

SAMPLE WORKSHOP GUIDE

# LEGO® Serious Play®

## Introductory Team Session

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*A hands-on facilitated experience using structured play to surface individual perspectives, build shared understanding, and explore what high-performing collaboration looks like in your organization*

**Format:** 90-minute in-person or virtual workshop

**Audience:** Teams of 4–14; works across levels and functions

**Delivery:** Certified LEGO® Serious Play® facilitator (Association of Master Trainers); in-person or virtual with kit shipment

**Session Type:** Introductory experience; serves as an entry point to longer LSP engagements or as a standalone teambuilding session

## About This Document

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This guide is a complete facilitator blueprint for an introductory LEGO® Serious Play® (LSP) session — shared here as a portfolio sample to illustrate how Bailey Learning Works applies this methodology in corporate team contexts. It reflects the full question-construct-share-reflect cycle that defines the LSP approach, with the facilitation detail that separates a well-run session from a brick-building activity.

What you'll find inside:

- The rationale for using LSP as a team learning tool
- A session agenda with timing and segment structure
- The three-phase build sequence with challenge questions and facilitator moves for each
- Debrief protocol for extracting insight and commitment from the experience

### About LSP certification

LEGO® Serious Play® is a facilitated methodology developed by the LEGO Group and refined through the Association of Master Trainers (AMT). It is not a game, an icebreaker, or a novelty exercise. Effective LSP facilitation requires certification in the methodology, adherence to a structured design framework, and the ability to read a room and guide meaning-making in real time. Bailey Learning Works holds AMT certification and has applied LSP in manufacturing, professional services, and corporate team contexts.

## Why LEGO® Serious Play®?

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Most team meetings produce the same result: the same three people talk, the same assumptions go unchallenged, and the real thinking happens in the parking lot afterward. LEGO® Serious Play® is designed to fix that.

The methodology is built on a body of research showing that hand-based work activates different cognitive pathways than verbal discussion alone. When people build, they externalise knowledge they cannot easily access through language. The model becomes a shared object that holds and communicates ideas, making implicit thinking visible and discussable in a way that a slide or a whiteboard rarely achieves.

In practice, this means:

- Every participant builds. Every participant shares. There is no observer seat.
- The model does the talking. Facilitators ask about the model, not about the person — which lowers defensiveness and surfaces more honest thinking.
- The process is structured, not freeform. The question-construct-share-reflect cycle ensures the session produces real insight, not just a fun hour with bricks.

Teams that have used LSP consistently report surfacing perspectives they did not know existed, reaching shared understanding faster than traditional workshops, and leaving with clearer commitments. The methodology is particularly effective for complex, ambiguous challenges where the problem itself is not fully defined.

### **What LSP is not:**

*LSP is not a creativity exercise or an icebreaker — though participants consistently describe it as one of the most engaging experiences they've had in a work context. The bricks are the medium for structured, facilitated thinking about real business questions. The reason it works is precisely because it doesn't feel like another meeting.*

## Session Overview

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### Session Purpose

This introductory session has two interconnected goals. The first is methodological: to familiarise participants with how LSP works — the core cycle of building, sharing, and reflecting — so that more substantive future sessions can go deeper, faster. The second is substantive: to surface individual perspectives on team collaboration and begin building a shared picture of what high-quality teamwork looks like in this group.

Both goals matter. Teams that skip the introductory experience and go straight to complex builds often stall. The skill-building phase is not warm-up filler — it is the scaffolding that makes the rest of the session work.

### Learning Outcomes

By the end of this session, participants will have:

- Experienced the full LSP cycle: question, construct, share, reflect
- Built confidence with the bricks and the practice of sharing via model
- Articulated what they personally value about working with this team
- Explored and shared a vision of ideal collaborative teamwork
- Heard perspectives they may not have encountered through conventional meeting formats

## Session Agenda

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Time	Segment	Activity
0:00 – 0:10	<b>Welcome &amp; Setup</b>	Check audio/video (virtual) or room configuration; inspect materials; establish ground rules
0:10 – 0:15	<b>Introduction to LSP</b>	Orient participants to the methodology and the session structure
0:15 – 0:35	<b>Build 1 — Skill Warm-Up</b>	Tower build with constrained bricks; first share and facilitated reflection
0:35 – 0:55	<b>Build 2 — Story Build</b>	Structured build from reference model, then modified to answer a team question
0:55 – 1:15	<b>Build 3 — Vision Build</b>	Open build: the ideal collaborative team
1:15 – 1:30	<b>Debrief</b>	Personal reflection, team reflection, and commitment

## The LSP Facilitation Cycle

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Every build in an LSP session follows the same four-step cycle. Understanding this cycle is what separates facilitated LSP from unstructured brick play. The cycle is repeated across each build, with increasing complexity and depth as the session progresses.

<b>QUESTION</b>	The facilitator poses a focused challenge question. The question is the unit of design — it determines what kind of thinking the build will surface. Good LSP questions are open, grounded in the participants' real context, and cannot be answered with a list.
<b>CONSTRUCT</b>	Participants build. No talking, no planning out loud — hands engage first. The instruction to 'trust your hands' is not mysticism; it is a technique for bypassing the self-editing and social performance that kills honest thinking in group settings.
<b>SHARE</b>	Each participant shares the story of their model. The facilitator asks questions of the model, not the person ('Tell me about this piece — what does it represent?'). Every person shares every time. No exceptions.
<b>REFLECT</b>	After all models are shared, the facilitator guides the group to notice patterns, differences, and surprises across the builds. This is where insight lives — in the space between what one person built and what another built.

## Detailed Facilitator Guide

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### Welcome & Setup | 10 minutes

**Purpose:** Confirm logistics, establish the ground rules that make honest participation possible, and orient participants to what is about to happen.

#### Ground Rules

Two agreements are established at the outset — co-created, not imposed:

- There are no right or wrong answers. No right or wrong stories. Every model represents something real about the person who built it.
- Phones and email are set aside. This is not multitasking time. The quality of the experience — and what the team gets from it — depends on full presence.

These are not courtesy agreements. They are the psychological conditions that allow people to share something they built rather than something they rehearsed. If the room does not feel safe enough to build honestly, the methodology does not work.

## Facilitation Notes

- For virtual delivery: confirm audio, video, and camera angle before beginning. Participants need to be able to clearly see each other's models — this is not optional.
- For in-person: inspect each participant's material set. A missing brick type mid-build breaks momentum.
- Invite participants to make a 'pointing stick' from a small LEGO element. This is a low-stakes first interaction with the bricks and normalises touching them before the builds begin.

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## Introduction to LSP | 5 minutes

**Purpose:** Set expectations and remove the anxiety that many participants bring about 'doing it wrong.'

Key framing points to land in this segment:

- This is an introductory experience. Today's session is the entry point — a first look at what LSP can do. It is deliberately structured to build familiarity before depth.
- The structure is simple: question, construct, share, reflect. This cycle repeats across three builds, each one going a little deeper than the last.
- The bricks are a language. Participants do not need to be creative. They do not need to be good at LEGO. The bricks give form to thinking that is already there — the build just makes it visible.

### Facilitator note on tone:

The most common participant anxiety at this stage is 'I'm not creative' or 'I'm not good at building things.' Acknowledge it directly and dismiss it warmly. The goal is not aesthetic. A pile of two bricks that tells the right story is a better model than an architectural marvel that says nothing.

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## Build Sequence | 60 minutes

The three builds progress in a deliberate sequence: from constrained and technique-focused, to reference-based and personally meaningful, to open and visionary. Each build asks more of participants than the last — and because they have successfully shared once or twice already, each subsequent share comes more easily.

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### Skill Warm-Up: Tower Build *20 min*

Participants build a tower using only a constrained set of bricks (two specified colors), then place a minifigure on top. The constraint is intentional — it removes the paralysis of unlimited choice and focuses

### Facilitator moves

- Give clear, simple instructions. Specify the bricks; state the time (3 minutes).
- Resist the urge to fill silence during the build. Let hands work.

attention on the act of building rather than what to build.

- After builds: 'Who wants to start?' then ask about their tower — not their thinking process.
- Reflect after all share: 'Look at how different these are. Same bricks. Same challenge. Different minds.'
- Name the insight: 'This is how the session works. Your answer will always look different — and always be right.'

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### Story Build: Team Experience *20 min*

Two-step build. Participants first replicate a provided reference model (this practises following instructions and working with an unfamiliar set). They then modify that model to answer the first substantive challenge question. The modification step is key: it signals that the model is a starting point, not a fixed answer.

**Challenge:** *What do you value about working with this team?*

#### Facilitator moves

- Step 2.0: 'Build this model as best you can. 7 minutes.'
- Step 2.1: Introduce the challenge question. Allow 3 minutes to modify.
- Remind: 'Start building even if you don't know what you're building yet. Trust your hands.'
- During share: point to model elements. Ask what specific pieces represent.
- Do not summarise or interpret for participants. Let the model speak.

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### Vision Build: Ideal Collaboration *20 min*

The most open build of the session. No reference model, no constraint. Participants build their own vision of what ideal collaborative teamwork looks like. This is where the methodology moves from warm-up into genuine team intelligence work. The range of models that emerge from this question — and the conversation they generate — consistently surfaces assumptions that no meeting agenda would reach.

**Challenge:** *Build a model of what the ideal collaborative team looks like to you.*

#### Facilitator moves

- Introduce the challenge question. Allow 7 minutes.
- Remind participants: 'We use stories to explore the future, make sense of the present, and share the past.'
- During share: invite participants to ask each other questions about the models.
- Notice and name differences: 'That's interesting — your model has X and hers has Y. What does that tell us?'
- Do not rush toward consensus. The differences are the data.

## Debrief | 15 minutes

**Purpose:** Move from individual experience to collective insight, and from insight to intention.

The debrief is where the session's value is consolidated. Without it, participants leave with a collection of individual stories. With it, they leave with a shared picture — and the beginning of shared language for what collaboration means in their specific context.

### Personal Reflection (5 min)

Participants reflect individually before sharing. Three questions:

- What did you notice — about yourself? About others?
- What surprised you?
- What is one thing you could do differently, starting tomorrow?

### Team Reflection (7 min)

Facilitator-guided discussion on patterns across the builds:

- Where did the models align? What does that shared understanding enable?
- Where did they diverge? What does that divergence tell the team about assumptions that have never been named?
- What did you hear that you would not have heard in a normal team meeting?

### Close (3 min)

One question to each participant: 'What is one word or phrase that captures what you're taking from today?' Go around the room without discussion. Close the session on that note.

#### Facilitator note on the debrief:

Resist the facilitation instinct to synthesise too early. The most valuable debriefs happen when participants sit with complexity rather than being handed a tidy conclusion. Your job is to ask good questions, not to arrive at an answer for them.

## What This Session Enables

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An introductory LSP session is complete on its own — teams leave with real insight and shared experience. It also serves as the foundation for more substantive LSP work.

Deeper LSP engagements can address a wide range of complex organisational questions: defining shared values, stress-testing strategy, surfacing assumptions embedded in team culture, or navigating a significant change. The introductory session makes those deeper sessions more productive by ensuring participants know the methodology, trust the process, and have experienced the value of what a well-facilitated build can surface.

If a team leaves today's session and immediately wants to go deeper — that is a reliable signal the methodology is working.

## Let's Talk About What This Could Look Like for Your Team

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Every LSP engagement begins with a conversation about the challenge you are actually trying to solve — because the question design is everything. The bricks are the medium, but the challenge question determines whether participants leave with a shared story or a genuine shift in understanding.

If you are curious about whether LEGO® Serious Play® is the right tool for a challenge your organisation is facing, or if you want to understand how it fits into a broader learning or team development strategy, I would welcome the conversation.

### **Bailey Learning Works**

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