



THE LSP MAGAZINE.

08 LSP from a neuroscientific point of view

12 Managing self-disclosure events

26 From humble confidence to mastery

38 LEGO SERIOUS PLAY is a wonderful product

ISSUE 3 | Summer 2021

YOU! THE LSP FACILITATOR

At the heart of LEGO® SERIOUS PLAY®



Published by

The LSP Magazine, Smaragd 21, 5345 TL Oss,
Netherlands

Content Management

Michel Cloosterman

Editing

Stephanie Wheeler
Simon Dutton

Concept & Design

Victor Perez Moraga
Rick Dekkers

Photography

Simon Dutton
Michel Cloosterman

Illustrations

Elise van Houten

Advisory Board

Stephanie Wheeler
Jelle de Jong
Michel Cloosterman

Contributions on this edition

Michel Cloosterman, Jelle de Jong, Ellen
Rohaam, Robbert Storm, Pepijn Rijnbout,
Rutger van de Sande, Simon Dutton, André
Meesters, Per Kristiansen, Robert Rasmussen,
Harry Jonker, Monique de Wolf-Extercatte,
Kristina Starkl, Laxman Murugappan, Victor
Perez Moraga, Johannes Rosenberger, Daniel
Ponsen, Kartik Shah, Elise van Houten, Marc
Tassoul.

Pricing and membership

Online: Premium Bricker - US\$39.
1-year subscription including 4 LSP
magazines
Printed copy: US\$15 / €15 (Netherlands only)

ISSN number

2772 - 7149 The LSP magazine (online)

© **LSP Magazine.** No part of this magazine
may be reproduced, stored in an automated
database or made public, in whole or in part,
without written permission from the publisher.

In connection with possible writing errors
and interim changes, no rights can be derived
from the prices and information stated in this
publication.

LEGO SERIOUS PLAY IS A **WONDERFUL** **PRODUCT**

An interview with facilitators

By **Michel Cloosterman**

We have an interview with Monique de Wolf-Extercatte, director/co-owner of Deltex, producer of pillows and duvets. The reason for the interview is the use of the LEGO SERIOUS PLAY method in drawing up a profile for the position of Production Manager. We agreed to use first names in the interview.

[Deltex](#) is a family business with some 47 employees, in which the 2nd generation of owners has taken the company through a change in recent years. The central questions are: (1) are we as management asking the right questions to ourselves, (2) are employees still in the right place and (3) are they willing to develop with us?

In 2020, “the Art of Dialogue”, was asked to organise dialogue sessions with all employees. The Board and the employees took time to talk with each other about the future and everyone’s contribution to it. One of the great benefits from those sessions was that what normally remained invisible was now put on the table and became

visible. These sessions were followed up by a discussion about filling a vacancy for a production manager. “Why not do it with the LEGO SERIOUS PLAY method”, suggested Harry during a consultation.

Monique continues: I was not familiar with the method. It was also not easy to explain the method with words. What did convince me to say ‘yes’? It was important to me that Harry brought this up; based on previous experience, there was trust. It also appealed to me that I, as director, did not have to take the lead in the process. It was clearly indicated that everyone could be involved in compiling the job profile. We, the management, were only asked to think about who we would involve. In the preparatory meeting with Harry, we came up with a group of 6 people who would all be involved with the future production manager. They were employees from the production line, the warehouse, the HR department, the management and a board member. In the briefing beforehand, a dilemma was also raised about the range of tasks, namely: will the production manager also be involved in the production planning?

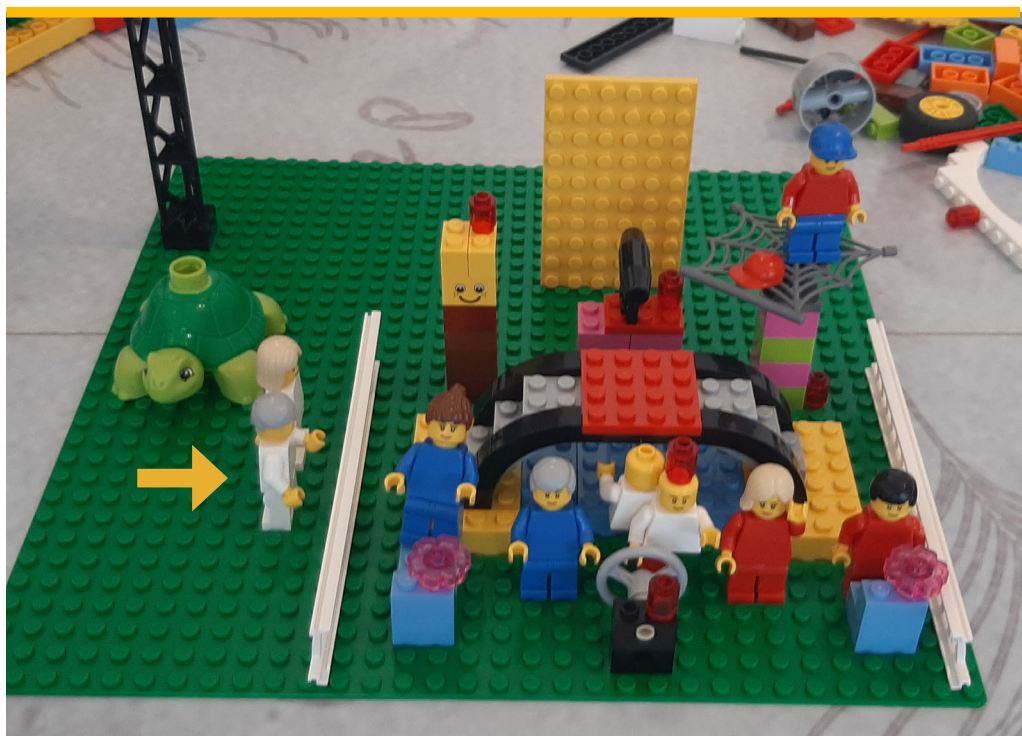
Michel: And then there is the moment the workshop is prepared, participants are invited and you all get to work with the LEGO SERIOUS PLAY method for the first time.

Monique: When I think back to the workshop, I see some scepticism among the participants in the beginning. In our company we work hard and we help each other when it is busy. The moment we asked our employees to participate in the workshop, as a board member/owner, I indicated that it was very important for us to work together at the same time, as equals. In short, I made it clear that for this workshop we would be pressing the “pause button” for a while, it was all about making time to build with each other. And it soon became clear during the workshop that everyone got involved, they really leaned in and anyone’s position within the company played no role.

Moments during the workshop:

Monique: One of our employees is an experienced LEGO builder. For him, there were not so many challenges in building. And for a while, scepticism seemed to take over. We then asked him to help other participants and that immediately brought the commitment back.

Harry: I remember a nice moment. The profile of the production manager was built. Part of the process was, the position in relation to employees, colleagues and management. You might think that the management would stand next to the production manager. During the workshop, however, that position changed a few times until it became clear that the group agreed on the following:



THE LEGO MODEL
Shared perspective

Michel: How do you experience the result and outcome of the workshop?

I look back with pleasure and satisfaction, “the result was more than I expected”. Generally speaking, when I think of creating a job profile, I experience it as time-consuming. Questions to arrive at an unambiguous profile often lead to more questions and even more words to make clear what kind of image you have in your head; especially when it comes to the soft skills required. Sometimes there is already a kind of concept profile and you can hardly start ‘blank’. Now, in this workshop with the LSP method, including 6 people out of the company, who all have images in their heads, we arrived at one clear result in about 3 hours’ time. This would not have been possible without LEGO SERIOUS PLAY!

It is important to mention that we had fun together while talking about serious topics. For example, during the workshop it became clear that we are dealing with two functions. An image that arose during the workshop and that is so clear to me was that a lot of LEGO bricks on the table formed a kind of hectic world and in between there were two clear function profiles; the production manager surrounded by people, the hustle and bustle. And a new profile of a production planner, taking care of all

necessary aspects of effective scheduling.

The photos and film were also a great help for us and for the recruitment agency. We were able to look back at each moment and use the photos and film to make it very clear what should be in the profile. The recruitment agency also felt the same way.

And finally, I would like to emphasize once more that it was made possible to do it together, that it is great that people cannot build things wrong, but can put forward their views very clearly, that all layers of the organisation were talking to each other and that we had fun together.

Monique: I have become an ambassador for this method. It creates order in the chaos. If you are at a loss, if you are not focused ... pick up LEGO SERIOUS PLAY?

THE ART OF DIALOGUE – A MOMENT OF SHARING

Despite the recent challenging months, there were moments in the Netherlands where it became possible to train people in the LEGO® SERIOUS PLAY® method. Harry Jonker and Dick van Dommelen decided to add the LSP method to the toolbox within their company “the Art of Dialogue” and were trained in November 2020 and March 2021. One of their first projects was to develop the profiles of a pro-

duction manager and a production planner for one of their clients.

Harry reflected with me on a couple moments of preparation and developing the workshop. He also shared his document with the questions for you to benefit from.

Harry explains: Initially we were asked to help the board on creating a dialogue within the company. During that process we came to talk about the open vacancy of an operations manager. And that position turned out to be a challenging one. Why? Because the communication channels in a company of about 50 employees are very short. Everyone knows each other, the board knows everyone. There was also a discussion going on whether they wanted an operations manager or to split the tasks into a production manager and a planner. Working in such a dynamic organisation means either you know how to deal with it or get squeezed between them. A second point of attention was the preparation of the workshop. It was not so much the question of using the method. But who would be invited and how much time would be involved, taking people out of the production? The great result of that conversation was that the board decided that this was an investment in the future; that a few hours away from operations really didn’t matter. So, you could say Dick and I talked with the board in

our role as “advisors”.

Now we came to the point of designing the workshop. And our challenge was to bring the right questions to the table, establish an equal playing field where everyone participated and challenge ourselves to work as facilitators the way we practiced it in our 4-day training.

Harry recalls one moment where he fell into a trap and at the same time experienced the power of the method again. The participants created two profiles, on differ-

ent plates positioned next to each other. It was that moment where we wanted to record the stories, one by one. So, for practical reasons Harry took one of the shared models apart, so there was a clear view on the other model. From the atmosphere in the room and the response of the builders, it felt like he was struck by lightning; he touched THEIR models.

Harry continues: I remember also a moment where Dick became too involved, as if he was part of the group. That led to a dynamic where

the participants started looking and talking to him, instead of amongst each other. The fact that Dick and I were both there was very helpful. Because I could observe and during a brief pause I could share that observation with Dick, so it became possible for him to take a step back again.

We hope the sharing of our experience and workshop helps our colleagues both in the Netherlands and abroad.



A WORKSHOP
The team at Deltex

The LSP Magazine, Smaragd 21, 5345 TL Oss, Netherlands
Write us to editors@lspmagazine.com

