

Meet Francesc Mas

"Francesc is a professional specialized in Change Management. He has his own company, TraiCo Projects. He studied and graduated in Medicine, but quickly realized that his passion was the world of the company and studied a Master in Business Administration at IESE Business School.



Francesc was certified in the LEGO SERIOUS PLAY method with Robert in 2013 and since then he always has an opportunity to include the methodology in his daily job life. Francesc is passionate about creativity, innovation, gamification and teamwork. All them are topics that work great with LEGO SERIOUS PLAY."

Working more than once with the LSP Methodology in the same team

I have always thought that working with LSP Methodology more than once with the same team shouldn't be a problem. However, when commenting with some colleagues about their experience using with their clients, they state how difficult they find to use LSP Methodology with those who have already used it once. In fact, I have found myself some clients who have told me: "Can we do something else? We already know LSP!".

Why is that happening? The answer is because LSP is seen as a methodology only for training workshops. However, we have always seen several functionalities to LSP. So, we started thinking on the best way to include LEGO® SERIOUS PLAY® in the management daily life. The main item that we took into account was the Problem Solving Challenge. We needed a situation where this was crucial: the meetings!!!

We were thinking on several alternatives, such as Sales Meetings or Project Meetings. But we thought about several considerations to use the LSP Methodology: first of all, the meeting should have a pre-established calendar, and finally, the meeting should give us a lot of visibility inside the organization. So, we decided to focus on

a Steering Committee. We would be the LSP facilitators at the Steering Committee although we couldn't take part at the decision making process. At this point, we only needed a company who would like to *serious play* with us.



A key success point was that when we were looking for the CLIENT, we focused on the client goal but not on the methodology. We used the VALUE OFFER as added value in our selling sessions. For example:

- **Everybody participates and gets involved.** That means that all participants have to prepare the meeting previously.
- During the meeting the participants build their individual models and they finally agree on a **Shared Model (it means that all the departments are involved)**.
- This way of doing **increases the individual compromise**.
- While the participants are building their models, they are thinking on the best proposals, so the **final model is stronger and has more consensus**.

Let's dive in to our strategy: We never sell or talk about the LEGO®SERIOUS PLAY® Methodology when we are having the firsts meetings with potential clients. During these meetings we explore the main project requirements, the project goals, what kind of difficulties they have to deal with, etc. Then, we consider a solution (a workshop, some coaching sessions, a course...) and among this solution, we include several tools that we will later on work with explaining the benefits they provide. We never ask the client if he wants to work with LSP methodology and we always highlight the benefits of working with each tool. The tools are always related to the needs, goals and difficulties that the client has initially posed.

For example, we usually work with an insurance company who uses LSP methodology successfully in their Executive Committee. The story stands that a year ago when the new CEO was introduced into the organization realized that in the Executive Committee the members were participating unequally. Some members used to participate a lot meanwhile some others only attended the meetings. It was being hard for her to introduce the changes she wanted in the

company due to the 100% of the Committee was not getting involved. So, she decided to contact us, and we suggested her workshop were everybody would be involved giving ideas and the individual responsibility would be emphasized. We offered her a workshop using the LSP Methodology in one of the sessions as a demo based on Team Work. This demo let us show them how the **LEGO® SERIOUS PLAY®** methodology worked and its benefits.

We prepared a 2 hours long workshop:

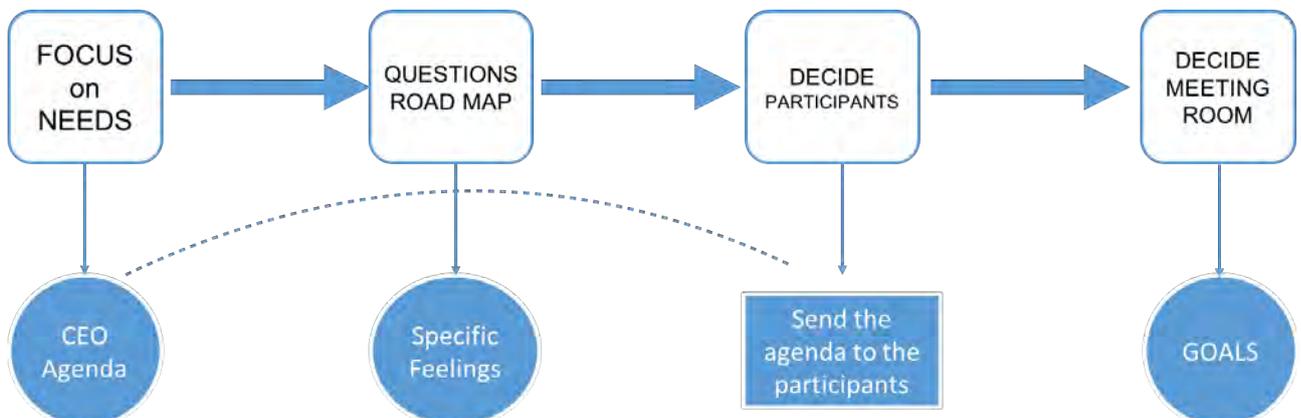
- 30' to introduce the **LEGO® SERIOUS PLAY™** methodology
- 90' to create a Team Work Scenario with the following questions:
 - How do you feel when you work in Team Work in this company?
 - Which competences do you need to feel better?
 - Which connections can we find between them? Feelings & Competences
 - Which inconveniences will you face up to implement them?
 - Build an Individual Action Plan.

Astonishingly, the participation was so high that the CEO wanted to introduce it into the daily Committee's meetings.

But it wasn't that easy. At the beginning, some of the Committee members found it hard to dedicate some time to build ideas instead of expressing them orally in an easier and faster way. However, when they realized that what they have just constructed was better than what they would have said, they knowledge the fact that they'd rather construct. Day by day, this way of doing has become a habit and nowadays, they buy their own materials and all the members of the Committee participate on their meetings. The most introverted and shameful members are giving really good ideas to the project. Sometimes, they use the LSP Methodology in some departmental meetings and they have achieved a better team motivation and a greater involvement of teams.

We have learned a lot from several experiences in Steering Committees, and we have conclude some KEY LEARNING POINTS:

1. **TRANSFORM** the agenda in specific questions - Road Map. Questions must be specific and focused on feelings not in thoughts, to get the committee involved
2. **CREATE** an introduction in every question
3. **INVOLVE** the participants with the present, through "feeling" questions.
4. **CHANGE** the room to held the Steering Committee. You will need a bigger room than usual.
5. Only participants with **DECISION POWER**. Do not accept advisors.
6. **ENSURE** more engagement. People must discuss about the Model not the person.
7. **BUILD** the individual Action Plans



But we also have learned that the selling strategy is important as well:

- First of all, do not sell it! Focus your effort in solving the problems and goals of your client, and offer him/her the LSP Methodology only if it fits in the solution. Sometimes, the problem can be solved by this methodology or sometimes the client profile doesn't match with the methodology.
- Second, focus on the fact that you are a problem solver, not a methodology facilitator.
- Third, you don't need to use always the whole methodology. Sometimes, only some steps are more useful to reach your client's goals.
- Fourth, if the methodology has helped the client to reach his/her goals, then explore the possibility of using the methodology in other areas, but not before.
- Finally, but not less important, never try to sell methodologies to make profitable your investments.

Using this strategy we have had several experiences with teams who have successfully used LSP in repeated occasions.



Good luck to everybody!

Francesc Mas
CEO at TraiCo Projects SL - Barcelona - SPAIN

Mobile Ph. +34609883397
email: fmas@traico.es
www.traicoprojects.com
www.francescmas.com