

Frequently Asked Questions about the LEGO® SERIOUS PLAY® method



(09172025)

Q: When was LEGO SERIOUS PLAY (LSP) developed?

A: The first LEGO® SERIOUS PLAY® (LSP) application (The Real Time Strategy workshop) was officially launched at the end of 2001.

The idea originated in 1995, when Kjeld Kirk Kristiansen, then owner of the LEGO Company, envisioned using LEGO bricks as a language for strategy and leadership conversations in boardrooms. Between 1995 and 1999, Kjeld, together with professors Bart Victor and Johan Roos, explored and tested the concept. Although promising, the approach did not yet take shape as a method, nor was it called LEGO SERIOUS PLAY at that time.

In 1999, Robert Rasmussen was asked to lead the development. This resulted in the Real Time Strategy workshop (RTS) in 2001. Robert hired Per Kristiansen that year.

In 2002 this strategy workshop as well as a workshop for team and personal development were launched globally by Executive Discovery LLC, with Robert Rasmussen spearheading the initiative as COO of Executive Discovery. In the following these workshops are referred to as LSP version 1.0

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

A: The LEGO Company itself did not develop LSP. Instead, LEGO was the first of several organizations used as research cases.

From 1995 onward, development was financed by Executive Discovery LLC, a company owned by Kjeld Kirk Kristiansen. Between 2002 and 2004, Executive Discovery was led by Bart Victor (CEO, part-time), with Robert Rasmussen serving as COO and President, and Per Kristiansen overseeing sales and distribution in Europe and the Middle East.

Robert and Per also trained all facilitators worldwide. Executive Discovery hosted all facilitator certifications, which were delivered in Denmark or the United States. Until 2004, Executive Discovery LLC held all intellectual property rights to LSP and the LEGO SERIOUS PLAY name.

Q: What happened to Executive Discovery LLC?

A: Executive Discovery closed end of 2003, and ownership of LEGO SERIOUS PLAY transferred to the LEGO Company. From 2004 to 2010, LEGO attempted to establish a sustainable business model for LSP based on licensing. By 2010, it was decided that this was not aligned with LEGO's core business (toys for children and mass-market retail), and the internal LSP unit was shut down.

When LEGO acquired Executive Discovery in 2004, Robert Rasmussen and Per Kristiansen left the company. In 2005, Per rejoined the LEGO Company to revitalize LSP activities, including updating the facilitator training program. Robert continued independently as an LSP practitioner, taking the lead in developing LSP from a series of application workshops into a generic thinking, communication and problem-solving technique, referred to as the LEGO SERIOUS PLAY **METHOD** (version 2.0). Together Per and Robert piloted version 2.0 for the first time in 2007.

Version 2.0 is documented in *Building a Better Business Using the LEGO SERIOUS PLAY Method* by Per Kristiansen and Robert Rasmussen (Wiley, 2014). Robert later rejoined LEGO on a part-time basis in 2008 to support facilitator training, partners, and content sharing, before leaving again at the end of that year.

Q: What is the difference between LSP version 1.0 and 2.0?

A: Version 1.0 (2001–2010): Built around a 3-step process and three predefined applications:

1. Real Time Identity for You (½ day)
2. Real Time Strategy for the Team (1 day)
3. Real Time Strategy for the Enterprise (2 days)

The facilitator training focused on enabling delivery of these specific applications.

Version 2.0 (2010 onward): Transformed LSP into a flexible methodology for designing customized workshops across a wide range of contexts (2 hours to 2 days). Version 2.0 introduced a modular framework consisting of the **4-Step Core Process** and **7 Application Techniques**. The three original applications remain part of the system, but version 2.0 allows them to be adapted and combined in far more versatile ways.

Q: Why does LSP still exist after LEGO closed its dedicated unit in 2010?

A: By 2010, a small but dedicated global community of practitioners had built their professional practice around LSP. Both Kjeld Kirk Kristiansen and LEGO CEO Jørgen Vig Knudstorp believed strongly in the value of the method.

To support its continued use, LEGO decided to make the the method (version 1.0) freely available under a Creative Commons License. This allowed facilitators to continue practicing and expanding the method independently.

Q: What is the LEGO Company's involvement with LSP today?

A: Since 2010, LEGO's role has been limited to producing and selling four dedicated LEGO SERIOUS PLAY brick sets, available via LEGO.com. They do not endorse, certify, or authorize any facilitator training programs or providers.

Q: What has the LEGO Company made available under the Creative Commons License?

A: The Creative Commons License covers the **name** LEGO SERIOUS PLAY and the **content of version 1.0**.

Version 2.0 (the 4-Step Core Process and 7 Application Techniques) was developed independently by Robert Rasmussen and later assigned to the Association of Master Trainers. These elements are not part of the Creative Commons License and remain protected intellectual property.

Q: Who can offer services and programs with LSP after 2010?

A: Anyone may use and offer services with LSP version 1.0, provided they:

- Stay within the scope of the Creative Commons License
- Respect LEGO's trademark guidelines
- Observe intellectual property and copyright rights

Q: Who are entitled to offer services and programs with LSP version 2.0?

A: Only facilitators trained by the **Association of Master Trainers in the LEGO SERIOUS PLAY method**.

These facilitators receive a diploma and a comprehensive manual, ensuring they are fully equipped to master the methodology.

Everyone can draw inspiration from the book *Building a Better Business Using the LEGO SERIOUS PLAY Method*. However, the content of the book is fully protected by copyright.

Q: Who had the rights to train LSP facilitators from 2001 until 2010?

A: From 2002 to 2010, facilitator training and certification were managed exclusively by Executive Discovery (2002–2004) and later the LEGO Company (2004–2010).

Only facilitators who had completed training and paid their license fees could purchase the dedicated LEGO SERIOUS PLAY kits. During this period, **all facilitator trainings worldwide were delivered by Robert Rasmussen or Per Kristiansen.**

The sole exception was a small group of 10 individuals trained in an interim program; none of them became active practitioners. Bart Victor participated in one training session in Nashville, Tennessee (November 2001). Johan Roos was never involved in developing or delivering facilitator training or in creating the facilitator manuals. In short: when someone says they were “trained by LEGO,” they were trained by Robert or Per.

Q: Do facilitators trained by the LEGO Company before 2010 hold any special rights today?

A: No. They operate on the same terms as all other LSP practitioners.

The only distinction is that they may accurately describe themselves as “**Trained LEGO SERIOUS PLAY Facilitators**”, as this was the official designation used before 2010.

Q: Does the LEGO Company still train facilitators?

A: No. LEGO has not offered facilitator training since 2010. However, LEGO does recommend that practitioners complete a facilitator training program before using the method professionally.

Q: Is there an official (LEGO-approved) facilitator training program?

A: No. Since 2010, there has been no LEGO-approved facilitator training program.

Q: Are there any trainers of facilitators officially appointed by the LEGO Company?

A: No. Since 2010:

- There are no LEGO -appointed Master Trainers
- There is no LEGO Training Board or Advisory Board
- No facilitators, groups, or training providers hold an official or special status with the LEGO Company

Q: If LEGO has not appointed Master Trainers, why are Robert and Per called Master Trainers?

A: Robert Rasmussen and Per Kristiansen are referred to as Master Trainers because:

- They created the original facilitator training programs
- From 2001–2010, they ran the **global facilitator training programs on behalf of the LEGO Company**
- They are the only trainers who have trained other **Trainers of Facilitators** on LEGO’s behalf

In 2010, when LEGO released version 1.0 under Creative Commons, Robert and Per trained Jacqueline Lloyd Smith and Denise Meyerson as Trainers of Facilitators. This was done in collaboration with the LEGO Company to secure LSP’s future.

Q: If the title Master Trainer is not official, how can some claim to be LEGO-appointed Master Trainers?

A: The title “Master Trainer” is not a legally protected designation. Within the Association of Master Trainers, it refers to trainers who are qualified to train other trainers. Others may interpret or use the title differently.

Historically, very few people were trained as Trainers of Facilitators before 2010. A small pilot group existed in 2002 and 2005 but was never activated. In 2010, Jacqueline Lloyd Smith and Denise Meyerson were formally trained and supervised by Robert and Per, with the intention of forming a LEGO Training Advisory Board in 2011. However, this plan was never implemented, as LEGO decided to discontinue its direct role in LSP distribution.

Q: Who are entitled to offer facilitator training in LSP version 1.0 today?

A: Anyone may offer training in version 1.0, provided they:

- Stay within the Creative Commons License
- Follow LEGO’s trademark guidelines
- Respect intellectual property and copyrights

Q: Who are entitled to offer facilitator training in both version 1.0 and 2.0 today?

A: Only trainers authorized by the **Association of Master Trainers (AoMT)**

A current list of authorized AoMT trainers can be found at www.seriousplay.training. The reason is that version 2.0 (the 4-Step Core Process and 7 Application Techniques) is protected intellectual property of the Association of Master Trainers and is not included in LEGO’s Creative Commons License.

Q: If there is no official training program, how can I compare different offerings?

A: It can be challenging. We recommend:

1. **Check the trainer’s authorization.** If the trainer is authorized by the Association of Master Trainers, you are guaranteed a program based on 25 years of development and practice, with training materials, documentation, and ongoing support.
2. **Compare content and experience.** If considering another program, study what is taught and review the trainer’s experience.
3. **Speak with alumni.** It is always useful to talk with someone who has completed the program you are considering.

Q: What qualifies a trainer to deliver LSP facilitator training in version 2.0?

A: Within the Association of Master Trainers, the pathway to becoming a trainer is rigorous:

Applicants must first demonstrate at least **two years of substantial client experience** using the method to create real impact. We believe that becoming a good trainer requires having used the method to create real value. Client experience alone does not make someone a good trainer — it simply provides the foundation to become one. Once accepted, they undergo **3–4 years of apprenticeship-style training**, culminating in an intensive two-day customised in-person training with Robert Rasmussen and Per Kristiansen.

Trainers are continuously supervised and monitored for quality assurance.

For trainings offered under the Creative Commons License (version 1.0), there are no consistent standards. Many of those trainers were originally taught by Robert or Per before 2010, while others are self-declared experts.



Time-line for the development of the LEGO SERIOUS PLAY method and for the Association of Master Trainers in the LEGO SERIOUS PLAY method (AoMT)

2026 Daneiele Radici (Italy), Matthias Renner (Germany), Cedric Berrest (France) become members of AoMT

2023 Carlo Spellucci (Italy), Laurence Sato (Japan), Jaime Lopez (Ecuador) and Paquiza Mazzola (Brazil) become members of AoMT

2018: Kris Tay (Singapore), Kristen Klassen (Canada), Jack Reimon (Peru), Cesar Suarez (Colombia) and Gloria de Leon (Mexico) become members of AoMT

2016: Jens Rottbøll (Denmark), Michel Cloostermann (The Netherlands), Carlos Martinez (Spain), Jean Jacques Felix (Belgium) and Masao Ishihara (Japan) become members of AoMT

2014: Robert and Per publish the book "Building a better business with the LEGO® SERIOUS PLAY® method" (Wiley)

2013: Marie Christine Dupont (France), Jean Semo (France) and Lucio Margulis (Argentina) become members of AoMT

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. (AoMT)

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 the 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: 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 for the first time takes on the role of a Trainer of Facilitators together with Robert

2001: End of year RTS is ready for launch. Per joins Executive Discovery and the first facilitators are trained. Robert and Bart Victor deliver these sessions. 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 workshop. 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.