

**LOOKING FOR A WAY
TO FAST-TRACK TO
THE REAL ISSUES?**

WANT TO TURN YOUR MEETINGS FROM ABSTRACT TO CONCRETE?

**HOW DO YOU GET ALL EMPLOYEES
COMMUNICATING WITH EACH
OTHER?**

**TIRED OF ENDLESS,
UNPRODUCTIVE MEETING
DISCUSSIONS?**

**TOO MUCH TALK,
NOT ENOUGH ACTION?**

**BUILD YOUR WAY
TO BETTER BUSINESS**



SERIOUS PLAY™





WELCOME TO LEGO® SERIOUS PLAY™. AN INNOVATIVE TOOL DESIGNED TO ENHANCE BUSINESS PERFORMANCE.

Through LEGO SERIOUS PLAY you'll be able to explore the relationships and connections between people and their worlds in new and enlightening ways. During the process you'll be able to observe both internal and external dynamics, explore various scenarios and quickly gain an awareness of a variety of possibilities.

Research shows that hands-on, minds-on learning produces a deeper, more meaningful understanding of the world and its possibilities - much more so than listening or reading. When working with LEGO SERIOUS PLAY, you will use three-dimensional thinking by creating and constructing metaphors to describe real situations your organization faces. Building landscape models with LEGO bricks, giving them meaning through storytelling and playing-out various possible scenarios deepens understanding, sharpens insight and creates strong bonds among the group of participants.

LEGO SERIOUS PLAY is a tool with multiple applications:

- Strategy development and exploration
Examine and evaluate relations to external partners and clients.
- Organizational development
For management, teams and individual employees.
- Product development and innovation
Unleash creative thinking and transform ideas into concrete concepts.
- Change management
Facilitate and implement structural changes and mergers.

Participants will communicate more effectively, engage their imaginations more readily and approach their work with increased confidence, commitment and insight. This allows for taking dialogues to deeper levels as well as short-cutting to the real issues and new knowledge - all with better business sense.

GIVE YOUR BRAIN A HAND.

The human mind is designed to work in three dimensions. When our hands are used, we engage an increased portion of our minds. For the scientific community, this is a well-established fact - yet we tend to predominately use two-dimensional mediums like paper and visual presentations in business.

When our hands are used in thinking, a complicated process takes place that generates a powerful emotional charge. As a result, thoughts and ideas that are built with our hands tend to be expressed in greater detail. They are more easily understood and better remembered. Why not use this fact to enhance your business?

A HANDS-ON LANGUAGE FOR BUSINESS.

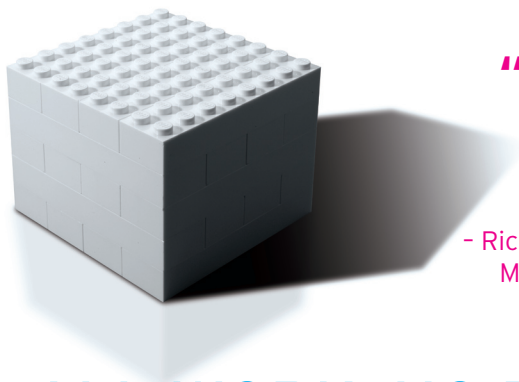
When we speak or write about complex issues we inevitably simplify and reduce the amount of information in order to make ourselves and our message more easily understood.

Especially when discussing business issues, it's easy to leave out relevant details in order to make the overall picture clear. In some cases, this simplification is okay - but more often the key to your problems lies in the details.

LEGO SERIOUS PLAY is a new hands-on language for business - a tool that lets your mind form and organize new thoughts.

The LEGO SERIOUS PLAY process uses bricks to visualize situations and enhance business performance. The bricks create metaphors for real business issues and will allow you to address complex issues without simplifying or losing the important details.

By gathering participants and literally bringing - and building - situations to life, LEGO SERIOUS PLAY invites you to look at reality in a new and objective way. The three-dimensional landscape you build using LEGO bricks provides valuable insight into the ways your company works and how they connect with the outside world. Also, the language of LEGO SERIOUS PLAY has no limits. Using bricks and sharing stories with the other participants allows for the description of very complex situations. Thus, no important details will be lost



**“The best projective
thinking technique
I have ever used.”**

- Richard Block, Head of Planning, Europe
Middle East Africa, J Walter Thompson

ALL WORK, NO PLAY.

Someone glancing through a window at a LEGO SERIOUS PLAY session might think it looks like fun and games. When you've experienced it for yourself, you'll know nothing could be farther from the truth.

LEGO SERIOUS PLAY is serious business. The use of LEGO bricks simply enables you to take a speedy shortcut to the core. The bricks work as a catalyst - and when used for building metaphors, they trigger processes that you were previously unaware of. The LEGO SERIOUS PLAY grammar allows you to rearrange complex systems and compose new meaning from your present situation.

LEGO SERIOUS PLAY is also a working language that guides you into free and honest exchange of opinion. The physical and tangible construction allows for conversations to flow without the fear of treading on personal feelings of the people concerned. This ensures that the real issues are addressed and ultimately allows you to see things through the eyes of your colleagues - and have them see through yours.

BUILD A WAY TO DEEPER UNDERSTANDING.

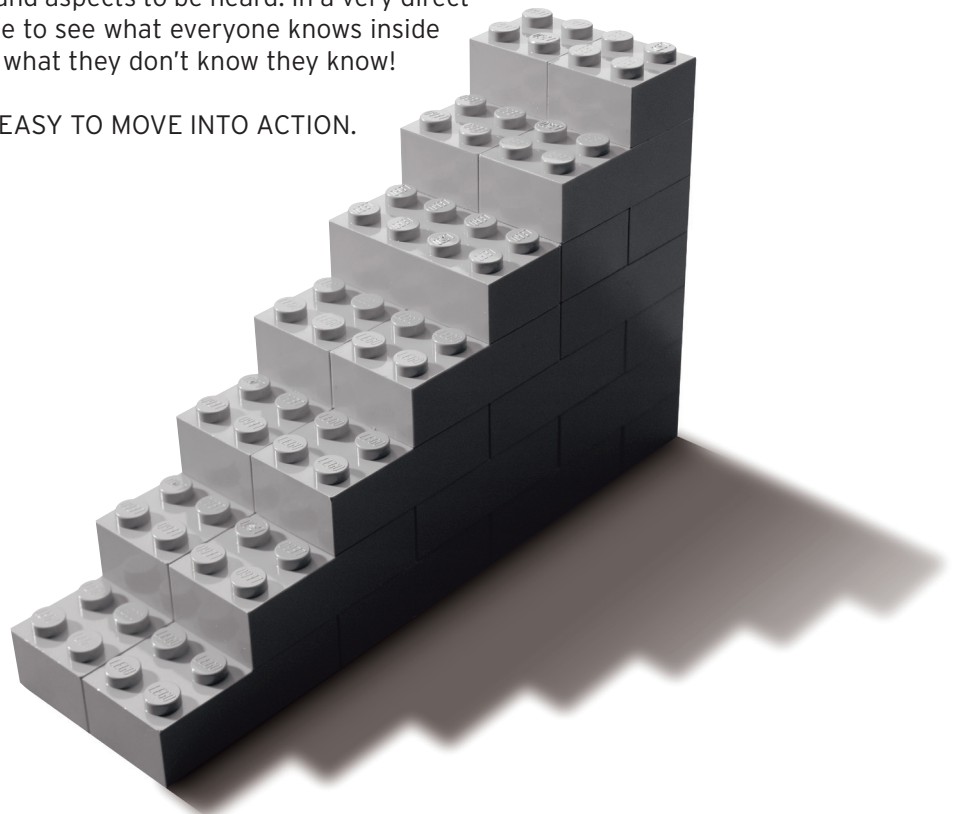
LEGO SERIOUS PLAY effectively uncovers the relationships and connections between people and their worlds. The bricks make it easy to see and - more importantly - understand perceptions and realities.

As your team engages in the LEGO SERIOUS PLAY process, they apply a new tool for communicating on a deeper level. Additionally, the hands-on methodology of LEGO SERIOUS PLAY gives participants deeper understandings of their situations and the world around them.

Deeper and easier understanding is one of the key advantages of LEGO SERIOUS PLAY. In addition, LEGO SERIOUS PLAY ensures that no vital information is omitted. When the team gathers, it becomes easy to evaluate a variety of issues - even those that have not previously been present. This will open your eyes to the internal and external dynamics in your organization allowing for exploration of scenarios and possibilities. And, when you get a concrete visualization of reality, it also brings out the tacit knowledge that enables you to discover facts and relations that you weren't aware of before!

LEGO SERIOUS PLAY invites all participants to take an active part in the process. The common language - the bricks - treats everyone as equals and allows all opinions and aspects to be heard. In a very direct way, you will be able to see what everyone knows inside the company - and what they don't know they know!

FROM THERE, IT'S EASY TO MOVE INTO ACTION.



"Fantastic - the experience of having to create something physical really drives the whole process."

- Brand Group Manager, GlaxoSmithKline plc

A TOOL FOR BUILDING RESULTS.

Because it is a hands-on process, LEGO SERIOUS PLAY cuts to the core and helps in avoiding entrapment in theoretical roundabouts. The result is an accelerated understanding and generative learning - the kind of learning that enhances our capacity to create.

Additionally, insights made using LEGO SERIOUS PLAY are immediately actionable. Because the insights come from the people who will implement them, ideas don't have to be introduced and anchored - they can be set into motion right away!

LEGO SERIOUS PLAY offers no readymade solutions - it's all about unframed problem solving. All results emerge from the participants and the situations they experience. What LEGO SERIOUS PLAY does provide is an efficient tool for crafting the solution. By giving people this new way to communicate, they will be able to identify problems and formulate action plans that deal with the real issues - not the symptoms.

Using LEGO SERIOUS PLAY, participants will be clearer on objectives, actions and on the Simple Guiding Principles for the organization. Consequently, business strategies will be much more comprehensive and coherent - and in a deeper way that creates actionable ideas.



"It freed my mind of traditional ways of thinking and working - allowed me to be more radical in my thought process - completely open..."

- Regional Property Director, Enterprise Inns plc

CASES:

Novo Nordisk

Building new strategies for new facilities... and happy families



Healthcare company Novo Nordisk is a world leader in diabetes care. Because the Denmark-based company currently operates in most countries worldwide, it knows a great deal about the challenges and opportunities that go along with moving into new markets. So, when Novo Nordisk had reached the decision to invest over \$US200 million in the construction of a second facility in Brazil that would be 2-3 times the size of the existing one, they knew right away that there were going to be some key challenges.

Perhaps the most notable of these challenges was to formulate a basic strategy for the Danish project leaders that would be spending 2-3 years abroad with their families to oversee the construction of the facility. Furthermore, there was a need to bring these managers together as a team - both on a professional and personal level. After extensive dialogue and review, Novo Nordisk decided to involve LEGO SERIOUS PLAY. The directors had heard about the way LSP's process naturally allows group members to seek and identify important problems and then allow for free expression of problem-solving ideas - and they were willing to experiment.

As it often does for pharmaceutical companies, the experimentation paid off - in a big way. A two-day LSP Real Time Strategy session which even included dialogue with existing Brazilian management allowed the team to reach consensus on a concrete overall strategy for the construction of the new facility.

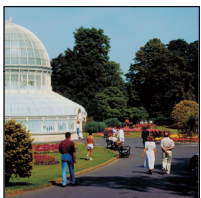
The end benefits did not stop there. Through LSP, team members were able to identify problem areas that they had not previously seen - including some practical concerns about how their families would adjust to living abroad. What better tool to use with the families than the one that had previously proven itself to work so well? LSP was actually used again with these families - and, since the families have happily adjusted to their new homes and met many new friends through the LSP workshops, the tool was brought overseas to be used in Brazil.

LSP functioned as a valuable tool in the development of the project and has contributed to the overall positive spirit. Combined with a very ambitious, holistic-oriented and professional client like Novo Nordisk, it has ultimately yielded extraordinary results.

- Workshop delivered by LSP partner Trivium, Denmark

Harco

LSP helped Harco manage the threats of success



Sometimes too much good luck can be the worst thing that could happen to your business. Harco Technology, a Belfast-based financial software company was close to experiencing just that.

They had developed a product that could save brokers millions of dollars annually on data purchase. With such a breakthrough came growth which strained lines of communication and internal cohesion. Developers and Sales Associates - two of the most important pieces to any tech company - began to form their own varying understandings of the business and the resulting diverging organizational structure nearly resulted in a crisis.

Harco understood the need for a consulting tool stronger than most others, and as part of a collaboration with the local government's economic development organization, Invest Northern Ireland, Harco engaged in their Strategic Excellence Service. Both Harco and Invest NI reached a conclusion - LEGO SERIOUS PLAY was the right tool for managing the upcoming strategic issues of growth and organizational development.

During a number of sessions with two pivotal LSP workshops, the collaborative efforts paid-off as Harco managed to engage the whole organization in the direction of the company and develop a potent strategy for their high tech offering. Their high expectations were only surpassed by the results yielded by LSP.

"I (and the rest of the management team) have found the program to be extremely useful. As a result of the sessions, we have already made several key changes to our operating structure that are bringing improvements in performance for Harco," says CEO Stuart Harvey. "I would recommend the technique to any growing company trying to understand its strengths/weaknesses and making decisions about how to grow."

Harco managed its growth successfully. Its technology is now used on over seventy trading floors worldwide while their client portfolio includes seven of the world's top ten investment banks.

- Workshop delivered by LSP partner THE INSIGHT FACTORY, United Kingdom

ABSA Vodacom

A strategic business alliance and seven new products - in two days



ABSA is one the largest banks in South Africa. Vodacom is Vodafone's South African subsidiary. These two big players realized that if they were able to collaborate they could generate some significant new business opportunities.

Aligning a bank and a cellular service provider looks like a great idea - but a great idea that stays an idea is not so great in the end. For two years ABSA and Vodacom had talks and meetings. Their agenda points where aligned nicely but the parties had difficulty digging deeper into the relationship: How can we trust each other? Who is going to profit most? What if Vodacom gets a banking license and takes off with the business on their own?

"This was a relationship breaker for us," says Innovation Consultant Peter Engelsbrecht from ABSA. "Yet we had not been able to deal with the subject openly."

An intensive two-day LEGO SERIOUS PLAY session turned this upside down. The process catalyzed a breakthrough in the two groups' thinking - recognizing that customers could be shared and not divided into "ours" or "yours."

"LEGO allowed us to say things in third person," says Engelbrecht, "so people were less afraid of talking honestly." This shift in thinking dramatically changed the communication landscape and further enabled the partners to develop no less than seven new products. In short, the "talking" changed to "doing."

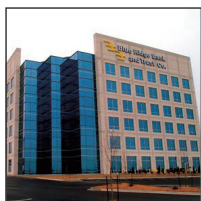
"Within two weeks a task team was up and running - within six weeks we had jointly developed the new products," explains Engelbrecht.

LSP helped settle all the issues and allowed for work to begin on the new business opportunities much more efficiently than the strategic tools ABSA and Vodacom had previously been using. From this two-day LSP turning-point session on, the partnership has been proving steady and immensely successful - so much so that South Africa's telecommunication giant Telkom has signed on to join the alliance.

- Workshop delivered by LSP partner Aligned Leadership, South Africa

Blue Ridge Bank

Serious banking



Blue Ridge Bank and Trust - one of Missouri's largest independently owned banks - wished to launch a Retail Business Development strategy that would strengthen its core business.

As is true in almost every strategy, the critical success factor behind this new initiative was the people. The strategy would require the Regional Branch Managers to assume new responsibilities and to work together as a team - the latter being an especially difficult task. This type of teamwork simply was not common in the financial organization's past. In fact, the group of managers had always had difficulty with buying into business strategies that were handed down from top management. It wasn't that they couldn't work together - they could - but because they had never really worked as a team they functioned more like a group of individuals that occasionally worked together.

A single session with LEGO SERIOUS PLAY changed all that.

"I was absolutely amazed," one of the participants explained. "Associates spoke their true feelings instead of not speaking at all."

LSP was able to allow the Branch Managers to interact with one another on a much more deep level than ever before. "The entire team now has a better understanding of the team's goal and each person's value to the journey of reaching the goal," said Doreen Scarborough, Assistant VP of Retail Branch Operations. "Everybody was completely exhausted by the end - exhausted after a good day's teamwork!"

The results followed. The Branch Managers were able to come together as a team and not only discovered each other's strengths, but also how they could work together. Action steps were taken to ensure that the Retail Business Development was launched successfully and would meet the Bank's expectations. This business initiative has now been in place for over a year and has been integrated into Blue Ridge Bank and Trust's 2005 business-planning program.

Luann Cunningham, Vice President, Service and Sales, endorsed LSP saying, "I liked it very much and will be recommending it to some other businesses."

- Workshop delivered by LSP partner iNTouch Consulting, USA

HOW TO GET IT

LEGO SERIOUS PLAY is offered exclusively through certified LSP partners. For help in locating the LEGO SERIOUS PLAY partner nearest you and additional information, feel free to visit www.seriousplay.com.



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