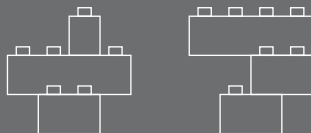




## 3 Dimensions

Here are two views of the same reality.  
Model the third. Imagine how long it would  
take to visualize a third view in your head?



Most people have great difficulty manipulating multi-dimensional information in their heads - yet most complex decision-making is multi-dimensional. 3-D modeling can be an effective alternative.

[www.SERIOUSPLAY.com](http://www.SERIOUSPLAY.com)

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# Imaginopedia for Skills Building



## Play with a purpose

Play is the best way people have to imagine, interact, and learn, especially when they face complex and uncertain challenges. Play frees us to take risks, to imagine the unimaginable and to take on different roles.

Through play we can test and hone our skills, develop new insights, and prepare ourselves for the unknown. LEGO® SERIOUS PLAY™ is a technique for deep reflection, an effective dialogue and creative problem solving.

## What comes out of LEGO® SERIOUS PLAY™?

When we play with great materials (we sometimes call them toys) we can play even better.

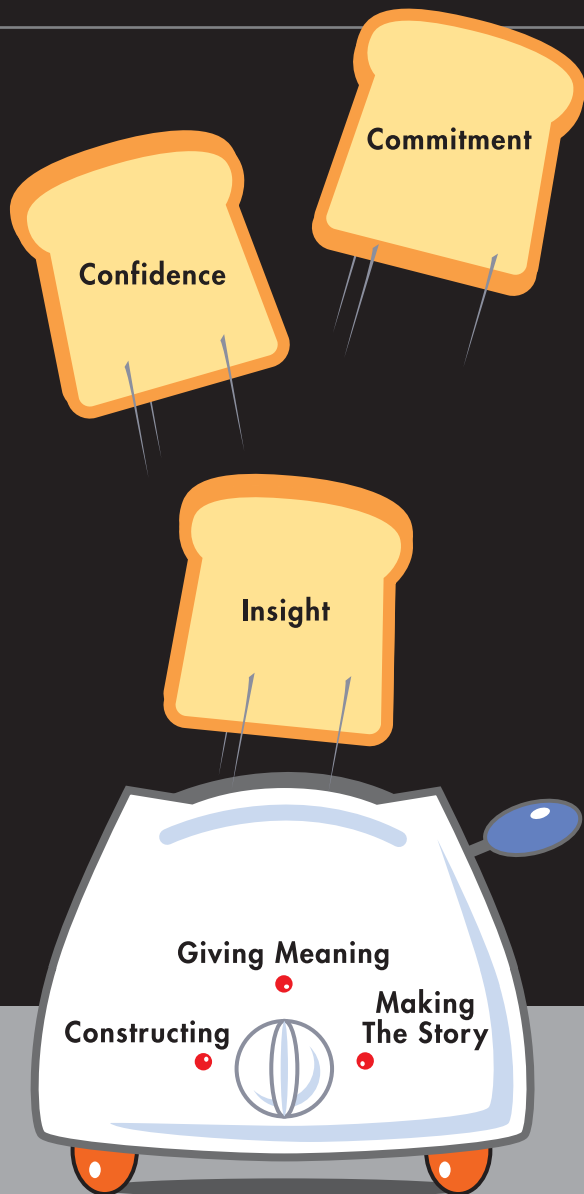
Great materials allow us to construct new ideas and new worlds, to enrich what we make with meaning, and really get into the stories that matter. And when we play about something that is important, like our business, we can enrich everyone's quality of life at work.

Communication is easier, social bonding is strengthened, and increased insight, confidence and commitment is created.

We call this kind of play adult play, play with great materials, and play with a purpose – LEGO® SERIOUS PLAY™.

LEGO SERIOUS PLAY is a deep and lasting experience that stays with you beyond the time you spend in a workshop. The play process becomes a valuable tool that you can rely on to “work” no matter what the situation.





## What happens during LEGO® SERIOUS PLAY™?

Making connections, making sense, and seeing possibilities happens best when in a group and when linked to emotions.

While you are involved in LEGO SERIOUS PLAY, you see things differently: Ideas come to life with more detail, and you generate a wider and more imaginative range of possibilities than you would ordinarily.

People at play are more present, more engaged, more passionate and better performers. LEGO SERIOUS PLAY socially bonds together the team that plays together and creates a lasting atmosphere of imagination and trust.

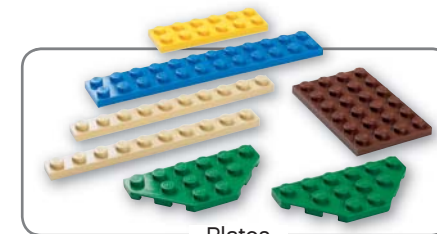
LEGO SERIOUS PLAY provides a tool for deep reflection and effective dialogue.

Basic

## Your LEGO® Brickttonary



Bricks



Plates



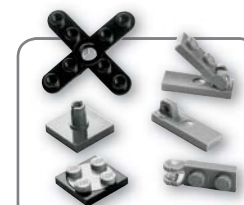
Gears



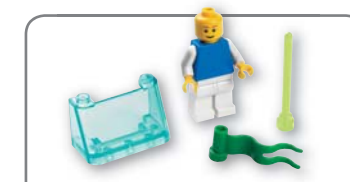
Axles and connectors



Wheels, tires, and bearings



Hinges and turntables



Minifigure, a window of opportunity, a flag pole... or just Bricks.

102,981,500 is the number of different ways you can combine six 8-stud bricks of the same color. If you haven't got that much time, you can take three 8-stud bricks - of the same color - and fit them together in 1,600 ways. Two 8-stud bricks - of the same color - can be put together 24 ways.





## Building in your mind and with your hands

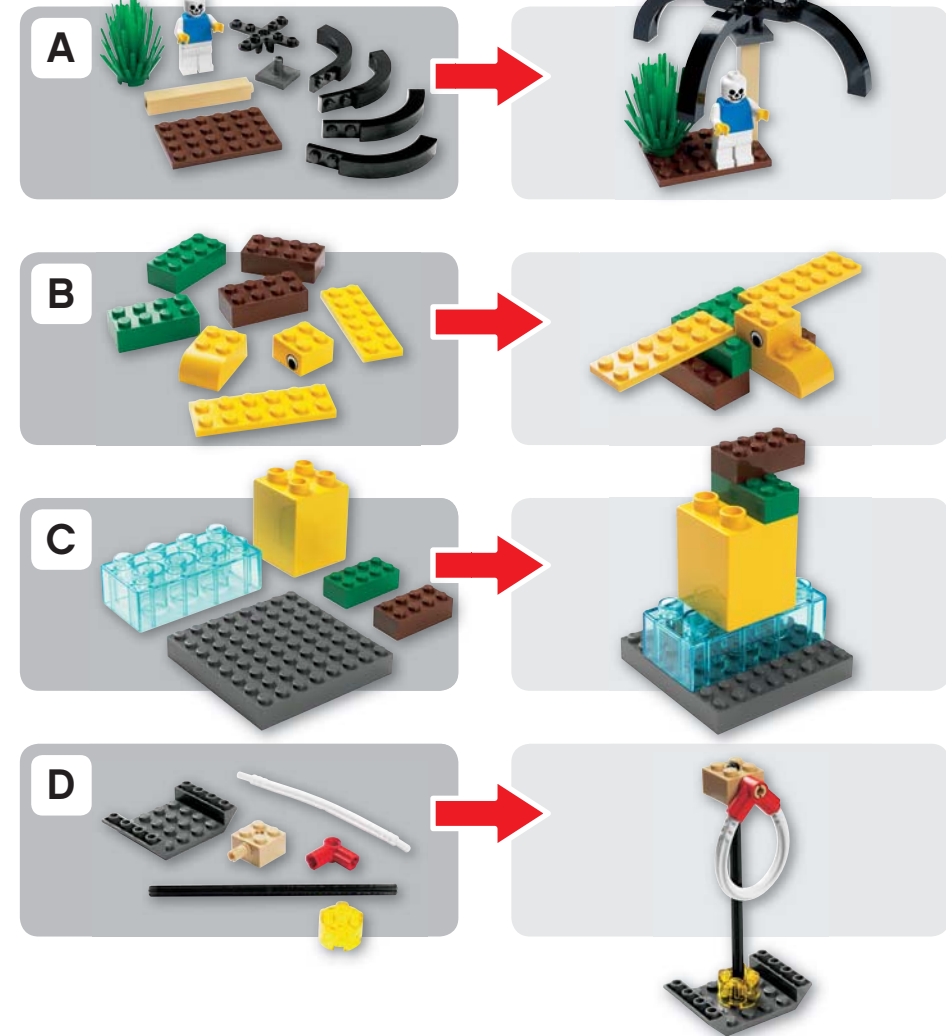


The exercises in this Imaginopedia are designed to take you through a three-stage process (Constructing, Metaphors, and Story Making) of perfecting your skills as a story maker using a specially designed set of LEGO® Bricks.

We call this process Skills Building and it has been developed to guarantee the best possible learning experience in the workshop.

Have fun playing seriously! Your facilitator will guide you throughout the workshop.

## They all fit together - try it!



## Constructing

Using your hands to build something releases thoughts and concepts that are “stuck” in your head. Thoughts that are “built” tend to be more memorable and more easily understood by yourself and others.

### Bridge to the opportunities!

The opportunity is there on the other side. Like all the best opportunities, you have to

jump higher and wider to get to it. So how can you get there quickly?

#### The wide bridge Challenge

# C1

Make a bridge with the widest and highest span possible. Make it as quickly as you can but prepare for the unexpected! Wait for your facilitator to give the go-signal.

#### Rules

- When finished it must be possible to pass at least one hand under your bridge.
- You may use only the elements in your individual set of bricks.



## Reach for the sky!

Chances are, whatever job training you had did little to prepare you for dealing with completely new and constantly changing situations. In most cases, a formal education consists of lectures and textbooks, which train us to follow protocols and to think firmly inside the box.

The world, however, is not square. To be effective, we must learn to expect change and see it as opportunity. For instance, a brand new opportunity has just popped up. You want to be the first to “reach the top”, so build upwards as fast as you can.

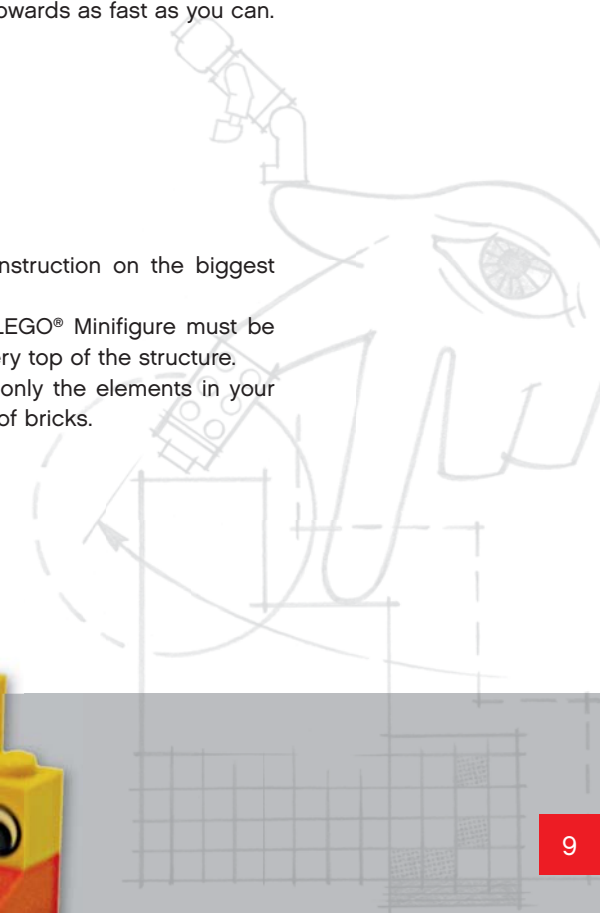
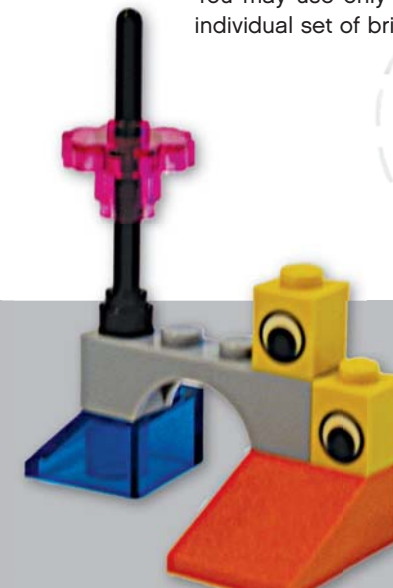
#### The tall tower Challenge

# C2

Make the tallest structure you can with the bricks. Make it as quickly as you can but prepare for the unexpected! Wait for your facilitator to give you the “go” signal.

#### Rules

- Start your construction on the biggest base plate.
- Eventually a LEGO® Minifigure must be fixed at the very top of the structure.
- You may use only the elements in your individual set of bricks.

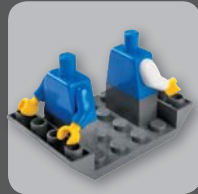


## Giving meaning with metaphors

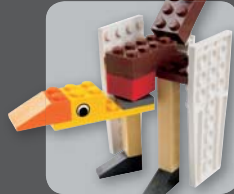
Metaphors are powerful tools that can lead us to think about our realities in new ways. These might challenge existing assumptions and beliefs and reveal new possibilities.

Many of the metaphors we use in business such as “niche” or “life-cycle” have been borrowed from the field of biology. For example, some businesses could be described as “high-flying hawks” while others could be “snakes in the grass”. Do you know a company that is

a “lumbering dinosaur”? Can you identify an enterprise that’s a “racehorse hitched to a wagon with a broken wheel”? Do you know a business that “eats people alive”? Is that department a “money pit”? Ever been “stuck between a rock and a hard place”?



Open minded or pulling in opposite directions?



Eagle-eyed or high-flying employee?



Well protected or tired-out?



Free thinker or an air head?



A methodical thinker or a controlled mind?



Walk the talk or talk the walk?



High-level communication or a fight on words?



Flower power or cluttered combustion?

## It is your meaning in the model

### The Model

#### Challenge

M1 Step 1

Look at page 12 + 13 and 14 + 15. Choose one of the models and build it according to the instructions.

#### Rules

- You may ask your facilitator for technical support at any time.
- When you are finished, wait for your facilitator to give you further instructions.

### The Model

#### Challenge

M1 Step 2

Now adapt your model – your facilitator will provide instructions.

#### Rules

- Change, add to, or delete from the model as you like.
- Think in terms of metaphors – feel free to exaggerate and to be as dramatic and passionate as you like (look at page 10 for inspiration).
- If you feel stuck let the bricks guide you – just start building.

### The Model

#### Challenge

M1 Step 3

Now tell the other participants about your metaphor.

#### Remember

- The model, the metaphors, and the meaning are all yours. The other participants can ask only clarifying questions.



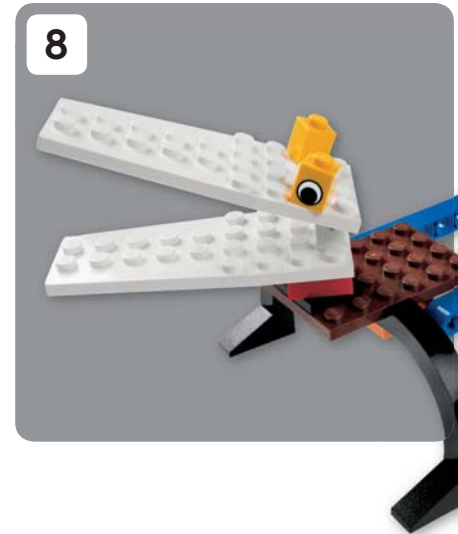
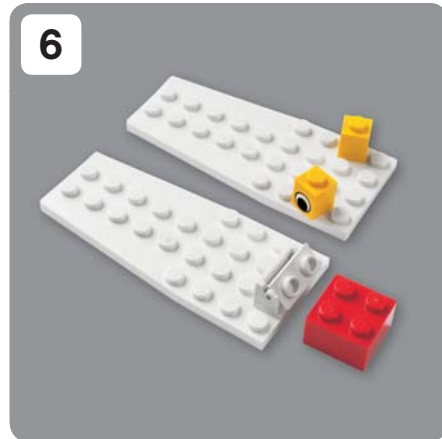
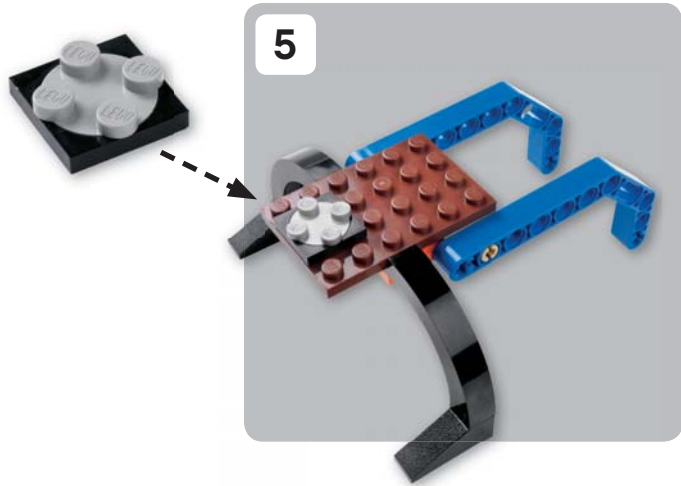
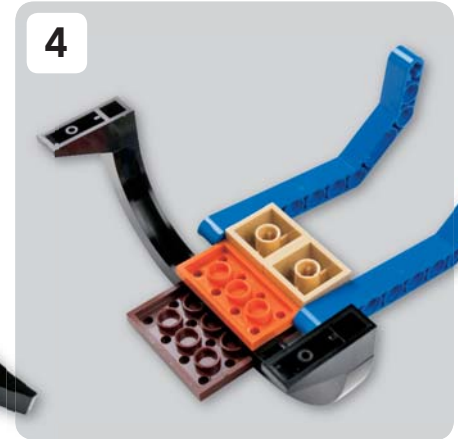
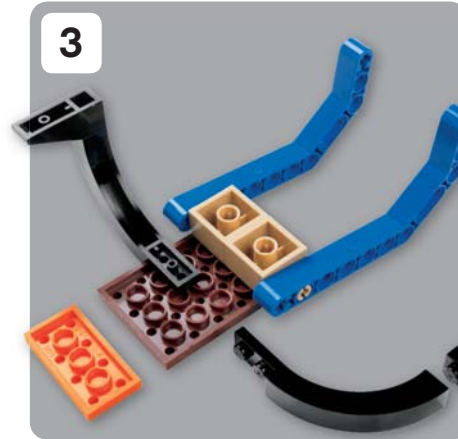
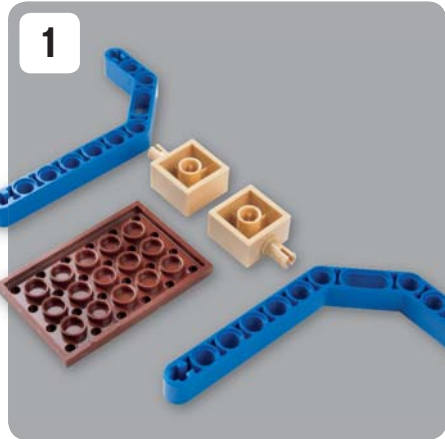
Who is to decide on the meaning of a model – which metaphor is the right one?

We think you are! When you built a model, it is your meaning that is the ‘right’ one.

Are you ready to have a go at it?



## Model 1



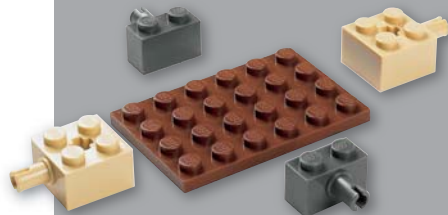
Congratulations!  
When you are finished, return to page 11 and **wait for your facilitator to start step 2** of the challenge.



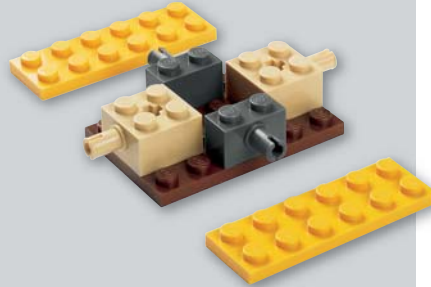
## Model 2



1



2



3



4



5



6



7



8



Congratulations!  
When you are finished, return to page 11 and **wait for your facilitator to start step 2** of the challenge.



## It's not just what you say, it's how you say it

Do you see little guidance as a positive thing?

Has this sort of "out of the blue" thing happened to you before?

How do you usually feel about being given only a few parameters?

Unless you are lucky, you have to be careful about "telling it like it is" to the powers that be – especially in times of crisis. In some organizations you could lose your job for speaking your mind. In some countries you could lose your life. But storytelling has always been a respected

vehicle for speaking the truth without fear of retaliation. It's the way it was done in ancient courts by the court jester; it was done in primitive cultures by the medicine man; and it happens today in vital boardrooms around the world. There is power in story making. Use it.

### An issue at work Challenge S1

Build a simple model that represents some issue you are having at work, or how you feel about that issue. The issue could be a person, an event, a "feeling". The issue might impact others or you alone.

When you have finished building, write five words (not sentences) that capture the essence of your model on a blank card.

Your facilitator will guide you from here.

#### Rules

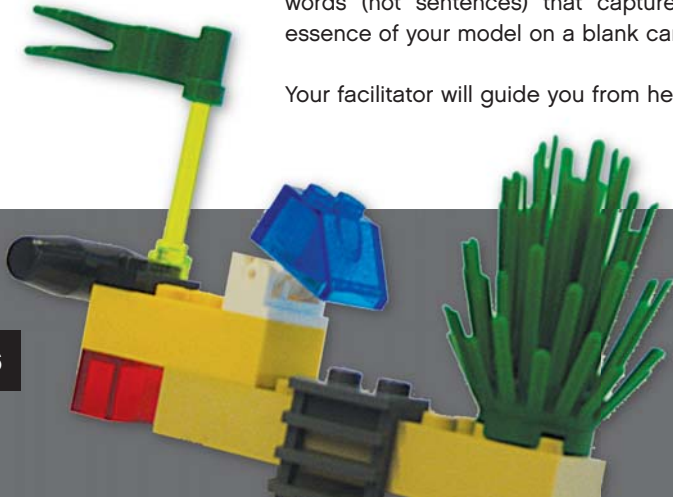
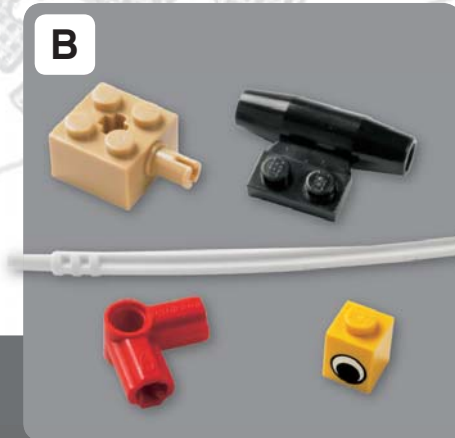
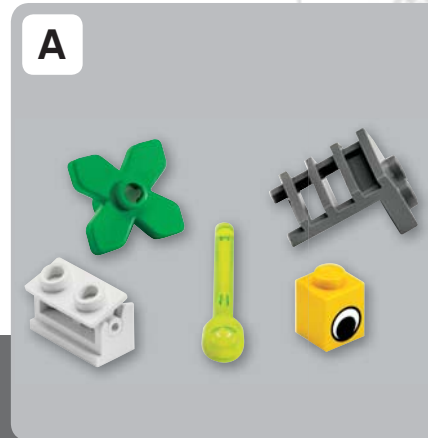
- You have about five minutes to build. Your facilitator will keep track of time.
- Whatever you build, build it with passion.

### Explain this Challenge S2

Find the 5 bricks from picture A or B. Then select an additional 10 bricks of your choice – bringing the total up to 15 bricks.

Build a model – any model – using only these bricks. Your model does not have to look like anything from real life. In fact, it is all up to you.

Your facilitator will guide you from here.



## Making stories about a potential future

Can you remember the last time you told a story?

Are outdated stories still being told at your place?

Have you ever used a story to tell the truth?

Story making lets you imagine and describe what might happen before it actually does. Making stories about your LEGO® model allows you to test what could happen in real life, in real time, and

produce knowledge that could impact future action. However well we think we have prepared for the unexpected, we can still only prepare for what we already know.

### A monstrous story Challenge

S2

Make up a story about “The Manager from Hell”. Build a model to help you explain the characteristics of this person. What traits do you think characterizes this monster and what does it look like? It might be a good idea NOT to have a specific person in mind.

#### Rules

- You have about ten minutes to build. Your facilitator will keep track of time.
- It is OK to exaggerate and to build with humor.
- Your facilitator will guide you from here.

### The perfect candidate Challenge

S4

Make up a story about the ideal employee. Build a model to help you explain the traits and abilities of this. What do you think characterizes the perfect candidate and how can you show it?

#### Rules

- You have about ten minutes to build. Your facilitator will keep track of time.
- It is OK to exaggerate and to build with humor.
- Your facilitator will guide you from here.

## Three kinds of imagination

Humans have it. Animals don't. It is the unique ability to think about what has not yet been – but could be. Imagination is THE resource that allows us to explore and test new possible realities.

### Descriptive Imagination

Typically used to bring to mind (or describe) the complex and confusing world “out there”, this kind of imagination is used all the time in business. A value chain, 2-by-2 matrices, flow-charts and similar models that utilize repeating patterns, or show similar things in different ways, are examples of Descriptive Imagination.

### Creative Imagination

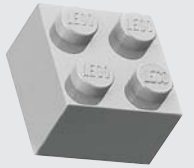
The Creative Imagination is about evoking truly new possibilities from the combination, recombination or transformation of things or concepts. The inherent trap of the

Creative Imagination is fantasy. Fantasy is the domain of the impossible, whereas imagination is about possible realities, and even the making of reality.

### Challenging Imagination

It is with the Challenging Imagination that we negate, defame, contradict and even destroy the sense of progress that comes from descriptions and creativity. Some methods include deconstruction and sarcasm. It might require throwing away and starting all over. The inherent risk of the Challenging Imagination is to come up empty handed.

With which style of Imagination do you feel most comfortable?  
Which companies would you guess use each of the three different types of Imagination?



## Jones' Go-Carts

You are an employee at the renowned toy company Jones' Go-Carts situated in Orlando, Florida. Jones' Go-Carts have been manufacturing premium quality go-carts and

### Inside the soap box Challenge

i1

As a member of the product development team you are co-responsible for coming up with prototypes for next year's products. You and the rest of the team are just about to have the decisive meeting before presenting your ideas to Mr. Jones.

Build a model of a go-cart for kids that you think will be next year's big seller. The competition is closing in on Jones' Go-Carts so you better do well if the company is to stay in the lead.

Mr. Jones will visit the team in a few minutes. He will decide which prototype to put into production so you better be ready to deliver a short but engaged sales pitch explaining the features and benefits of your model.

#### Rules

- You can only use the elements in your Inventory.
- You have two minutes to build.
- You have one minute to sell your idea to Mr. Jones.

### Push the cart further Challenge

i2

Next year: The go-carts we manufactured last year still work just fine so we could go on making them the same but a little different. But there are so many other directions to explore. Do we always want to make go-carts? Could there be more exciting ways to move kids? Is there a market for that? How far can we push it?

Build a model of a product intended for the market of "fun movement for kids".

Again, Mr. Jones will pay you a visit – in fact he's already on his way – and he will be looking for imaginative ideas of pushing the product portfolio into this new market segment. Be ready to explain why your idea is just the thing.

#### Rules

- The same as last year.

### Get out off your soapbox Challenge

i3

Most of us feel very uncomfortable throwing out everything and starting all over again. Usually we've made a considerable investment in getting where we are. Mr. Jones feels that the current line of business no longer takes the company where it should and could go. Maybe it's time to rethink everything?

Build a prototype of "any product that will help the company stay on top".

At his familiar annual visit, Mr. Jones will be expecting something totally out of the box. Are you up for the challenge?

#### Rules

- The same as every year.

## Your inventory



Collect these bricks from your own set and put the remaining bricks back in the box.



## Give your brain a hand

### Even when you can't plan it, you can build it

When an idea gets stuck between the head and the hand, it helps to play it out. Play can be a context in which risks can be taken without risk, in which the unimaginable can be imagined without fear, and in which the unattainable can be realized without hesitation.

When you make something using your hands, an extremely complicated process takes over that endows the experience with a powerful emotional charge. Research shows that people are changed significantly and irreversibly when movement, thought, and feeling fuse during the active, long-term pursuit of personal goals. Human beings are just wired that way.

Learning goes much deeper when you have a hand in it. Building with your hands is one of the best ways of stimulating imagination. It allows you to bring your intuition from all your experiences and your analyses into something concrete – something you can play with. When you build in the world, you build in your mind.

### Your brain has a mind of its own

Our minds have enormous untapped potential that we need to learn how to use.

It is a fact that our brains contain approximately 10,000 billion neurons that can be combined in more ways than there are atoms in the known universe. Yet we are only capable of being conscious of about seven things at any one time. Although brain cells are highly specialized, they still function according to the laws that govern any other cells.

The brain knows it must organize information in order for the organism to survive. When there is a dramatic change in the organism's environment, the brain recognizes that it must change or die.

### The learning organism

Business is also a living organism. It exists in a living, changing environment. Even though it is highly specialized, it too must function according to the laws that govern other businesses. To cope with a volatile world market, today's business "organism" must develop the capacity to shift and change, as well as adopt new skills and attitudes. In short, the business organism must "learn". The business that "learns" best wins. Too much instruction kills the desire to experiment. Research has shown that people learn the main ideas more effectively from summaries of textbook chapters than from reading the chapters themselves.

## How can you apply LEGO® SERIOUS PLAY™ to business?

LEGO® SERIOUS PLAY™ is a facilitated process delivered by a network of certified LEGO SERIOUS PLAY partners.

Through the Real Time Strategy program, you construct your Identity, learn to heed your business Landscape, and uncover the few Simple Guiding Principles that reflect your organization's mindset and core values. These principles become a strategic tool against which all actions, big or small, can be continuously tested.

When a particularly challenging or critical issue appears on your business landscape — and a Beast like that is always just around the corner

– Real Time Strategy enables you to make the right decisions in the face of intention and emergence.

Real Time Strategy for the TEAM and Real Time Identity for YOU enables you to heed whom you are, as a team or as an individual, and become more aware of how you operate in your job Landscape. Through this experience you can better appreciate the value and the possibilities you bring to the team and the company.

A deep and shared awareness of yourself and your relationship to others enriches everyone's experience at work and generates an atmosphere of increased insight, commitment and trust.

## Selected Readings

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