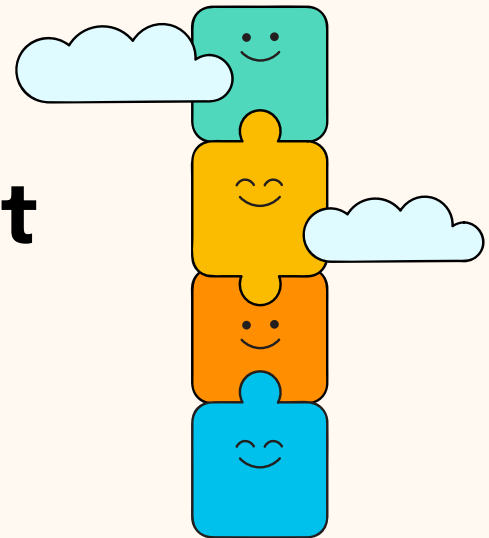


CASE STUDY

Building Team Alignment and Collaboration Using Lego Serious Play



About the Client

A leading global provider of healthy, safe, sustainable, and intelligent building and cold chain solutions. With a long history of innovation, the organisation is committed to making the world safer and more comfortable for future generations. Its Indian subsidiary plays a significant role in this mission by leveraging its world-class, diverse workforce that puts the customer at the center of everything they do.

Background

The senior leadership team of the Indian subsidiary, made up of 12 members from different functional areas, had recently gone through a leadership change with the appointment of a new, dynamic Managing Director (MD). Along with this transition, the team was also navigating a mix of direct and matrix reporting structures. This created a clear need to build stronger alignment within the group.

The leadership team wanted to break down silos, build a shared sense of purpose, and strengthen trust and collaboration.

To support this, FocusU was brought in to design and deliver a one-day Lego Serious Play (LSP) workshop tailored to these goals.

Problem

The senior leadership team was finding it challenging to align on decisions and collaborate effectively. With the new leadership structure in place, the team needed to realign their goals and work more closely together to move the company's mission forward.

Solution

We proposed a comprehensive one-day LSP workshop designed to bring the leadership team together and align them around a common vision. The LSP methodology was chosen for its ability to foster deep conversations, build trust, and help teams co-create solutions through the use of Lego bricks and facilitated discussions.

LSP is a methodology that originated in Denmark. Rooted in the notion that solutions often emerge from within the group, LSP harnesses the collective wisdom of participants. By integrating Lego bricks and facilitated dialogues, the team was guided toward collaboratively envisioning the future. This process ensures that each member wholeheartedly invests in the shared vision they collectively create.

The workshop was structured into four parts:



Part 1: Introduction to LSP, where participants engaged in initial challenges to familiarize themselves with the LSP process and built Lego models to explore leadership qualities of "Inspirational Boss" and "Nightmare Boss."

This is a proven start to a LSP workshop and serves a two-fold purpose - to see differences between participants' play out; and to help get them comfortable in using embedded metaphors.



Part 2: Reflection on the current state of the team, where participants built models representing their core strengths and identified underutilized resources and skills.

The purpose was to give each team member the opportunity to reflect upon, share with others and build a shared understanding of what each of them sees as core strengths of the team & "hot pockets" of resources and skills that are underutilized currently.



Part 3: Visioning exercise, where the team collaboratively built a shared model representing their aspiration for the next year, focusing on how they wanted to be perceived as a leadership team.

The purpose was to end up with ONE shared model for the team. This model tells the story about the legacy that this team would like to create in the next three years together – a short-term, reachable and realistic vision.

Indirectly, it helped to identify some of the challenges the team has and formulate this as a positive aspiration they can work towards. Sharing the story of the team – as each individual sees it, is important in terms of getting everyone on the team on the same page.

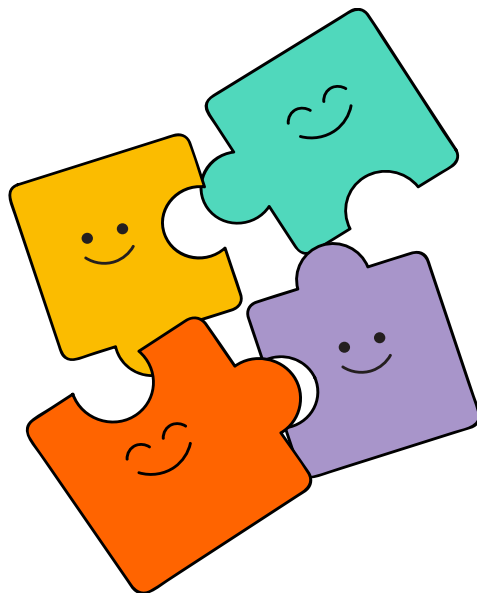


Part 4: Development of Operational Wisdom Principles, where the team formulated simple guiding principles or mantras to keep top of mind in their daily operations, in order to achieve the ideal state as defined by them itself.)

Impact

The LSP workshop left a significant impact on the leadership team:

- **Aligned Vision:** The team successfully created a shared vision for the subsequent year, providing a clear direction and aligning their efforts towards common goals.
- **Enhanced Collaboration:** The workshop fostered open communication and collaboration, helping the team to break down silos and work more cohesively under the new leadership structure.
- **Trust and Commitment:** The process of co-creating a vision and guiding principles strengthened the team's trust and commitment to each other and to the company's mission.





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