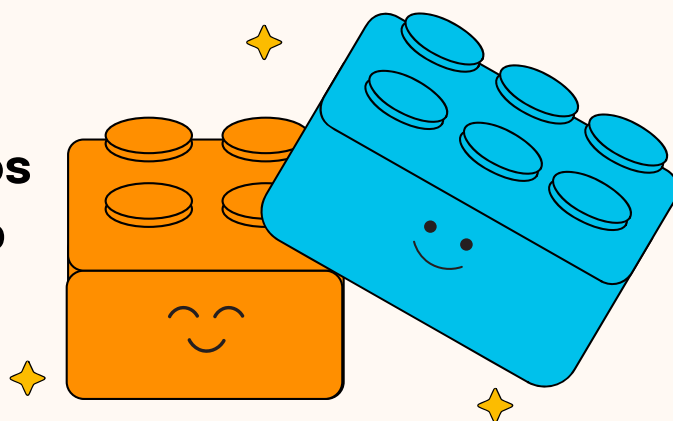


CASE STUDY

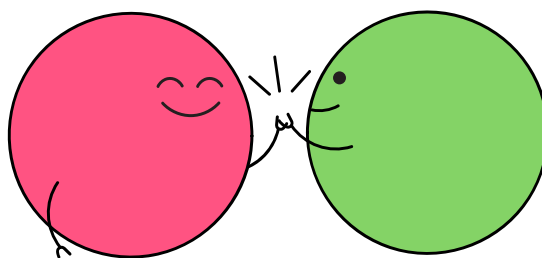
How Lego Serious Play helped a leading global chemical manufacturer's Executive Leadership team to break silos and work together to develop a common vision for growth, expansion and sustainability



About the Client

The client is a leading global chemical manufacturer that integrates social responsibility, environmental preservation, and economic success to ensure a sustainable future. They have over 111,000 employees who work across six major sectors: Chemicals, Materials, Industrial Solutions, Surface Technologies, Nutrition and Care, and Agricultural Solutions.

In 2022, they produced a whopping €87.3 billion in sales with effective manufacturing, promoting, and selling of plastics, chemicals, performance goods, and crop protection products. Shares of the company are listed on American Depositary Receipts in the US and on the Frankfurt Stock Exchange.

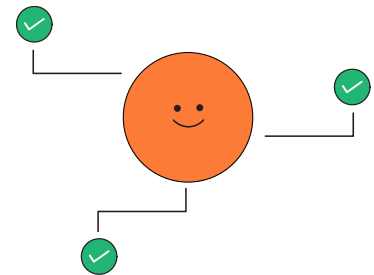


Background

The client sought to improve cooperation amongst its senior leaders so that they could work better towards creating a shared vision for the future. The team struggled to develop a more agile and innovative mindset to stay competitive in the evolving marketplace.

Even though they led the chemical industry in terms of market share, the senior leadership team was having problems with the following:

- Develop skills to foster teamwork and achieve common goals
- Gain strategies to inspire innovation and keep creative projects moving forward
- Embrace and drive change as an opportunity for growth
- Align strategies to maintain focus and drive organizational success



The client approached FocusU with a distinct objective to plan an immersive program for their Executive Leadership Team, which includes department heads and CXO.

The objective was to equip their executive leadership with the skills and mindset needed to lead with a vision; to enable the team to push boundaries, question the status quo, develop trust, value differences, and improve their performance for a future-ready organization.

Solution

We designed a two-day workshop, titled "Breaking Boundaries & Creating a Future-Ready Organization," for 35 members of their senior executive leadership team.

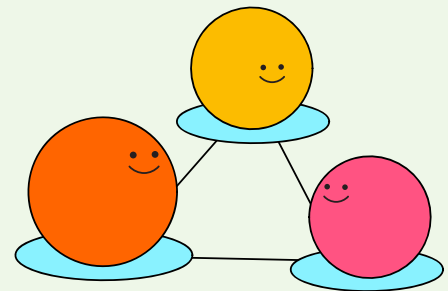
During the two days, we conducted numerous indoor and outdoor activities based on the experiential learning methodology. These were designed on the Kolb's Experiential Learning Theory which emphasises the need for the following four stages - concrete experience, reflective observation, abstract conceptualisation and active experimentation - for effective learning. We designed the learning on these four stages to enable participants to hone their critical thinking skills and embrace a growth mindset.



Day 1

The first day kick-started with an ice-breaking welcome session to loosen up the participants and prepare them for an engaging day.

Following this, a geo-hunt Olympic challenge was conducted to foster exploration, teamwork and collaboration, situational leadership, and friendly competition. For collaborative problem-solving exercises, ancient Vedic puzzles, relay tic-tac-toe, dizzy football, and a cross-fit challenge were recreated.





Day 2

The second day started with the participants being introduced to the Lego Serious Play (LSP) Methodology through various fun challenges like building a tower or building models to tell a story about an inspirational day or a bad day at work. These activities laid the foundation for the bigger problem areas that the training aimed to tackle - strategic thinking and team collaboration skills.

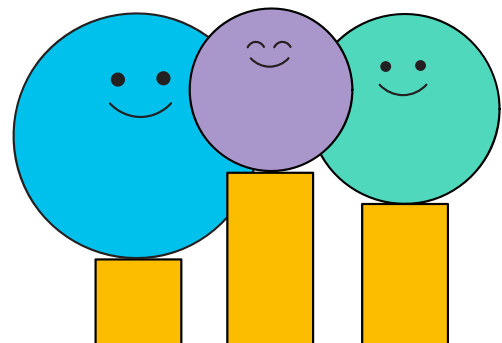
Each member was asked to build a model of how they envision their organization in the future and share their perspectives with the entire team. This provided a chance for each team member to benefit from the viewpoints of other members, who may be aware of blind spots or other details that they may have missed on their own. (This is one of the reasons why LSP was used a methodology for this session).

As a finale, the group then worked on forging all the distinct insights together into a cohesive image that represents their team's future. To do this, the LT as a whole was asked to influence, negotiate, and vote for the components from each group that best fit the final model.



Why LSP?

LSP enabled each leader to participate wholeheartedly. Further, it also enabled understanding connections and relationships between participants and their environments in fresh and insightful ways.



Results and Outcomes

The experiential training methodology, using Kolb's Experiential Learning Cycle, turned out to be an excellent solution for achieving the desired learning outcomes.

Lego's Serious Play with an effective combination of indoor and outdoor combination yielded the ideal requisite outcomes for the senior leadership team of the company as follows:



The executive leadership team underwent a cultural shift, which promoted a more open, collaborative, and trustworthy work atmosphere.



Team members started to dismantle organizational silos, improve communication, and play to each other's strengths to achieve group success.



Participants showed a marked change in perspective, moving from a reactive to a proactive approach to innovation and change.



The group adopted fresh perspectives and experimented with cutting-edge methods of problem-solving.



The team developed a common vision for guiding the company towards expansion and sustainability in the future.

This resulted in an increased ability to surmount internal obstacles, cultivate a collaborative and innovative culture, and establish the organization for sustained success in the competitive chemical manufacturing sector. It helped in unleashing previously unrealized potential, improving operational efficiency, and establishing a future-ready organization well-positioned to prosper amidst ever-changing market conditions.



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