PLAY® was sparked in 1996 when the two professors, Johan Roos and Bart Victor, from 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 LEGO® Group, which took over the ownership, concept and distribution of the LEGO® SERIOUS PLAY® materials, and in 2010 LEGO® Group decided to offer the LEGO® SERIOUS PLAY® methodology in a community-based model.

Today, LEGO® SERIOUS PLAY® is the only community-based business model using LEGO® materials that is officially approved by LEGO® Group.

## Our qualified and very experienced facilitators

All facilitators at Inthrface have several years of leadership experience from both the private and the public sector. We have engaged in the development of the LEGO® SERIOUS PLAY® tool from the very beginning and gained a vast amount of experience through more than 1000 LEGO® SERIOUS PLAY® workshops on a global level. We have, furthermore, trained hundreds of facilitators in the use of the methodology from all over the world.

Our experienced background enable us to help you become a great facilitator yourself. By joining one of our facilitator trainings, you will gain knowledge on how to create functional and engaging workshops that fit the specific context of your work, and you will be able to use the methodology effectively right after completing your training.

Our facilitator training in the LEGO® SERIOUS PLAY® methodology is, furthermore, the only training in the world that has been endorsed by co-founder of the LEGO® SERIOUS PLAY® methodology, Professor Johan S. Roos.

# INTHRFACE

*"The comprehensive course material and innovative pedagogy used in Inthrface's facilitator training align with, and positively extend the original LEGO® SERIOUS PLAY® concept."*

**- Professor Johan S. Roos,  
Co-founder of the LEGO® SERIOUS  
PLAY® Methodology**

# The Content of Our Facilitator Training

Our facilitator training consist of four very intense and creative days with focus on the theory and research behind the methodology, effective hands-on exercises, group work, reflections and how you can use the methodology within the specific context of your work.

**The training is composed of the following sub-elements:**

## Day 1 & 2:

- **History, theory and research** in relation to the LEGO® SERIOUS PLAY® methodology.
- **Skills Building:** An introduction to all **the basic elements** of LEGO® SERIOUS PLAY®: Construction, metaphors, story making and fantasy/imagination.
- **Real Time Strategy (RTS):** You will learn how to use the LEGO® SERIOUS PLAY® methodology for **strategy- and business development.**

## Day 3 & 4:

- **Real Time Identity (RTI):** You will learn how to use LEGO® SERIOUS PLAY® for **individual, team and organizational development.**
- **How to make tailormade workshops** using the LEGO® SERIOUS PLAY® methodology.
- **The facilitator role and introduction to the Trademark Guidelines** concerning LEGO® SERIOUS PLAY®.

**Read an in-depth description of each of the sub-elements on the next page!**

# INT/RFACE



# The Core Elements of Our Facilitator Training

# INTERFACE

## 1. The foundation of the methodology

**History, theory and research in relation to the LEGO® SERIOUS PLAY® methodology.**

**You will be introduced to:**

- The facilitator(s), the participants and the content of the training.

**We will answer the questions:**

- What is LEGO® SERIOUS PLAY®?
- Does the use of LEGO® SERIOUS PLAY® really have infinite possibilities?
- How has the methodology developed through the years?
- Which core theories and research support the methodology?

**You will get a better understanding of:**

- Aspects such as social constructive knowledge systems, and how these are created.
- The phrases: Serious Play, flow and imagination.
- The core elements in the methodology: Construction, Metaphors, Story Making and Imagination, and how to apply these in your own workshops.
- The concept of real time.
- The code of conduct of the methodology, as well as the facilitator's and the participants' code of conduct.

## 2. Skills Building

**The basic elements in the LEGO® SERIOUS PLAY® methodology that make the theory come to life.**

**You will be introduced to:**

- The skills building toolbox.
- Focused exercises.
- The basic elements of the methodology.

**You will get a better understanding of the phrases:**

**Construction:**

We construct knowledge through LEGO® bricks. When you build with your hands you also build with your brain. You can construct it, even if you cannot plan it.

**Metaphors:**

Metaphors help us communicate complex ideas and expressions that can be difficult to communicate using just words.

**Story making:**

The next best thing to actually doing something - but free from the risk of making the wrong choices. We create stories to discover, explore and decide.

**Imagination:**

The powerful source for new ideas. Imagination promotes play which allows us to experiment and explore without interference from the real-life consequences.

## 3. Real Time Strategy (RTS)

**How to use LEGO® SERIOUS PLAY® for strategy- and business development.**

**You will be introduced to:**

- The Real Time Strategy concept.

**You will try out the Real Time Strategy process yourself and get knowledge on how it can be used to reveal the following elements:**

- **The core Identity** of an organization or company.
- **The external identity** of an organization or company.
- **The aspirational identity** of an organization or company.
- **The agents** – what influences an organization or company?
- **Connections** – how is it all connected in a system?
- **Real Time emergence** – how can we extract knowledge and perceptions of the system that a particular company or organization is part of, and how can we test it?
- **Simple Guiding Principles** – what is the pattern in our perception and creation of success in your system?
- **Reflections** – what have we learned about the organization or company?
- **Adaptation** – how do we adapt the knowledge into the real world?

## 4. Real Time Identity (RTI)

**How to use LEGO® SERIOUS PLAY® for individual, team and organizational development.**

**You will be introduced to:**

- The Real Time Identity concept.

**You will try out the Real Time Identity for the TEAM and get knowledge on how to reveal the following elements:**

- **The core, external and aspirational identity** of each team member.
- **Team life** - how do we perceive our team right now?
- **Team connections** - how is it all tied together?
- **The past and the present** - playing out emergences.
- **Team wisdom** - what are the patterns in our perception, and how can we create success in our team.
- **Team actions** – develop the team further.
- **Development plans** for the individual team members.
- **Adaption** – how do we adapt the knowledge into the real world?

**You will try the Real Time Identity for YOU and get knowledge on how to reveal the following elements:**

- **Your core, external and aspirational Identity** – who are you?
- **Personal development** – your plans and reflections.
- **Adaption** – how can you adapt it into your own life?

## 5. Facilitation

**How to make tailored workshops using the LEGO® SERIOUS PLAY® methodology.**

**You will be introduced to the use and adaptation of:**

- The Skills Building Toolbox.
- The Real Time Strategy process.
- The Real Time Identity processes.

**You will learn how to:**

- **Create** workshops using the LEGO® SERIOUS PLAY® methodology.
- **Apply** the Real Time principle to your workshops.
- **Plan, execute, document and evaluate** workshops using the LEGO® SERIOUS PLAY® methodology.
- **Time and structure** your own workshops.

**We will finish the training with:**

- Real life business cases.
- Materials and information on how to order LEGO®.
- Introduction to the Trademark Guidelines concerning LEGO® SERIOUS PLAY®.
- Evaluation of the training.
- Diplomas.

# What Do Our Previous Participants Say?

## INTHRFACE

*"Thanks to this training, I am now able to facilitate and support my customers in a very creative way.*

*This is the magic of LEGO® SERIOUS PLAY®! I recommend this training for all professionals, who wish to "go up and beyond" their routine, who are seeking challenges and wish to bring back applicable proper tools to integrate LEGO® SERIOUS PLAY® in their innovation process management."*

**- Francine Masson**

CEO, TechNovation Network inc., Canada.

*"I recently had the pleasure of attending Inthrface's LEGO® SERIOUS PLAY® facilitator training. I was blown away by the training, the facilitator's knowledge, and just how versatile this tool can be. Don't be fooled into thinking this is simply a fun icebreaker technique. You'll uncover real-time insights into your strategy, your organization, and even your own personal identity.*

*I highly recommend it!"*

**- Clark Sweat**

Chief Revenue Officer, Children's Miracle Network Hospitals, USA.

*"The four days training left me feeling energized and empowered to use LEGO® SERIOUS PLAY® in my current job role.*

*The training was run professionally and efficiently. The accompanying manual is very comprehensive, and it will be an important source of information as I begin to create workshops myself."*

**- Jackie Hatfield**

Loughborough University, UK.

*Inthrface's training in the LEGO® SERIOUS PLAY® methodology is well-organized and proficient in every way. The facilitators are not just knowledgeable in relation to the method, they are also great intermediaries with an incredible commitment that influence all participants involved.*

*I can highly recommend Inthrface's training!*

**- Laura Emilie Buch Rahbek**

Development Consultant, Læs for Livet, DK.



# What is the LEGO® SERIOUS PLAY® methodology?

The LEGO® SERIOUS PLAY® methodology enables you to:

- Simplify and create an overview of what is chaotic and complex.
- Facilitate changes and develop a shared understanding and acceptance of the changes.
- Identify new and creative solutions to various challenges.
- Explore consequences of possible future actions.
- Be a catalyst for dialogue.
- Collect information and knowledge in a concrete way.
- Implement and secure concepts and plans.
- Create shared goals and direction based on culture and identity.

Why should we play at work?:

**Playing promotes creativity** in people, and that enhances collaboration and learning - especially when the people in question are continuously faced with complex challenges and unpredictable changes. When playing, we are free to take risks, to imagine the unthinkable and to take on a vast number of new roles.

Playing, furthermore, enable us to go into **flow**. The theory and research behind the concept of flow state that individuals get more out of a learning situation or development process, when they are completely committed to and enjoy the process. For that reason, it is important for participants to commit to a development process to be able to reach the "optimal stretch" in terms of cognitive and emotional involvement. In other words, they need to have their skills and resources appropriately and sufficiently challenged to perform at their best.

**The concept of play** is characterized by being limited in time and space, being structured by certain rules and/or agreements and always having a purpose. When adults play, social ties, emotional expressions, cognitive development and constructive competition are added to that characteristic.

In LEGO® SERIOUS PLAY® we, furthermore, add materials (the LEGO® bricks) to the concept of play. This promotes a **greater outcome of our play**, as it become more creative and more concrete. The presence of the LEGO® bricks allows us to **construct new ideas, explore other opportunities, go deeper into the stories that really matter and enrich the work life of everyone involved in the process.**

The core of the LEGO® SERIOUS PLAY® methodology:

The primary drivers of the methodology are **play, flow** and **imagination** through which a secure, multisensory and multidimensional work environment is created.

The methodology is based on extensive research from several different research areas. The core theoretical areas are:

- 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).

# INTERFACE



# 5 Reasons Why You Should Use LEGO® SERIOUS PLAY®

## INTERFACE

### 1. It is serious business and you build results:

LEGO® SERIOUS PLAY® creates a working language that guide you into a **free and honest exchange of opinions** that ensures that the actual and real issues are addressed. You become able to see things through the eyes of your colleagues – and have them see things through your eyes as well.

It, furthermore, enable you to take a **speedy shortcut to the core of your organization or company** to find the necessary **know-how** to enhance your ways of working.

Through the use of the bricks, the participants get a **sharper vision of the objectives, the actions and the Simple Guiding Principles** of the organization. This results in a much more comprehensive outcome of your work.

### 3. It engages people to communicate in new ways:

The shared language enables and engages the participants to **communicate on a deeper level**.

They get a deeper understanding of the organization or company, which support a stronger **feeling of ownership** for their situations and their work within the company or organization.

Through this new way of communicating, they will be able to **identify problems and formulate action plans** that deals with the actual issues that confronts them in their daily work, and not just the symptoms they experience.

### 5. It is your opportunity to take action right away:

The insights that are made through the use of LEGO® SERIOUS PLAY® are **immediately applicable**. This is because the insights are collected by the people who work with them on a daily basis. For that reason, the ideas do not have to be further introduced and anchored within your organization or company.

– **They can be set in motion right away!**

### 2. It creates a common hands-on language that engages the participants:

Through the LEGO® bricks, you create a **common language** where **everyone can contribute equally**, and all opinions are heard and respected. In a very direct way, you will be able to visualize what everyone inside the company or organization know – as well as what they do not know they know.

The visualization and the shared language emerge when you create metaphors for your **real issues, strengths, possibilities, etc.** This allows you to address complex issues without having to simplify them and lose important details.

You, furthermore, spike your own creativity by using your hands to express what you think and feel. When using LEGO® SERIOUS PLAY® you produce new great ideas, solutions and possibilities for your organization or company.

### 4. It enhances a better understanding of your present situation:

Traditional development tools typically analyze the past or speculate about the future. **LEGO® SERIOUS PLAY® is different!**

It incorporate elements from both the past and the future and test them in *Real Time*, in order to develop your decision-making immediately. A Real Time Process begins with questions concerning what is going on **"right now"** combined with relevant knowledge from **the past** and hopes, dreams and expectations for **the future**. By focusing on enhancing your work **"right now,"** you are better prepared for the challenges and opportunities ahead of you.





# The Trainers



**Micael Buckle**  
Facilitator

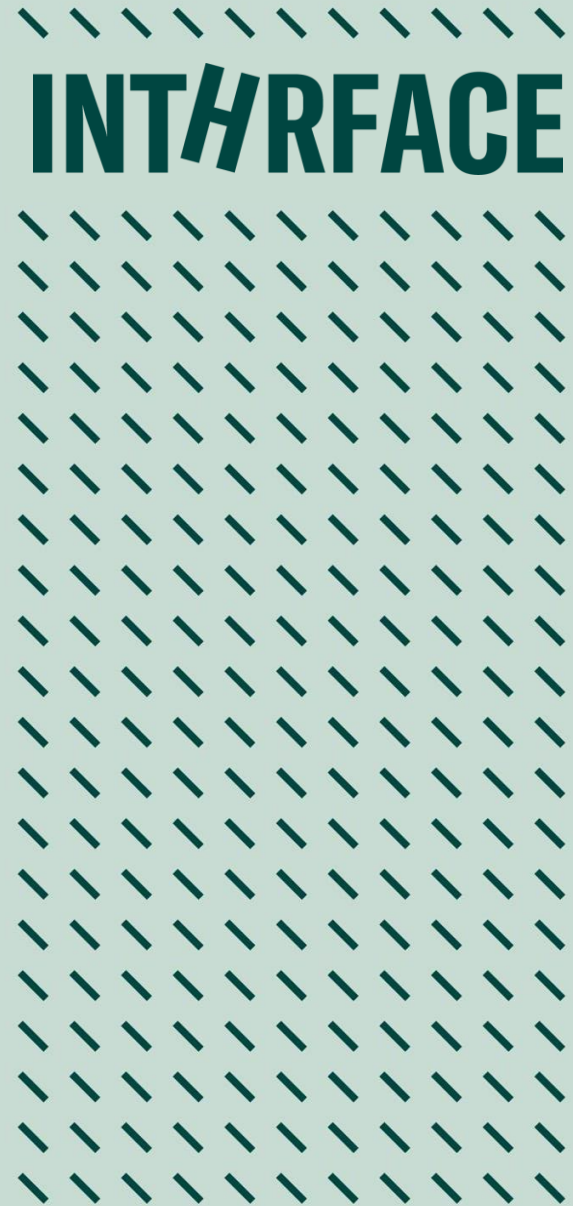
- Founder and CEO of the consultant company Inthrface.
- Certified in the LEGO® SERIOUS PLAY® methodology by LEGO® Company in 2003.
- Facilitator of more than 1000 LEGO® SERIOUS PLAY® workshops around the world.
- In charge of LEGO® SERIOUS PLAY® certifications at Hotel LEGOLAND® in Billund, Windsor, Orlando and California.



**Marc Sonnaert**  
Facilitator

- Associated trainer of Inthrface.
- Certified in the LEGO® SERIOUS PLAY® methodology at Hotel LEGOLAND® in Billund in 2015.
- External facilitator in the LEGO® SERIOUS PLAY® methodology at UC Leuven-Limburg.
- Extensive experience in the use the method as a consultant.
- Has worked closely with Micael Buckle for two years – training new facilitators.

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# The LEGO® SERIOUS PLAY® Program

## Day 1:

**09.30 - 10.00:** Breakfast.

**10.00 - 12.00:** Introduction to the training.  
The origin of the method.  
The theoretical foundation.

**12.00 - 12.45:** Lunch.

**12.45 - 17.00:** Skills Building.

**17.00 - 18.00:** How to develop and run  
smaller workshops.  
Recap of day 1.  
Wrap up.



## Day 2:

**08.15 - 08.45:** Introduction to day 2.  
Reflections & questions.

**08.45 - 12.00:** Real Time Strategy (part 1).

**12.00 - 12.45:** Lunch.

**12.45 - 17.45:** LSP Real Time Strategy  
(part 2).

**17.45 - 18.00:** Wrap up - day 2.

**19.00 - 20.30:** Joint dinner (optional).

## Day 3:

**08.15 - 10.30:** Introduction to day 3.  
Real Time Strategy (part 3).  
Business cases.  
Reflections & questions.

**10.30 - 12.00:** Real Time Identity for the Team  
(part 1).

**12.00 - 12.45:** Lunch.

**12.45 - 17.45:** Real Time Identity for the Team  
(part 2).

**17.45 - 18.00:** Wrap up - day 3.

## Day 4:

**08.15 - 10.30:** Introduction to day 4.  
Real Time Identity for the Team  
(part 3).  
Business cases.  
Reflections & questions.

**10.30 - 11.45:** Real Time Identity for You (part 1).

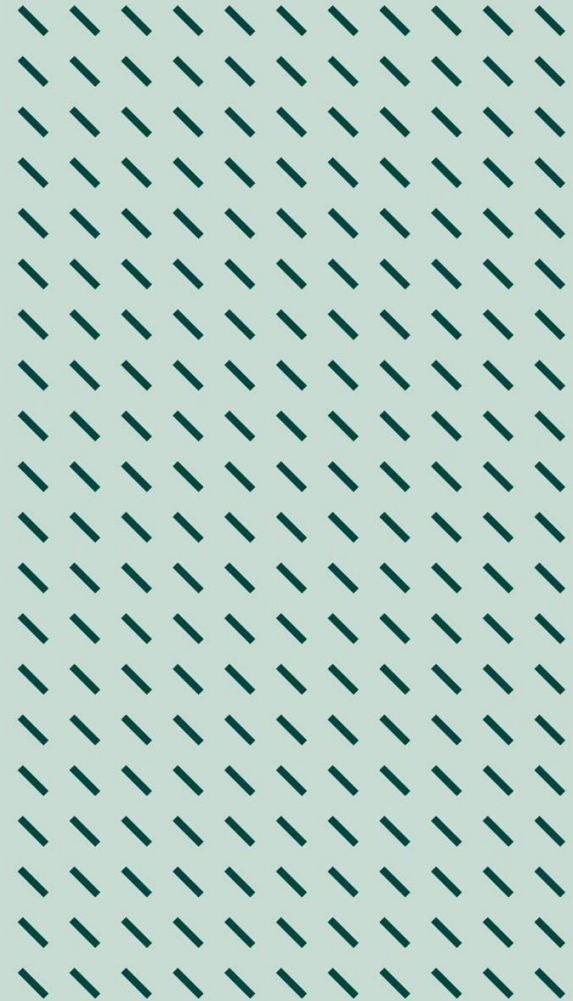
**11.45 - 13.15:** Lunch and walk in LEGOLAND®.

**13.15 - 15.00:** Real Time Identity for You (part 2).

**15.00 - 16.15:** The facilitator role - essentials.

**16.15 - 17.00:** Evaluation and diplomas.  
Wrap up of training.

# INTERFACE



# Practical Information

## Target group:

Our training is targeted towards people who work with management, development, facilitation, processes and/or consulting.

## Duration:

A four days training at:  
**UC Leuven-Limburg Campus Proximus, Leuven, Belgium**

## Training dates:

- February 1st – 4th 2021.
- June 21st – 24th 2021.
- November 29th – December 2nd 2021.

## Payment:

The price is 3050 EURO.\*

This price covers:

- Facilitator training and materials.
- Three nights at Hotel Penta (incl. breakfast).
- Joint dinner on day two of the training.
- Access to our international facilitator network
- Assistance in framing your first LEGO® SERIOUS PLAY® workshop after the training.

\*The price does not include any travel expenses or dinner on day one and three.

SME's operating in Flanders can receive up to 30% funding through KMO-portefeuille.

## Location and address:

**UC Leuven-Limburg**  
 Geldenaaksebaan 335  
 3001 Heverlee

## Contact:

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 Marc Sonnaert: [ms@inthrface.com](mailto:ms@inthrface.com)



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# Important Information about COVID-19

At Inthrace, we are very aware of the current situation and the risk of the **coronavirus**.

We are following the Danish authorities' general recommendations regarding hygiene, keeping a safe distance and exhibiting appropriate behavior.



If you are going to attend one of our trainings and you start showing any symptoms of COVID-19, please follow the guidelines of your local authorities and contact us:

## Contact

Cecilie Reinholt Petersen: [crp@inthrace.com](mailto:crp@inthrace.com)

Micael Buckle: [mb@inthrace.com](mailto:mb@inthrace.com)

We will update regularly as the situation progress.



Inthrace provides **hand sanitizer, gloves and mask** at all F2F trainings and workshops.

Our tools and materials used during trainings or workshops will be **thoroughly cleaned** and **disinfected** after every training or workshop.

