

January 1, 2018

Frequently asked questions about LEGO SERIOUS PLAY!



Q: When was LSP developed?

A: LSP was first launched end of 2001. The idea to use LEGO bricks for business purposes saw its first light in 1995. From 1995 – 1999 Johan Roos, Bart Victor and the owner of the LEGO COMPANY, Kjeld Kirk Kristiansen, experimented with the idea without success. In 1999 Robert Rasmussen accepts a request to take charge of the development, which resulted in the launch of version 1.0 of the LSP method in 2001 spearheaded and managed by Robert Rasmussen.

Q: How was the development and launch of LSP funded?

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. From the beginning in 1995 the development of LSP was funded by a company called Executive Discovery LLC, owned by Kjeld Kirk Kristiansen. Robert Rasmussen was COO 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 hosted all facilitator certifications; they were delivered in the US or in Denmark. 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 (focused on children, and large quantities of smaller boxes) 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. Early in 2005, Per was re- hired by LEGO Company to turn around the LSP activities. This work included continued development of the method and a new training program for facilitators. Robert became an independent LSP practitioner, and in 2006 – 2007, he also continued developing the LSP method, and in 2007 version 2.0 had taken form. Robert and Per also worked together on the development of LEGO SERIOUS PLAY in this period. In 2008 Robert accepts a part-time position in the LEGO SERIOUS PLAY business unit. His responsibilities are delivering facilitator trainings, supporting the partners and develop a common platform for sharing of workshop applications. Robert leaves this position by end of 2008.

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 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 their business around LSP. The LEGO Company did not want to deprive these practitioners of the opportunity to practice LSP; and 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 of facilitators, how can Per and Robert claim to be Master Trainers?

A: Robert and Per are referred to as Master Trainers in the LEGO® SERIOUS PLAY® method, not because they have been appointed by the LEGO Company, but because they 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: If there are no LEGO appointed master trainers how can some claim to be Master Trainers appointed by the LEGO Company?

A: The title Master Trainer is not an officially protected title. In the Association we understand master trainers as the trainers who can train other trainers, but others may define it differently.

The historical facts are that in the LEGO SERIOUS PLAY setup BEFORE 2010 in addition to Robert and Per very few people had been trained as Trainers of Facilitators. A few back in 2002 and 2005 as a pilot project, which never materialized. In 2010 Jacqueline Lloyd Smith and Denise Meyerson were trained as Trainers of Facilitators. They were trained and supervised by Per and Robert. The plan was to complete their training in 2011 and for all four to form a Training Advisory Board, which would be advising LEGO, and the members of this board would all have an official title endorsed by LEGO. However, as described above nothing of this materialized, because LEGO changed the distribution. Therefore neither has any official LEGO status today.

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

10/12/17



Time-line for the development of the LEGO SERIOUS PLAY method and the "Trainer of Facilitators" program

2018: Long time practitioners Kris Tay (Singapore), Kristen Klassen (Canada), Jack Reimon (Peru), Cesar Suarez (Colombia) and Gloria de Leon (Mexico) are expected to become Trainer of Facilitators. Robert and Per are also training them.

2016: Jens Rottbøll (Denmark), Michel Cloostermann (The Netherlands), Carlos Martinez (Spain), Jean Jacques Felix (Belgium) and Masao Ishihara (Japan) become Trainer of Facilitators, educated and supervised by Robert and Per.

2014: Marie Christine Dupont (France), Jean Semo (France) and Lucio Margulis (Argentina) become Trainer of Facilitators educated and supervised by Robert and Per. Robert and Per publish the book "Building a better business with the LEGO® SERIOUS PLAY® method" (Wiley)

2010: LEGO drops the idea of the training board and leaves all further development of the method and the training of facilitators up to the community. Robert and Per develop their new certification program in LEGO SERIOUS PLAY method including a brand new facilitator manual. They establish the Association of Master Trainers.

2009: LEGO decides to offer LEGO SERIOUS PLAY in a community-based model, focusing their business solely on selling the material. They decide to establish a training board. Robert and Per offer to train Joao Barbosa (Portugal), Denise Meyerson (Australia) and Jaquie Lloyd-Smith (Canada) as part of upgrading them to take a place on the board with Robert and Per. Joao Barbosa declines the offer to serve on the board due to other responsibilities. Denise and Jaquie accept, and are consequently trained as Trainers of Facilitators by Robert and Per in September 2009.

2008: Robert moves back to Denmark from US and accepts a part-time position in the LEGO SERIOUS PLAY business unit. Robert's responsibilities are delivering facilitator trainings, supporting the partners and develop a common platform for sharing of workshop applications. Robert leaves this position by end of 2008.

2005: Late in the year, Per leaves the LEGO Company to take a leader role in another company. He continues to serve on an advisory board for LEGO SERIOUS PLAY together with Kjeld Kirk Kristiansen, the president of the LEGO Foundation and the Senior VP of the division, where LEGO SERIOUS PLAY is anchored. Later Robert and Per serve in a number of positions as consultants and advisors to the LEGO SERIOUS PLAY business unit.

2004: Early in the year, LEGO SERIOUS PLAY is taken back into LEGO. Per is offered the position as Head of LEGO SERIOUS PLAY and is given eight months to create a sustainable business. The solution becomes a license model. Robert and Per teams up to do the first re-development of the method and create the second version of the facilitator-training program. Robert is working as an independent facilitator using LEGO SERIOUS PLAY with his clients, and as an associate professor at Tufts University in Boston.

2003: Due to its financial crises, LEGO decides to close down Executive Discovery. Robert and Per leave the Executive Discovery by end of 2003.

2002: January marks the official launch of the method with Robert heading up Executive Discovery; Per has the role as responsible business responsible for EMEA. Together they form the "Trainer of Facilitators" team, and in January deliver their first training together it is also the month were Per joins Executive Discovery and for the first time takes on the role of a Trainer of Facilitators together with Robert.

2001: September and November: The method is ready for launch. Per joins Executive Discovery and the first facilitators are trained. Robert and Bart Victor deliver these sessions. The first partners have now been recruited. The business model is based on a partner agreement, where ED makes money from training facilitators and from selling the material. The partners received extensive support and are signed up after a lengthy recruitment process

1999: Robert is asked if he is willing to join the pilot project, as Johan Roos and Bart Victor have no success making the idea work. Shortly after, he is tasked with taking the idea and developing it into an actual method. Executive Discovery continues to fund the development.

1995: Johan Roos, Bart Victor and Kjeld Kirk Kristiansen come up with the idea of using LEGO bricks in strategy making, and start experimenting. Kjeld Kirk Kristiansen provides the funding by creating Executive Discovery