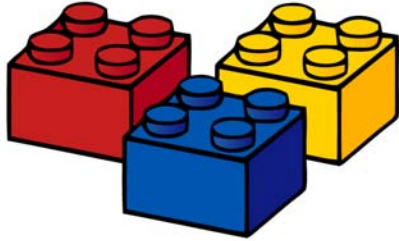


integrated play



**LEGO Serious Play Session @ ACSFA
International Conference '09
for**



**Prepared by
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Introduction

In the following we have captured the challenges stated and comments given by the participants during the LEGO Serious Play workshop carried out by the Integrated Play team at ACFSA Conference in Grand Rapids on August 19th, 2009.

The workshop was initiated by Cindy Burns and facilitated by Michigan-based LEGO Serious Play certified partner, Integrated Play. The ACFSA team sponsored the workshop and worked with Integrated Play in defining the key topics and challenges for the session in order to gain valuable input from the ACFSA community in perceptions of leadership as an important way to further develop the core concept leadership in the ACFSA community.

The Workshop Proces

Timeframe:	50 minute workshop – times 2
Topics:	2 key topics relating to what do others think of the participants as leaders and how do you change the perception of you as a leader.
Participants:	Max. 80 (54 participants took actively part)
Workshop Exercises:	1 introductory challenge, 2 key topic challenges and 1 landscape session per table

In order for participants to get familiar with the method of the LSP workshop they were asked to solve an introductory “warm-up” challenge that did not in fact relate to the key topics of the workshop, but was merely meant for participants to build expertise in using the bricks in this context and get to know the other participants at their table. We have not captured the stories from this **Challenge 1**, as these were not relevant to the specified topics concerning leadership.

All in all 54 participants took actively part in the workshop divided into groups. We have captured comments on the two challenges concerning the leadership as well as general comments about the topic and the workshop.

In addition the workshop was video filmed and a DVD focusing on some of the most controversial, insightful and inspiring stories and solutions is also part of this report.

Challenge 2

Comprehensive concerns on continuing business and progress thinking

Build a model so you can tell a story about what others think of you as a leader.

Each participant had 5 minutes to build their model before sharing their stories with the group.

After sharing their stories each participant would write in short on the hand-out stating the challenge their individual story described.

Challenge 3

Let's focus on the possibilities how co-workers and leaders see you as leaders and/or dealing with the challenges you identified in the previous exercise.

Build a model so you can tell the story about ONE idea for how you can change the perception of how others view you in your role as a leader to increase, improve

If you have time you can also include in your story the problem this idea will help deal with.

Each participant had 10 minutes to build their model before sharing their stories with the group.

After sharing their stories each participant would write in short on the hand-out stating the challenge their individual story described.

Key Findings

Challenges

Frustrations among the ACFSA members in their role as a leader was clear in the ability to communicate successfully. Getting the team to communicate, work together and build a well functioning team. There are a number of good leadership skills, but due to the lack of communication, self-confidence and the tendency to focus on ones own sub community it proves difficult to lead, hence inspiration is lost because it is not easily found.

Solutions

A good leader was found to have the ability to have a vision, listen, communicate and continue the education to help inspire employees. The ACFSA was seen as an educational factor in the leadership process so the participants could network with their peers and learn new ways to be a successful leader. The participants also found the need to lead by example and continue to build bridges between employees, departments and outside vendors. The participants do not want to loose control of the sub community that they feel so passionate about and want to maintain and grow.

Highlight

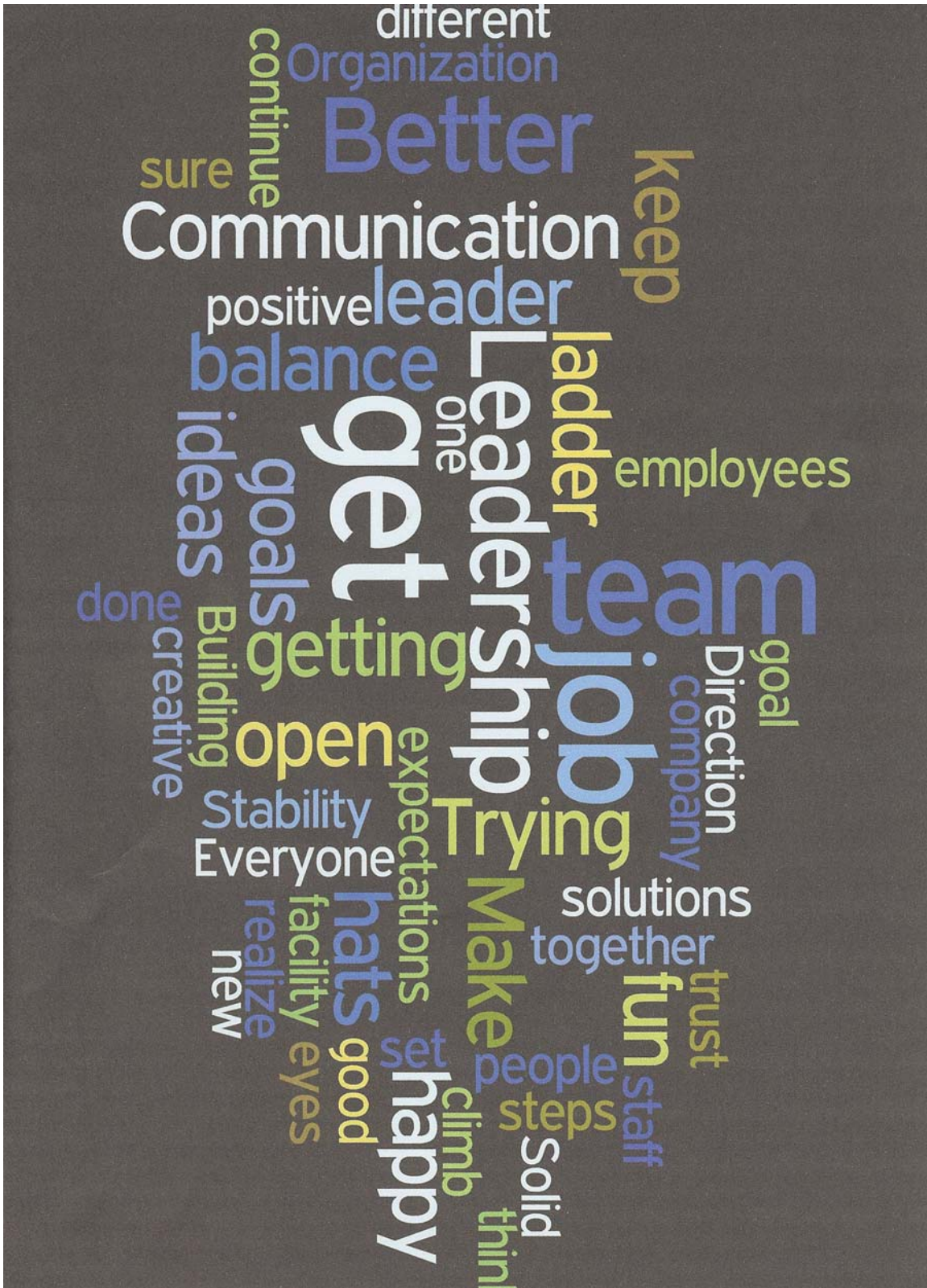
Participant # 27 sums may of our findings up in the following statement:

"Build more of a bridge between management and all other office/shop/facilities personnel. Provide opportunities for more people to be integral part of business successes."

Wordle – Word Clouds Emphasize Leadership Challenges And Ideas

In order to identify how frequently words appear in the different answers we have captured from the participants and hence get an impression of how important certain issues are to the participants as a whole, we use word clouds, or a "Wordle" to visualize the frequency of words and the relationship between challenges and ideas.

Wordle Challenge 2



The Wordle shows how participants focused strongly on communication and leadership in describing the challenges, barriers and frustrations, but also on the many ideas that are out there for the participants to reach their goals.

Wordle Challenge 3



Challenge 3 focuses on the possibilities how co-workers and leaders see you as a leader and/or dealing with the challenges identified in challenge #2. Each participant built in order to present a solution to the leadership challenges. This word cloud shows clearly how participants across the room emphasized the need for clear and effective communication and to build a solid foundation for a team. It also shows how the participants are in the future going to listen to the staff and build on the trust and continue the educational process.

Capturing the Stories

Participant: # 1		
Challenge: 2	<u>The challenge, barrier or frustration my model represents:</u>	
		<i>Trying to get staff and inmates to do the right thing in absence of supervisor</i>
Challenge: 3	<u>The new idea my model represents is:</u>	
		<i>Vision</i>
General Comments: <i>Good class interactions</i>		

Participant: # 2		
Challenge: 2	<u>The challenge, barrier or frustration my model represents:</u>	
		<i>Direction, getting information, timely to accomplish these tasks – meet expectations.</i>
Challenge: 3	<u>The new idea my model represents is:</u>	
		<i>Communication, empowerment and direction.</i>
General Comments: <i>Good class – Great job.</i>		

Participant: # 3		
Challenge: 2	<u>The challenge, barrier or frustration my model represents:</u>	
		<i>Working together as a team.</i>
Challenge: 3	<u>The new idea my model represents is:</u>	
		<i>Communication – Go thru – steps – chain of command. Organization, steps, following policy and open.</i>
General Comments: <i>N/A</i>		

Participant: # 4

Challenge: 2 The challenge, barrier or frustration my model represents:
Building a team and leading people who have been allowed to operate independently – utilizing staff/management to together best ability to help u realize your goal.

Challenge: 3 The new idea my model represents is:
Strength, communication, unity/empowerment, black hat and knowledge.

General Comments: *Great class and fun – made me think as me as a manager and ways to improve.*

Participant: # 5

Challenge: 2 The challenge, barrier or frustration my model represents is:
Everyone stepping up to the plate and taking initiative.

Challenge: 3 The new idea my model represents is:
Better communication – both ways – positive yet still clear expectations set forth.

General Comments: *Almost didn't attend – SURE GLAD I DID!!*

Participant: # 6

Challenge: 2 The challenge, barrier or frustration my model represents:
Staff, motives, resources, trust, disdain – TIME IN.

Challenge: 3 The new idea my model represents is:
Ignore and protect myself from the negative forces and continue to get better, communicate.

General Comments: *Fun, Fun, Fun. – Thank you. Very worth doing....Carry on!*

Participant: # 7

Challenge: 2 The challenge, barrier or frustration my model represents:
Honing in on one particular goal instead of spreading myself too thin trying for perfection in everything.

Challenge: 3 The new idea my model represents is:

Come to the conclusion of what is most important to me, concentrate on that, and build on it.

General Comments: *Really enjoyed the thought involved in this "game" – interesting to hear others' ideas, goals and thought processes.*

Participant: # 8

Challenge: 2 The challenge, barrier or frustration my model represents:

Leadership in standing tall and getting the ball rolling and get job done.

Challenge: 3 The new idea my model represents is:

Empowering other to strive for success

General Comments: *Very interesting an eye open to myself and I'm doing what my employer expects of me and what my job qualification call for.*

Participant: # 9

Challenge: 2 The challenge, barrier or frustration my model represents is:

Carrying the flag and representing the company.

Challenge: 3 The new idea my model represents is:

Continue moving forward with the company.

General Comments: *Wonderful, fun session*

Participant: # 10

Challenge: 2 The challenge, barrier or frustration my model represents:

My company is laying the grounds for me to become a great leader and reach the goals they set.

Challenge: 3 The new idea my model represents is:

I have a solid foundation to build on.

General Comments: *I really had to think about my goals and how to get there and this was what this conference was all about.*

Participant: # 11

Challenge: 2 The challenge, barrier or frustration my model represents:
Having to fill many different shoes with many different expectations.

Challenge: 3 The new idea my model represents is:
Make sure to keep open communication.

General Comments: *Very creative way to communicate!*

Participant: # 12

Challenge: 2 The challenge, barrier or frustration my model represents:
Teetering trying to balance

Challenge: 3 The new idea my model represents is:
Keep grounded and stay motivated

General Comments: *Innovating and makes you think*

Participant: # 13

Challenge: 2 The challenge, barrier or frustration my model represents:
*Keep staff happy and functioning.
Keep boss happy as well as his bosses.*

Challenge: 3 The new idea my model represents is:
I keep a low profile. Staff builds themselves from my coaching and keeps the uppers happy.

General Comments: *N/A*

Participant: # 14

Challenge: 2 The challenge, barrier or frustration my model represents:
Getting and building trust, confidence and credibility.

Challenge: 3 The new idea my model represents is:
Being fair/consistent/credible/knowledgeable

General Comments: *N/A*

Participant: # 15

Challenge: 2 The challenge, barrier or frustration my model represents:
Our facility has never had a food service professional running the kitchen. My perception of my employees is they have seen the steps up we have taken and the changes in the facility I have tried to make for the better work place.

Challenge: 3 The new idea my model represents is:
Work with staff to accept the changes for a better work place.

General Comments: *Very different, but great exercise.*

Participant: # 16

Challenge: 2 The challenge, barrier or frustration my model represents:
Get everyone to know the importance of being organize.

Challenge: 3 The new idea my model represents is:
Show steps. Importance of organization. Explain the importance of time and money being organized.

General Comments: *Its important to have creative thinking, and open mind in every aspect of workplace.*

Participant: # 17

Challenge: 2 The challenge, barrier or frustration my model represents:
Its about communication from top to bottom.

Challenge: 3 The new my model represents is:
Going through proper steps and addressing specific needs.

General Comments: *Was excellent experience in communication in a group. To bring things together.*

Participant: # 18

Challenge: 2 The challenge, barrier or frustration my model represents:
Since I am new to the team, I want to make sure that they realize that any growth that happen is because of the groups commitment to excellence.

Challenge: 3 The new idea my model represents is:
Be a sponge and learn as much as I can

General Comments: *I think the session was productive to allow my co-workers to understand things that I would normally not share with them.*

Participant: # 19

Challenge: 2 The challenge, barrier or frustration my model represents:
All people are individuals.

Challenge: 3 The new idea my model represents is:
Step by step – earn respect of each individual.

General Comments: *Fun – educational (individual and group) Like the “hands on” and interactive process.*

Participant: # 20

Challenge: 2 The challenge, barrier or frustration my model represents:
Solid – climbed the ladder – balance team wear different hats.

Challenge: 3 The new idea my model represents is:
Get employees to climb the ladder to reach their goals.

General Comments: *Always fun and nice to hear what others are thinking.*

Participant: # 21

Challenge: 2 The challenge, barrier or frustration my model represents:
Train, teach, teamwork by example.

Challenge: 3 The new idea my model represents is:
Each day challenge and build confidence and know everything can be accomplished.

General Comments: *Building confidence, challenge yourself. Step outside the box to think differently.*

Participant: # 22

Challenge: 2 The challenge, barrier or frustration my model represents:
Inexperience - ignorance

Challenge: 3 The new idea my model represents is:
Education – perseverance – eye on goal

General Comments: *N/A*

Participant: # 23

Challenge: 2 The challenge, barrier or frustration my model represents:
Balanced. Wear many hats.

Challenge: 3 The new idea my model represents is:
Be less structured in my work.

General Comments: *Good activities – eye opener.*

Participant: # 24		
Challenge: 2	<u>The challenge, barrier or frustration my model represents:</u>	<i>Goals, employees and employer think of you.</i>
Challenge: 3	<u>The new idea my model represents is:</u>	<i>Be patient and listen to ideas of others and comments. Watch reaction.</i>
General Comments:	<i>N/A.</i>	

Participant: # 25		
Challenge: 2	<u>The challenge, barrier or frustration my model represents:</u>	<i>Find balance between discipline and encouragement</i>
Challenge: 3	<u>The new idea my model represents is:</u>	<i>Challenge those working with me to strive to improve – promote while give stability.</i>
General Comments:	<i>N/A.</i>	

Participant: # 26		
Challenge: 2	<u>The challenge, barrier or frustration my model represents:</u>	<i>Stability – look out – flexible – ideas - recognize</i>
Challenge: 3	<u>The new idea my model represents is:</u>	<i>Listen – work – change – image - convey</i>
General Comments:	<i>N/A.</i>	

Participant: # 27		
Challenge: 2	<u>The challenge, barrier or frustration my model represents:</u>	<i>Not reading far enough for creative solutions. We are too safe – stuck in rut. Better solutions offer require more <u>risk</u> (resources)</i>
Challenge: 3	<u>The new idea my model represents is:</u>	

Build more of a bridge between management and all other office/shop/facilities personnel. Provide opportunities for more people to be integral part of business successes.

General Comments: *Great fun – the LEGOS make you think abstractly about business.*

Participant: # 28

Challenge: 2 The challenge, barrier or frustration my model represents:
Job satisfaction and good leadership skills.

Challenge: 3 The new idea my model represents is:
Lead by example. Listen to employees.

General Comments: *N/A*

Participant: # 29

Challenge: 2 The challenge, barrier or frustration my model represents:
Advancement – challenges.

Challenge: 3 The new idea my model represents is:
Hope to build better department.

General Comments: *Great program.*

Participant: # 30

Challenge: 2 The challenge, barrier or frustration my model represents:
Support – leadership – solid - positive.

Challenge: 3 The new idea my model represents is:
Open – positive - new.

General Comments:

Participant: # 31

Challenge: 2 The challenge, barrier or frustration my model represents:
Stability, bridging, different hats, vision.

Challenge: 3 The new idea my model represents is:

Continuing to work on bridging with our department and other departments. Building a stronger confidence base for employees.

General Comments: *N/A.*

Participant: # 32

Challenge: 2 The challenge, barrier or frustration my model represents:

Using all tools available.

Challenge: 3 The new idea my model represents is:

Take the company ideals and lead by example from a solid base.

General Comments: *N/A*

Participant: # 33

Challenge: 2 The challenge, barrier or frustration my model represents:

Everyday we are faced with problems.

Challenge: 3 The new idea my model represents is:

Walk softly, carry a stick, and pass this on to your staff.

General Comments: *N/A.*

Participant: # 34

Challenge: 2 The challenge, barrier or frustration my model represents:

What I feel my job is.

Challenge: 3 The new idea my model represents is:

Go to my workers to let them know I am here for them.

General Comments: N/A

Participant: # 34

Challenge: 2 The challenge, barrier or frustration my model represents:

Happy, serious about my job.

Challenge: 3 The new idea my model represents is:

Try to help others improve and achieve their goals.

General Comments: *Great training, wish it was longer.*

Participant: # 35

Challenge: 2 The challenge, barrier or frustration my model represents:

Walked with eyes always opened.

Challenge: 3 The new idea my model represents is:

Achieved my goal of retirement.

General Comments: *Lots of fun sharing ideas.*

Participant: # 36

Challenge: 2 The challenge, barrier or frustration my model represents:

Out climb, ready to act, willing to do what ever it takes to get job done.

Challenge: 3 The new idea my model represents is:

Listen to more ideas.

General Comments: N/A

Participant: # 37

Challenge: 2 The challenge, barrier or frustration my model represents:

Out of my comfort zone

Challenge: 3 The new idea my model represents is:

Build solid foundation – continue education to success.

General Comments: *This has helped to speak in front of others.*

Participant: # 38

Challenge: 2 The challenge, barrier or frustration my model represents:
I can't build in legos what I'm about.

Challenge: 3 The new idea my model represents is:
Always looking for answers.

General Comments: *Hated the Legos. Loved the groups.*

Participant: # 39

Challenge: 2 The challenge, barrier or frustration my model represents:
Base, symmetrical, spread out, fun

Challenge: 3 The new idea my model represents is:
Solid foundation, growth, fun.

General Comments: *N/A.*

Participant: # 40

Challenge: 2 The challenge, barrier or frustration my model represents:
King, court jester, have fun

Challenge: 3 The new idea my model represents is:
Boss as king (tongue in cheek)

General Comments: *N/A.*

Participant: # 41

Challenge: 2 The challenge, barrier or frustration my model represents:
Organization/equal/helpful/fun side

Challenge: 3 The new idea my model represents is:
Not solid – yet, still building, watching, training, learning.

General Comments: *N/A.*

Participant: # 42

Challenge:	2	<u>The challenge, barrier or frustration my model represents:</u> <i>Organization, team, vision, trust</i>
Challenge:	3	<u>The new idea my model represents is:</u> <i>Communication, build team</i>
General Comments:	<i>N/A.</i>	

Participant: # 43		
Challenge:	2	<u>The challenge, barrier or frustration my model represents:</u> <i>Pushing to believe in yourself</i>
Challenge:	3	<u>The new idea my model represents is:</u> <i>Participate instead of push, realize everyone doesn't want to excel</i>
General Comments:	<i>N/A.</i>	

Participant: # 44		
Challenge:	2	<u>The challenge, barrier or frustration my model represents:</u> <i>Focus to improve leadership regardless</i>
Challenge:	3	<u>The new idea my model represents is:</u> <i>Keep aware of opportunities to improve.</i>
General Comments:	<i>N/A.</i>	

Participant: # 45		
Challenge:	2	<u>The challenge, barrier or frustration my model represents:</u> <i>Being a good leader.</i>
Challenge:	3	<u>The new idea my model represents is:</u> <i>To listen to others and train them to lie lesser.</i>
General Comments:	<i>Great class!! Lots of fun and eye opening</i>	

Participant: # 46		
Challenge:	2	<u>The challenge, barrier or frustration my model represents:</u> <i>Climb the ladder to succeed</i>
Challenge:	3	<u>The new idea my model represents is:</u>

Work on employee excepting others

General Comments: *N/A.*

Participant: # 47

Challenge: 2 The challenge, barrier or frustration my model represents:
*Open for ideas – helping others (ladder to top) – extra eyes
(Looking for new ideas)*

Challenge: 3 The new idea my model represents is:
*Firm based, education training, right track, ladder to cheer
leader.*

General Comments: *N/A.*

Participant: # 48

Challenge: 2 The challenge, barrier or frustration my model represents:
More Lego's thru first one.

Challenge: 3 The new idea my model represents is:
Use more legos through the first and second.

General Comments: *Go back to kindergarten – Thank you.*

Participant: # 49

Challenge: 2 The challenge, barrier or frustration my model represents:
That I am a leader

Challenge: 3 The new idea my model represents is:
There is always room for more improvements.

General Comments: *N/A.*