

# THE LEGO® SERIOUS PLAY® Method

## Facilitator Training Program



**FDX** LAB

**RASIMUSSEN**  
CONSULTING

# Introduction

## Welcome to our facilitator training program for the LEGO® SERIOUS PLAY® method.

**LEGO SERIOUS PLAY** is a method 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 that 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. It requires a high level of facilitation to be successful.

The objective with our 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 for the participants and their organization.

The foundation training program described in this document gives you full and complete training necessary for you to master all aspects of the method and successfully implement the method. There is no additional training or certification required beyond this program.

**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).

Our **facilitator training and certification program** is aimed at people, who have a strong interest in facilitation. Prior experience with facilitation is not a requirement. The program is among other appropriate for facilitators, team/project leaders, trainers, educators, learning and development specialists, consultants, coaches, educators, researchers as well as in-house trainers.

The LEGO SERIOUS PLAY facilitator training 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,



Carlo Spellucci



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.

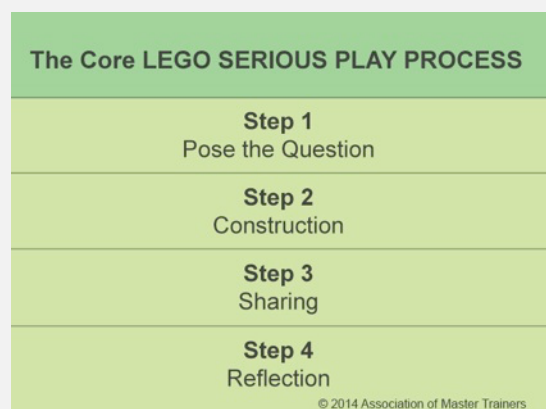


Fig 1



# 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 a LSP 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 rights - without any restrictions - to use the LEGO SERIOUS PLAY methodology and the Facilitator Manual in their work with LSP end-users.
- 3) A certificate that documents the facilitator has completed the facilitator training program for LEGO SERIOUS PLAY method provided by Rasmussen Consulting.
- 4) On-going support for preparing and facilitating workshops based on the LEGO SERIOUS PLAY methodology.

## About the Trainer



Carlo Spellucci

**Carlo Spellucci** was certified in the LEGO® SERIOUS PLAY® Method under Robert Rasmussen in 2015 and since then, he has used the LSP Methodology extensively in business and education.

Carlo is a Civil Engineer from the University of Rome. While completing a PhD and then an MBA, he spent 15 years in corporate roles, equally divided between two industries: Airline with Alitalia and Pharma with Eli Lilly.

In those years he gained significant experience in Change Management, Process Improvement and Corporate Innovation, mastering methodologies like LEAN Six Sigma and Design Thinking.

Carlo sharpened his LSP facilitation skills and witnessed the power of the methodology when he introduced LEGO® SERIOUS PLAY® at Eli Lilly, in what turned out to be an 18-month LSP “marathon” with a hundred workshops around Europe, North America and Asia.

In 2017 Carlo joined Rasmussen Consulting as Lead Facilitator for South Europe. At the same time he founded FDX LAB, a boutique consulting operating worldwide at the intersection of People Processes and Technology supporting organizations in their transformation journey.

Since 2017 Carlo has taught Design Thinking at the University of Florence and in various Corporate Innovation Schools in Europe. He also advises startups in the digital ecosystem.

Fun fact: Carlo has been a trainer throughout his entire adult life, due to early involvement in the Istituto Spellucci, a family run training organization founded in 1936 by his grandfather Prof. Francesco and spearheaded for over 50 years by his father Prof. Renato.

Carlo is based in Rome, Italy. He works in Italian, English and Spanish.

## 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 Robert Rasmussen trains the first facilitators

### 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

### 2022

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

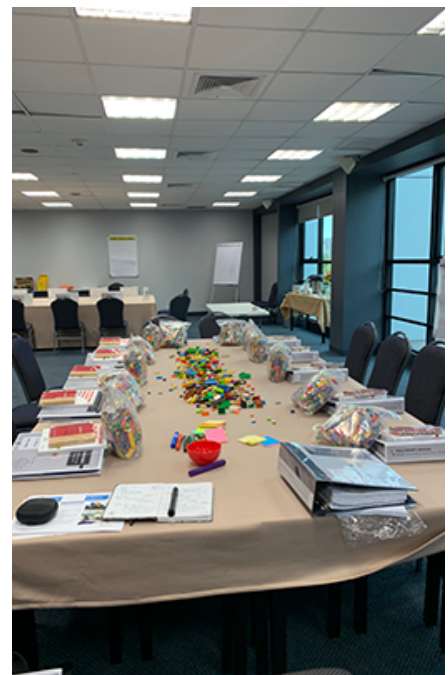


# Facilitator Training Process

*The **LEGO SERIOUS PLAY** method is a highly 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 integrate the LEGO SERIOUS PLAY tool in your everyday business. The **facilitator training** provides the complete 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 foundations 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
- Have time to ask questions about all aspects of the methodology incl. both practical and theoretical issues.



# Training Program Content

*Our 4-day facilitator training program is a result of 17 years of development, innovation and testing. The delivery of the program is continuously being evaluated and further developed to optimize the use of the methodology. The facilitator 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, is 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 Program Content



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

## 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.

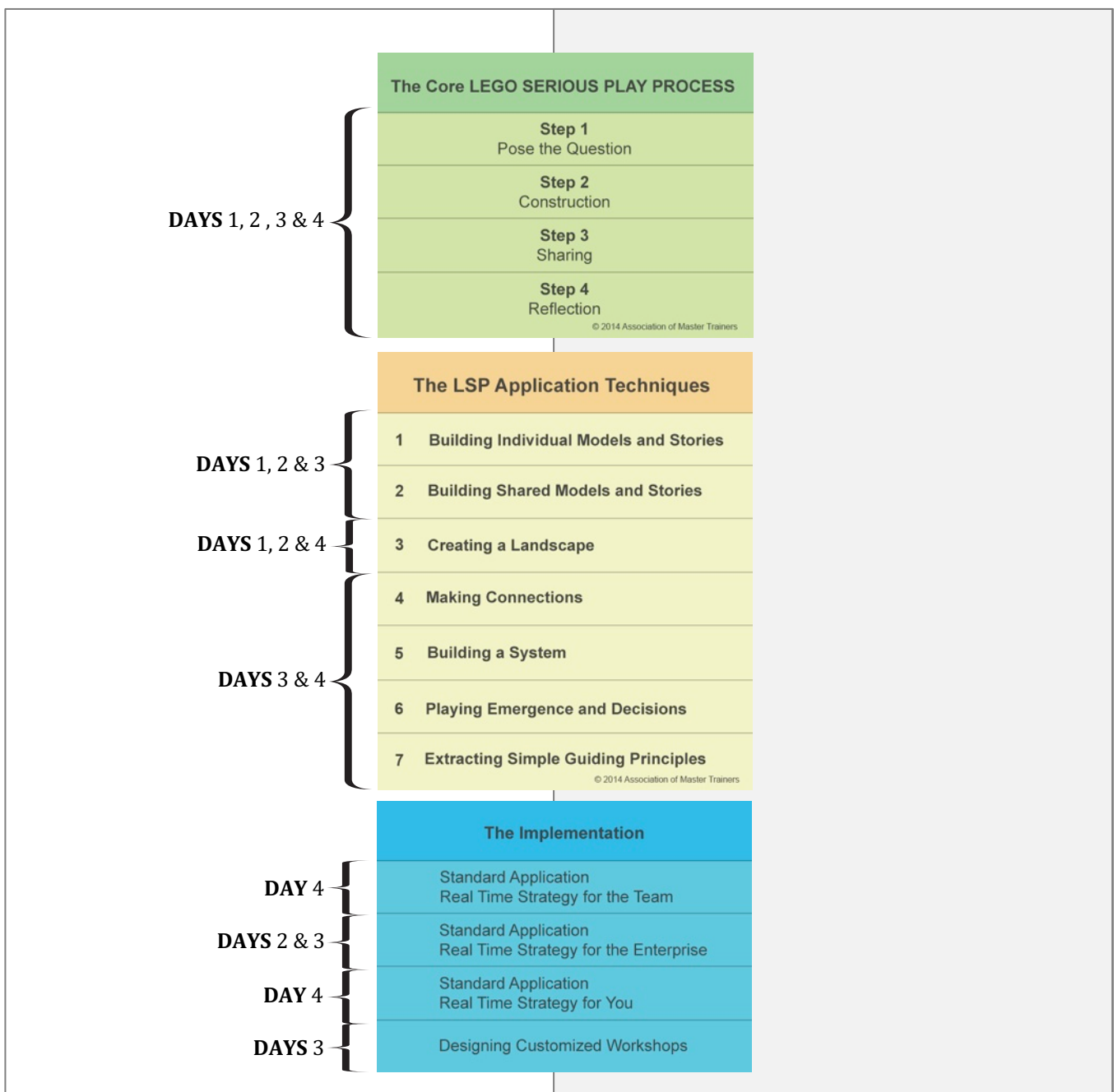
The Implementation
Standard Application Real Time Strategy for the Team
Standard Application Real Time Strategy for the Enterprise
Standard Application Real Time Strategy for You
Designing Customized Workshops

# Training Program 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 something 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 you the insight necessary to make relevant use of all components 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	
	AT 1. Individual Model Building (AT1 – AT3)	RTS – Aspiration for LEGO SERIOUS PLAY (AT1 – AT2)	RTS – Playing Emergence & Decisions I (AT6)	
11.30				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
		RTS – Landscape (AT3 Agents)	RTS – Extracting Simple Guiding Principles (AT7-SGPs)	RTS – Team Playing the Past and Emergence
15.30	Debrief AT2			Extracting SGPs
	Imagination Game			Debrief RTS Team
16.30			Debrief –SGPs Closing of RTS	Closing of Training
	Debrief Imagination	Debrief - Agents	Design Essentials	
17.30	Closing Day 1	Closing Day 2		
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.



## Post Training Support



*You are not alone once you have completed your facilitator training and begin your journey with LEGO SERIOUS PLAY. You will become part of a global community of LSP practitioners that support and inspire each other. The main categories of inspiration, sharing and support are:*

### Your Training Group

One goal of the 4 days of training is to build the foundation for the group to stay connected AFTER the training and form a network everyone can draw upon for feedback, support and inspiration.

Most of these training group networks function extremely well and offer unique mutual support through for example mailing lists, Face-Book, Linked-in and WhatsApp.

### Your trainer

In general the sooner you do a LSP workshop after completion of your training the more successful you will be. Therefore your training fee also includes feedback/input on your first workshop design.

### Global and Regional Community Meetings

Every year the Association organize regional community meetings in Asia, Latin America and North America and a global meeting in Denmark. These are 2 - 3 day events, where facilitators share their work, experiences, and knowledge. At these meetings we also arrange foundation-training refresher courses.

### Website Support

Once you have completed your training you will have access to the Facilitator Community section of **[www.seriousplay.training](http://www.seriousplay.training)**, where we provide additional resources, experience exchange and information about upcoming community meetings. You will be given access to the Facilitator Resources on **[www.rasmussenconsulting.dk](http://www.rasmussenconsulting.dk)** and you will be able to register yourself on **[www.lspdirectory.com](http://www.lspdirectory.com)**. Another knowledge information source available for you is **[www.lspresearch.org](http://www.lspresearch.org)** and the Association's YouTube channel **<https://bit.ly/2T5COVq>**

### Post Foundation Training

The Association offers a number of 1 day programs that focus on how to apply LSP to a specific concept. Example is "Building Future Scenarios", "Appreciative Inquiry", "Talent Management."

### Newsletters/Mailing Lists

You will receive two newsletters once you have been trained. The Gazette and the TOF Gazette, which is for trained facilitators only. Through this newsletter you will also be kept informed about community events and other relevant information pertaining to your LSP journey.

# Training Schedules and Costs

## TRAINING OPTIONS

The latest training schedule for our public sessions is always available at <https://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 [carlo@rasmussenconsulting.dk](mailto:carlo@rasmussenconsulting.dk). We will then revert with more information about the registration for the session you are considering.

## Standard Training Fees for 2023

	Europe	United States	Central and Latin	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.*