You can discover more about a person in an hour of play than in a year of conversation.

Plato

SESSION OBJECTIVE

Explore & understand Agile Mindset & Behaviours

Introduction to LEGO® SERIOUS PLAY®

Introduction to Collaboration in Action

How would you support Agile projects and programmes

Parag Gogate

- **Founder – Change Innovation Lab**
- **11 yrs hospitality operations experience**
- **11 yrs organisational change programme and projects**
- **APM's Enabling Change SIG – Research, Innovation & Collaboration**
- **Agile Business Consortium – Culture & Leadership research**
- **Co-author – Introduction to Managing Change Guide**
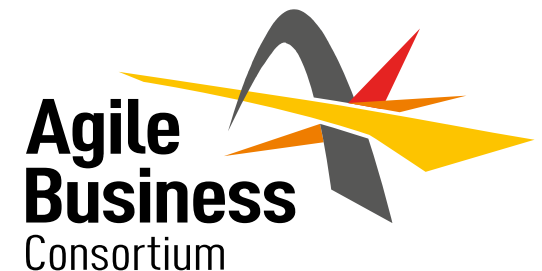
CHANGE INNOVATION LAB™

BUILDING CHANGE CAPABILTIY + AGILITY

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🐦 @paraggogate

👤 **EXPERIENTIAL**

💡 **INNOVATIVE**
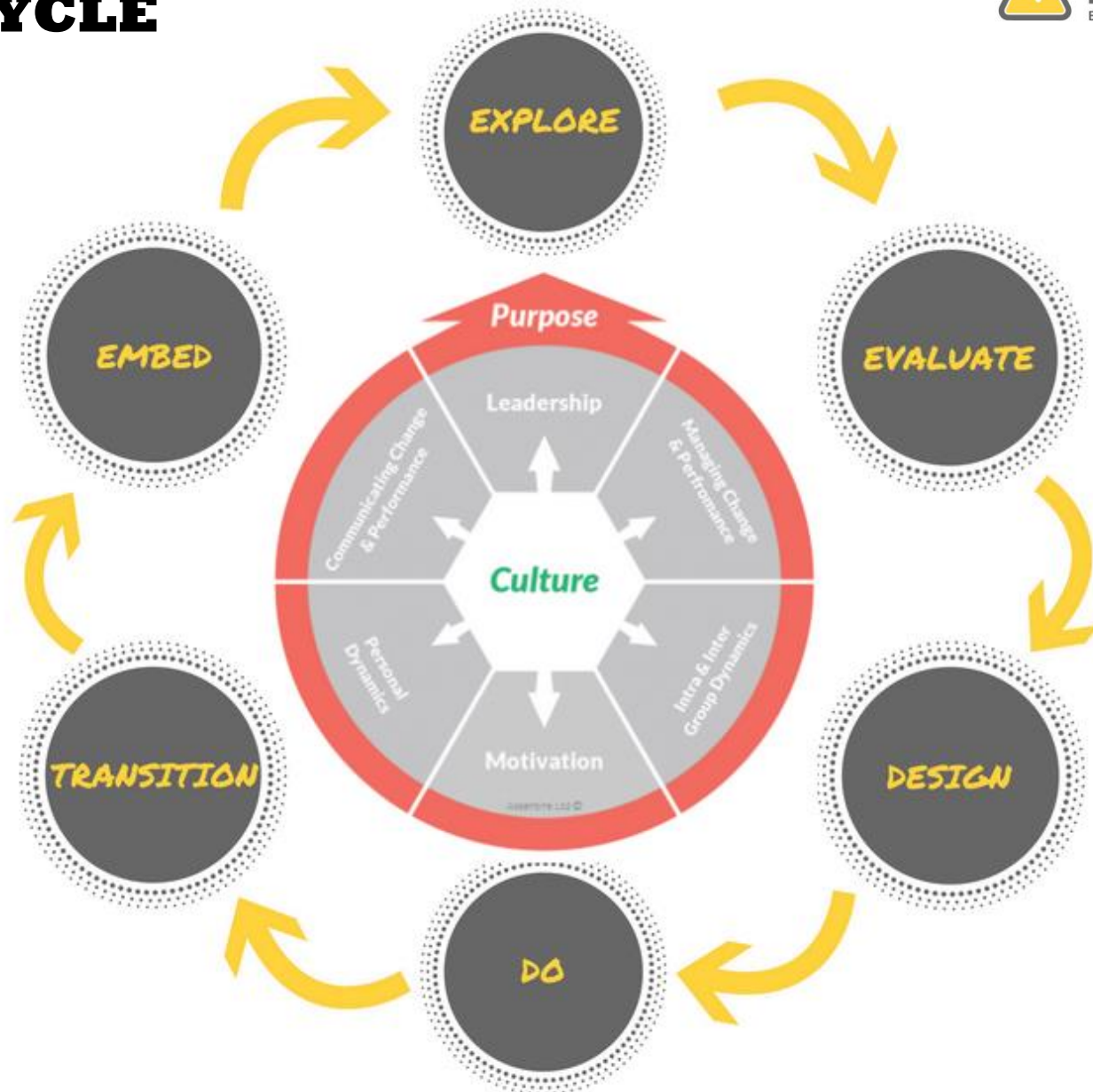
🧪 **TRANSFORMING**

🔄 **ACTION LEARNING**

SUITE OF TOOLS, TECHNIQUES AND APPROACHES

ORGANISATIONS, TEAMS AND INDIVIDUALS

SIMULATIONS, GAMIFICATION, SERIOUS GAMES AND PLAY

UNDERPINNED BY RESEARCH, THEORY AND PRACTICE

ORGANISATIONAL CHANGE LIFE-CYCLE

BUILDING CHANGE CAPABILITY & AGILITY

For senior leaders to lead change – hearts, head and hands

For project and programme practitioners to design, deliver & transition change

For change practitioners to design, transition & embed change

For managers and team leaders to guide people along a change journey
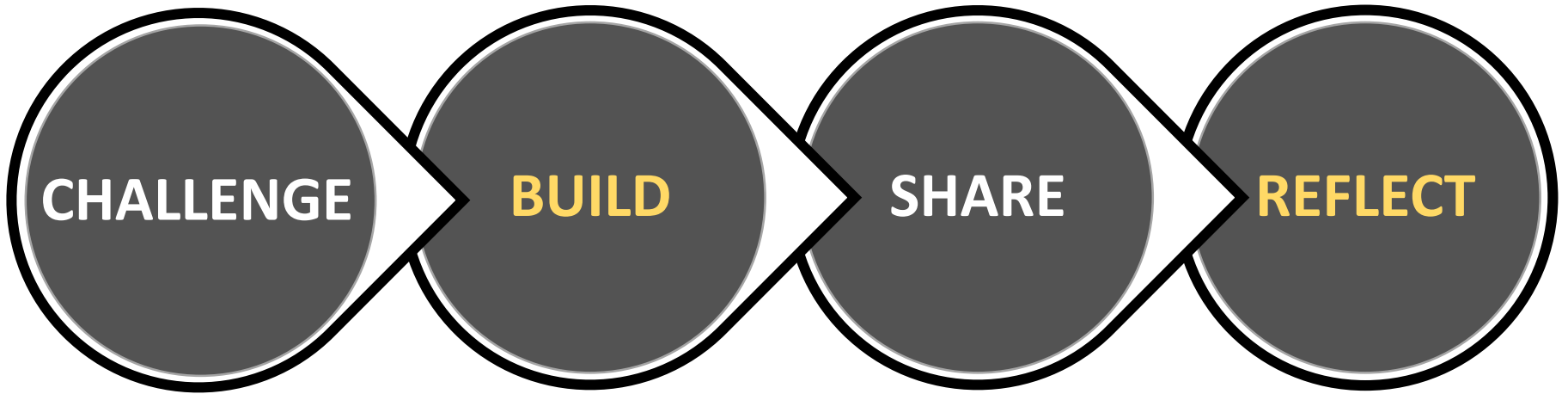
For individuals to adapt and grow through change

CASE STUDIES

LEGO® SERIOUS PLAY® PROCESS

CHALLENGE → **BUILD** → **SHARE** → **REFLECT**

WHAT IS LEGO® SERIOUS PLAY®?

- **Innovative, experimental facilitated technique**

- **Designed to enhance innovation & business performance**

- **Hands-on, minds-on approach**

- **Produces deeper, more meaningful understanding of the world and its possibilities**

- **Deepens the reflection process**

- **Supports effective dialogue**

- **Taps into human ability to imagine and to make sense of**
  - **Issues at hand**
  - **Initiate change and improvement**
  - **Create something radically new**
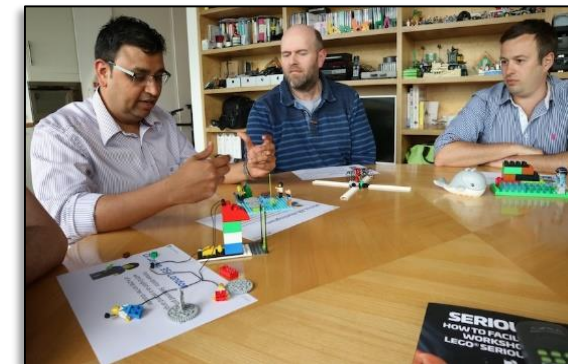
WHAT LEGO® SERIOUS PLAY® IS NOT?

- **Not a fun, ice breaker exercise**

- **Not a tool for building organisational diagrams**

- **Not a tool for training exercises**
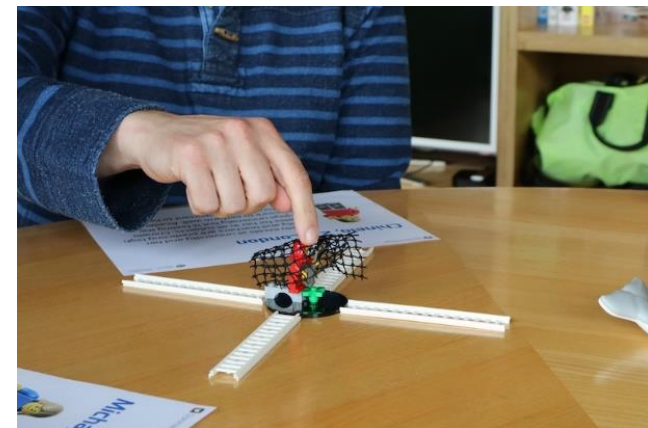
- **Not a tool for planning workplaces or physical environments**

- **Not about communication or persuasion**

- **Not a child's play**

Lego bricks can be used for above purposes but that is not Lego® Serious Play®

WHY LEGO® SERIOUS PLAY®?

- **Unlocks the potential of individuals and groups**

- **Encourages everyone to participate, contribute and commit to a solution**

- **About solving complex problems by building Lego models**

- **Metaphors in the models serve as basis for group discussion, sharing & problem solving**

- **Combines visual, auditory & kinesthetic styles**

- **Caters for different learning styles - reflectors, thinkers and doers!**

- **Developed by Lego Group over 20 years of research, grounded in:**
  - **Psychology**
  - **Systems thinking**
  - **Complexity theory**
  - **Design thinking**

TYPICAL APPLICATIONS OF LEGO® SERIOUS PLAY®

Scenarios

Strategy

Vision

Innovation

Team Building

Idea Development

Values & Behaviours

Coaching

LEVEL 3
System models

LEVEL 2
Shared models

LEVEL 1
Individual models
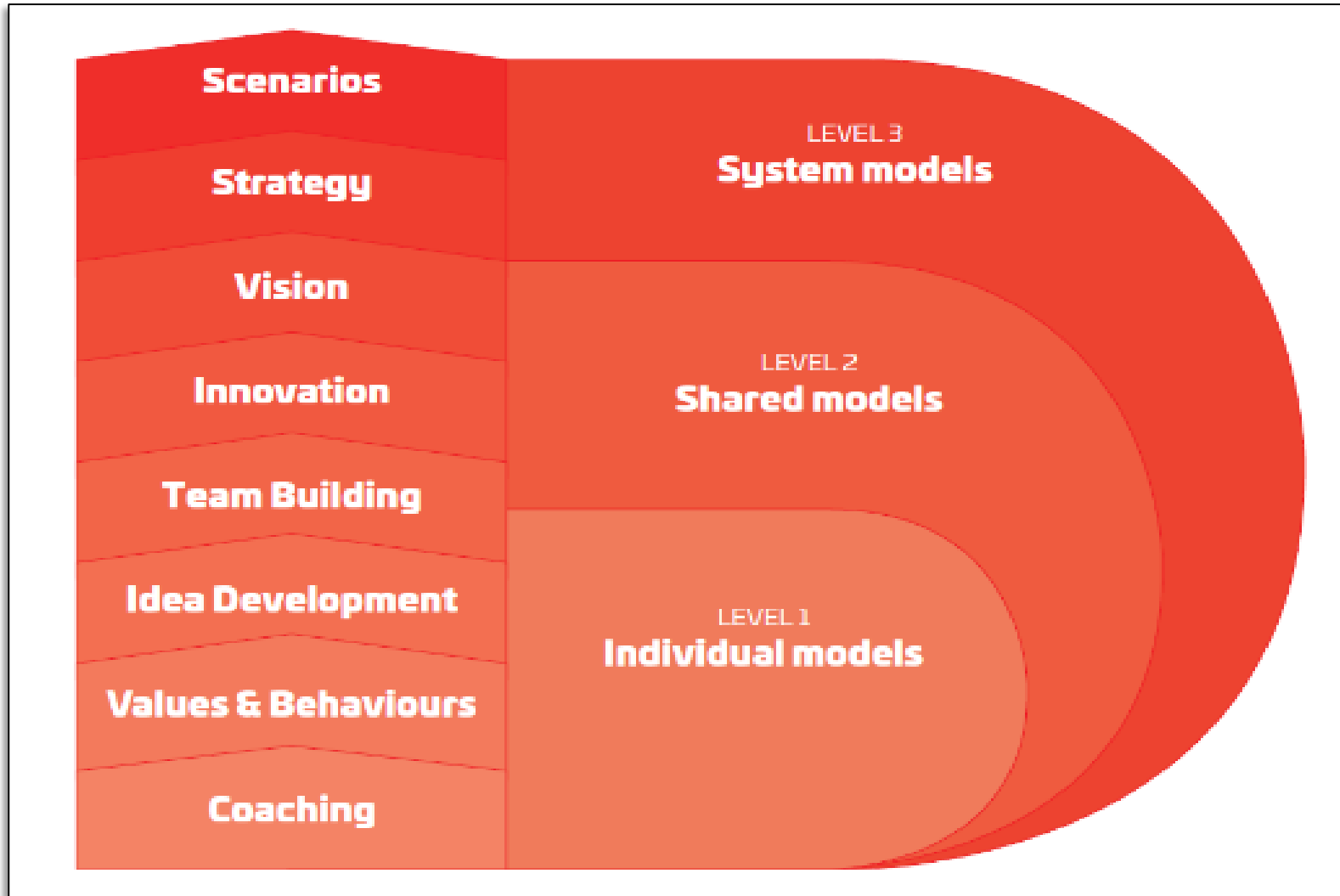
CHARACTERISTICS OF AGILE TEAMS

- ## Doing Agile
  - ### Scrum, XP, Lean, Kanban, Agile Project Management, etc
  - ### Agile teams – autonomous, self-organising, self-managing & collaborative

- ## Being Agile
  - ### Adaptable
  - ### Resilient
  - ### Responsive
  - ### Flexible

EXPLORING LEARNING DYNAMIC

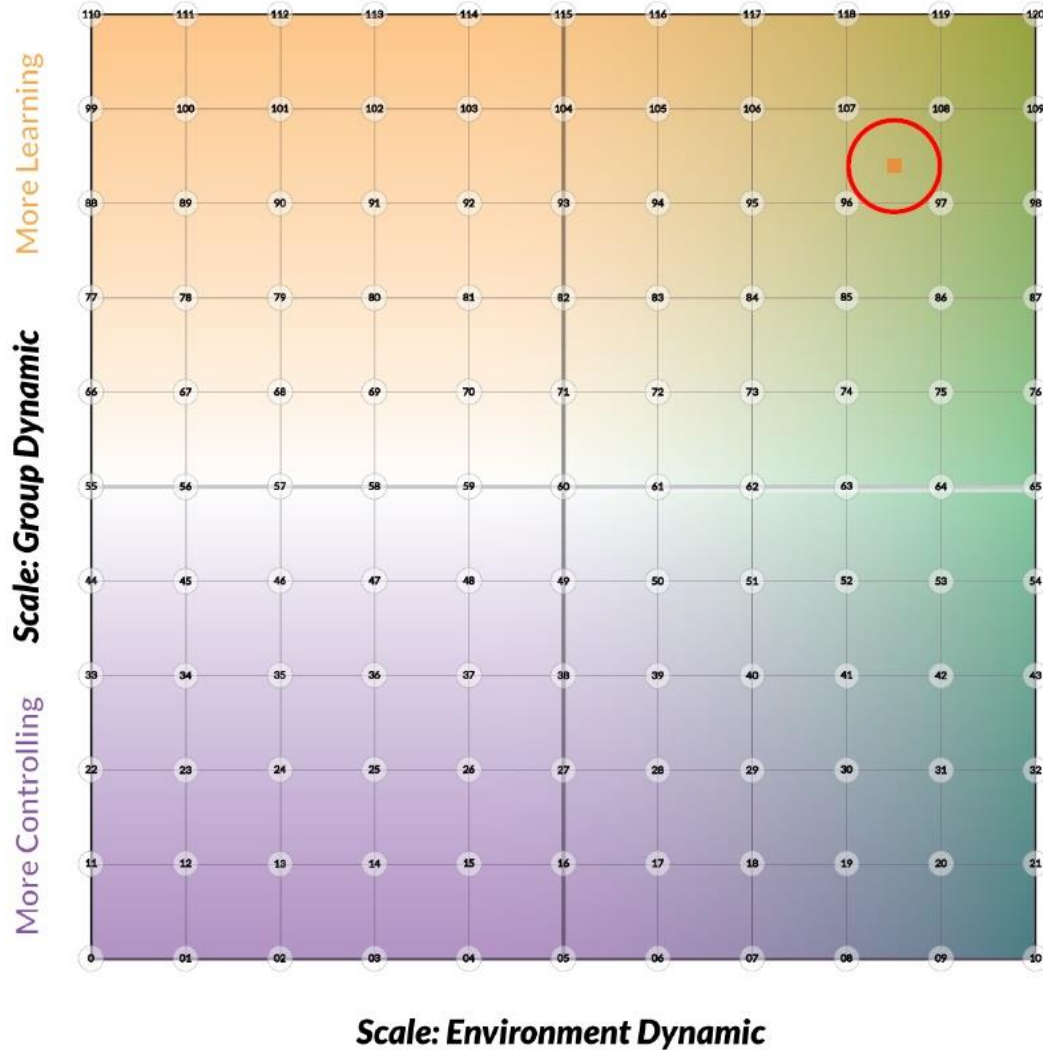| |
|---|
| #1. When a group member expresses a different view or position, his or her reasoning is explored in an open and inquiring way, e.g. I wonder why you have that view? |
| #2. Members of the group/team are keen to hear the views of others, even those issues that may be seen elsewhere as 'undiscussable', such as the 'Elephant in the room'. I see this all the time. |
| #3. I commonly hear members of the group/team testing their own assumptions and inferences as well as those of others |
| #4. It is common that members of the group/team explore and design different approaches jointly rather than individually |
| #5. Members of the group/team around here are happy to share relevant information, not keeping it private |
| #6. There is quite a high level of trust across the group/team |
| #7. It is rare to encounter misunderstandings, unproductive conflict and defensiveness in the group/team |
| #8. Over time, I have seen the quality of working life improve |
| #9. There is a clear and common understanding how the group's/team's purpose supports the organisation's purpose |
| #0. I would recommend this group/team to a close colleague/friend, knowing their career depends on the success of this group's/team's performance and you want them to be successful |

EXPLORING ENVIRONMENT DYNAMI

| |
|---|
| #1. People openly ask questions and are invited to participate in problem-solving |
| #2. People actively listen and acknowledge perceptions of all group/team members |
| #3. Choices are offered within the organisation including clarification of responsibilities |
| #4. Coercive controls, such as rewards and comparisons with others, are minimised |
| #5. Sincere, positive feedback is provided that is intuitive, factual and non-judgemental |
| #6. Talent is developed, and knowledge shared to enhance competency and autonomy |
| #7. Monitoring and support is integrated at all times for all group/team members |
| #8. There is awareness and control of the amount of action and learning required (assimilation demand), holding back where necessary |
| #9. People actively look for conflict of interests without judgements or blame and negotiate any changes. |
| #0. When people in the organisation encounter opposition to change, they see this as an opportunity to learn, treating the objections as a form of organisational intelligence. They don't assume everyone is always resistant to change. |

AGILE READINESS INDICATOR

Scale: Group Dynamic

More Learning

More Controlling

Scale: Environment Dynamic
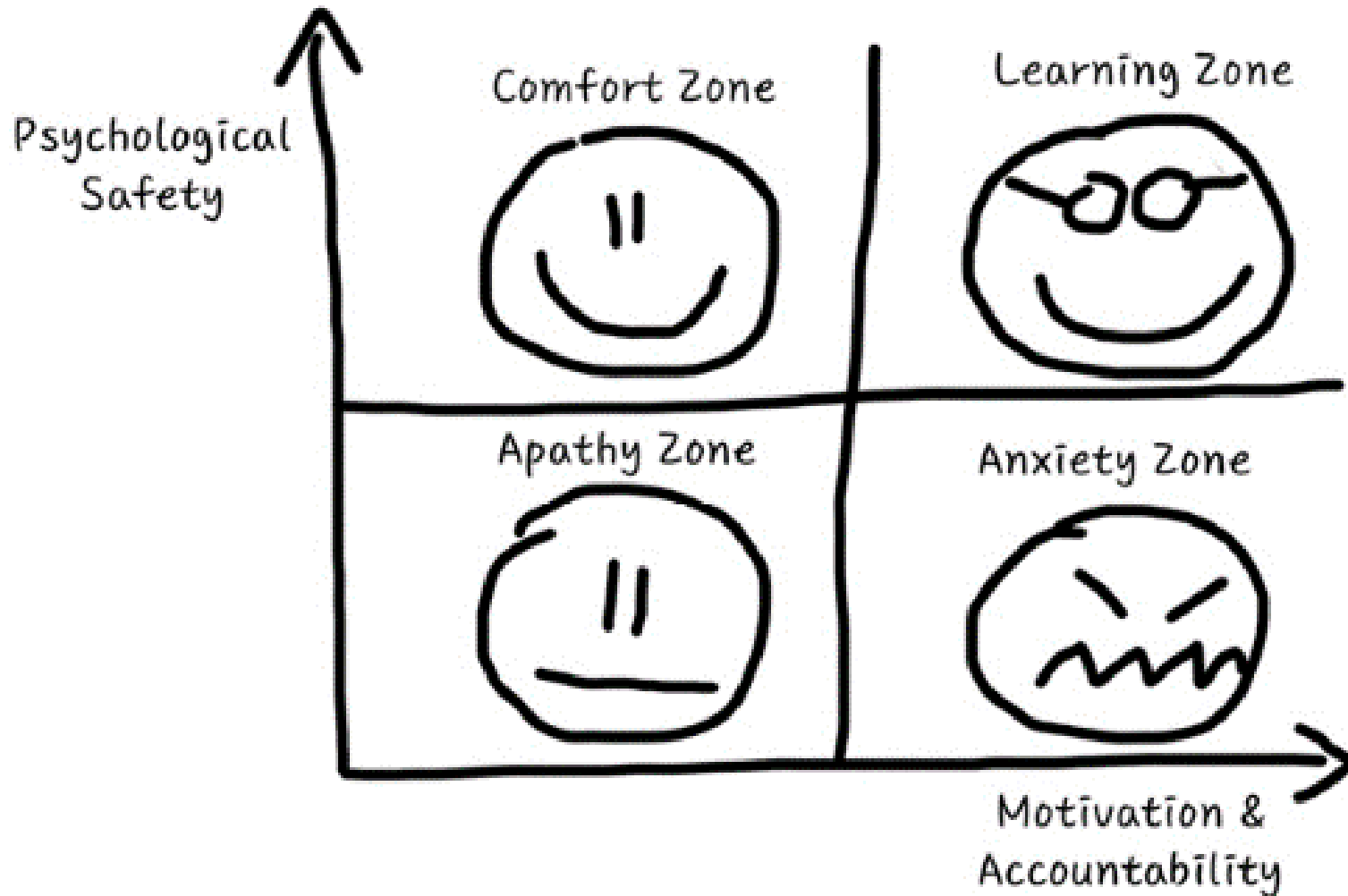
WHY ACCELERATING COLLABORATION EVERYWHERE®?

- **Being Agile – addresses the missing piece of Agile**
- **Measure and map the human system (group dynamics)**
- **Not a psychological assessment or a personality profile (non judgmental)**
- **Make the invisible, visible!**
- **Provides a safe environment to explore group dynamics**
- **Underpinned by robust theory and research**

UNDERPINNING THEORY AND RESEARCH

- **Group dynamics**
- **Social psychology - Inclusion, openness & control**
- **Psychological safety**
- **Self determinism theory - Mastery, autonomy & purpose**
- **Competing commitments to change**
- **Systems thinking**

- *APM sponsored research*
- *Field research*

TYPICAL INTERVENTIONS

- **Building Agile teams**
- **Diagnosing issues**
- **Action planning – to build high performing teams**
- **Measure and map the human system (group dynamics)**
- **Explore impact of change on teams**
- **Online profile for distributed teams**
- **Facilitated workshops using serious games and play**
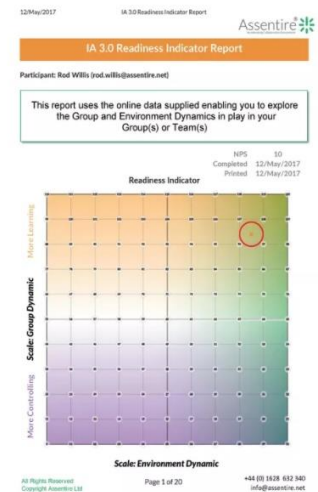
GAMES AND PLAY

- **Ancient origins across various world civilisations**

- **They share key characteristics**
    - **Goal oriented – mostly winning**
    - **Rules for players**
    - **Feedback to the players**
    - **Competition amongst the players**
    - **Voluntary participation (sometimes)**

- **Playing is part of a game! – not always about winning**

- **For fun, entertainment & enjoyment**

SERIOUS GAMES AND PLAY – AN OXYMORON?

- **They share key characteristics**
  - **Goal oriented – towards affecting behavioural change, learning, solving problems etc**
  - **Rules for the players**
  - **Feedback for the players**
  - **Competition – sometimes; it is not always about winning**
  - **Mandatory participation**
- **Playing is part of the game!**
- **Fun, entertainment and enjoyment is not the primary objective – it happens as players play the game**

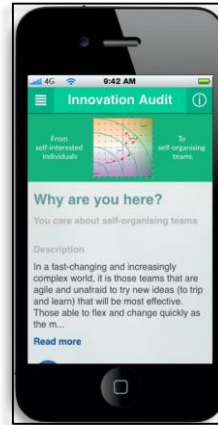# SERIOUS GAMES AND PLAY – AN OXYMORON?

SERIOUS GAME

SIMULATIONS

GAMIFICATION

GAME BASED LEARNING

SERIOUS GAMES & PLAY (Some examples)

To explore Organisational, Leadership, Team and Individual mindsets, behaviours and culture. Supports Lean & Agile transformation programmes.

SERIOUS GAMES & PLAY (Some examples)

To build change portfolio, programme and project management capability. Supports Lean & Agile transformation programmes.