The relationship between Business and Design

The LEGO® SERIOUS PLAY® Case

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Agenda

LSP, business, and Design

- AirBandB story
- Design in Tech Report

- The decisive factors:
  - Design Thinking
  - Experience Economy

- The LSP origin & theories
  - Why LSP
  - Hands & Brain
  - Constructionism
  - Embodied cognition
  - Imagination

- The LSP Challenge: PLAYING
  - Who plays seriously
- Q&A



Business man Vs Designers

They were traditionally different



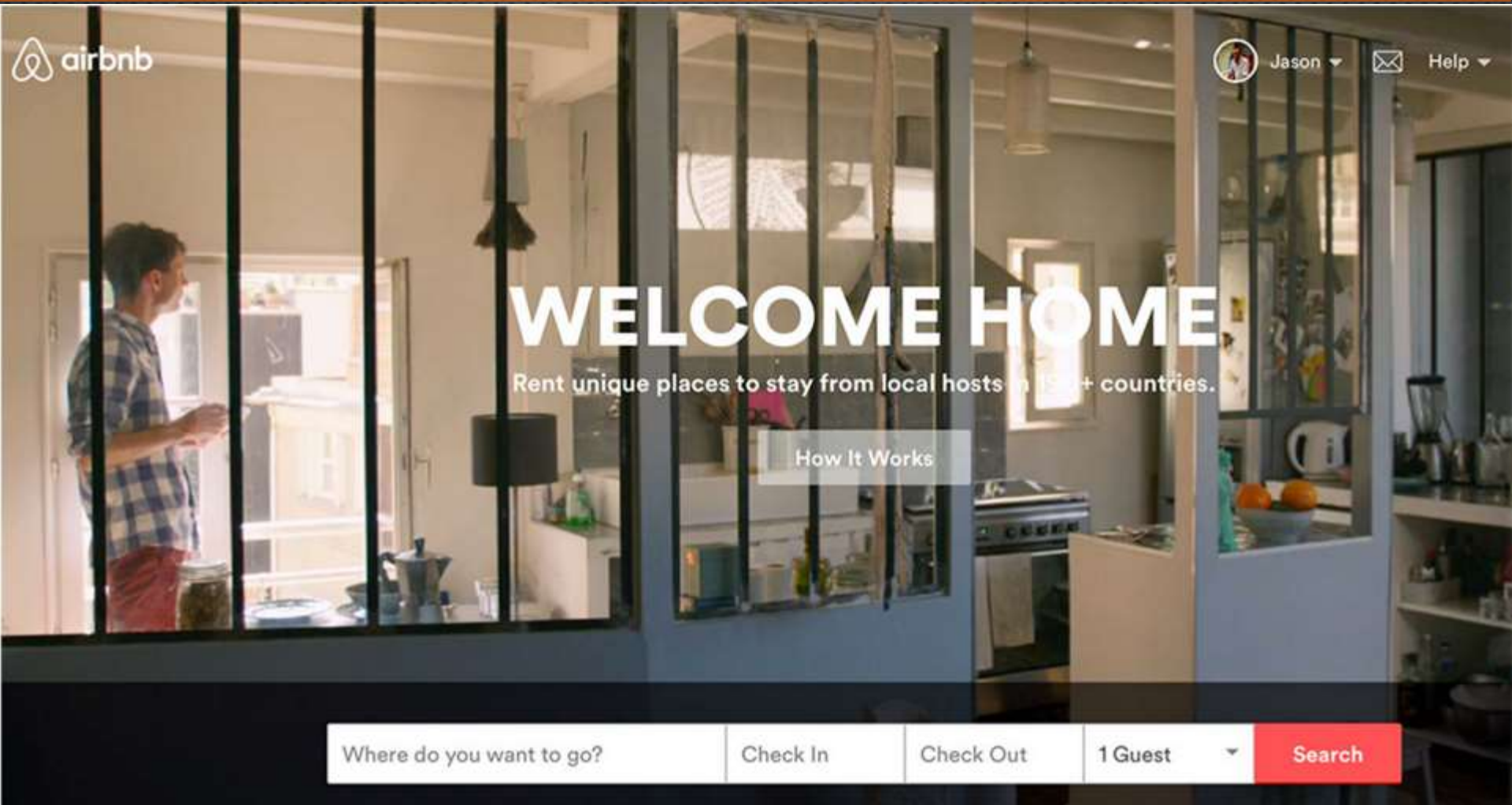


Business had its methods

And design used other approaches



"When we came to the Valley, no one even wanted to invest in Airbnb… they didn't think a designer could build and run a company. They were straight up about it. We weren't MBAs, we weren't two PHD students from Stanford. Being designers they thought we were people that worked for people that ran companies." (B. Chesky, AirBandB co-founder)



“[Traditional business organisations] typically use financial data to make their own decisions. We [AirBandB] make decisions based on people.”
(B. Chesky, AirBandB co-founder)



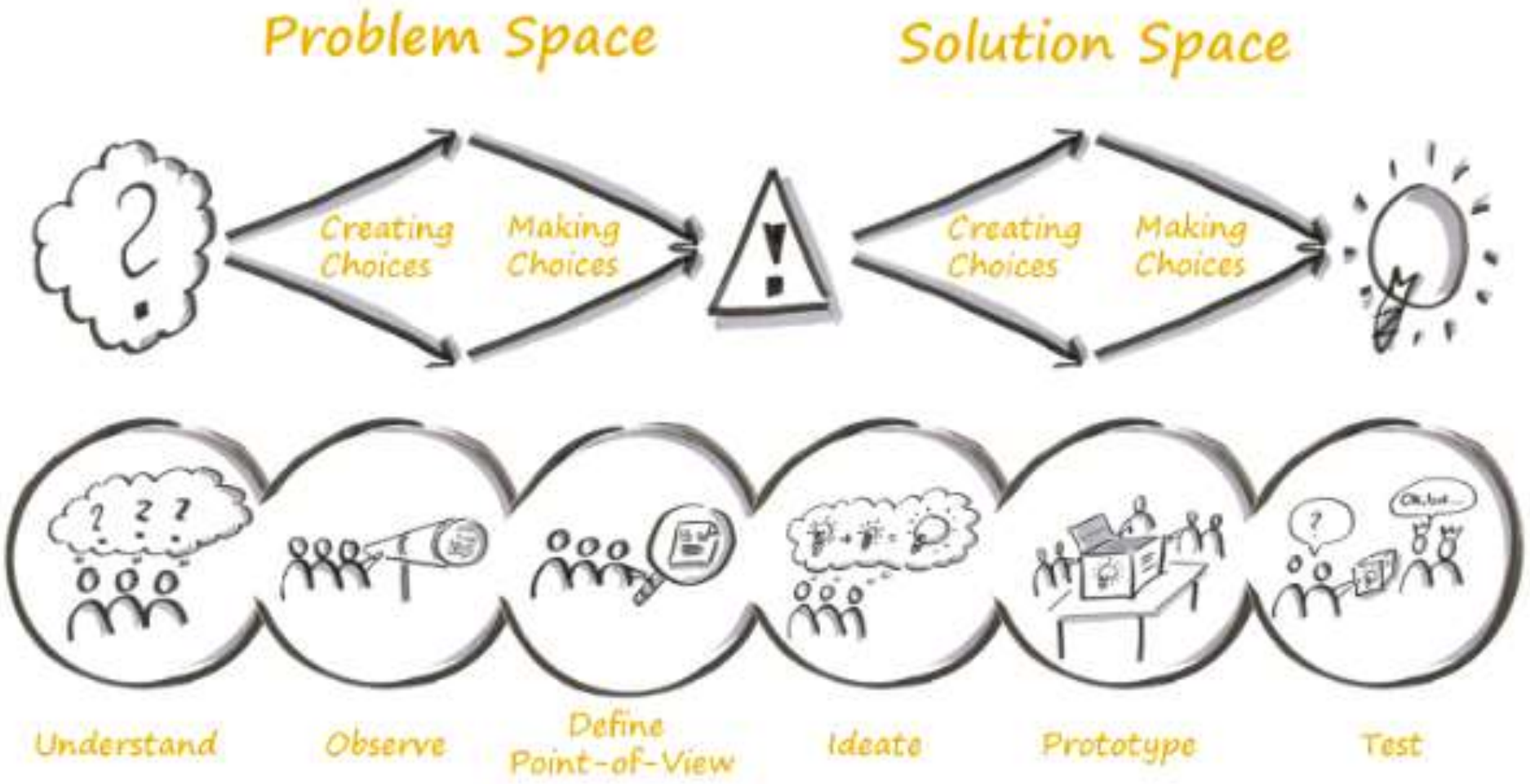


Airbnb started the project, appropriately code-named "Snow White," by creating a list of the emotional moments that comprise an Airbnb stay. They built the most important of those moments into stories.

What did AirBandB do differently?

…Changed the approach & methods!





Info-Graphic of Design Thinking Steps and Mindset at SAP,
Derived from Tim Brown, IDEO & HPI/D-School, Potsdam.
Illustrated by Tobias Hildenbrand, SAP



From the ‘90s, organisations started considering Design thinking practices for their business, i.e. Ideo.
In 2000 we have a full shift of design thinking away from the product fields and into the business sector.

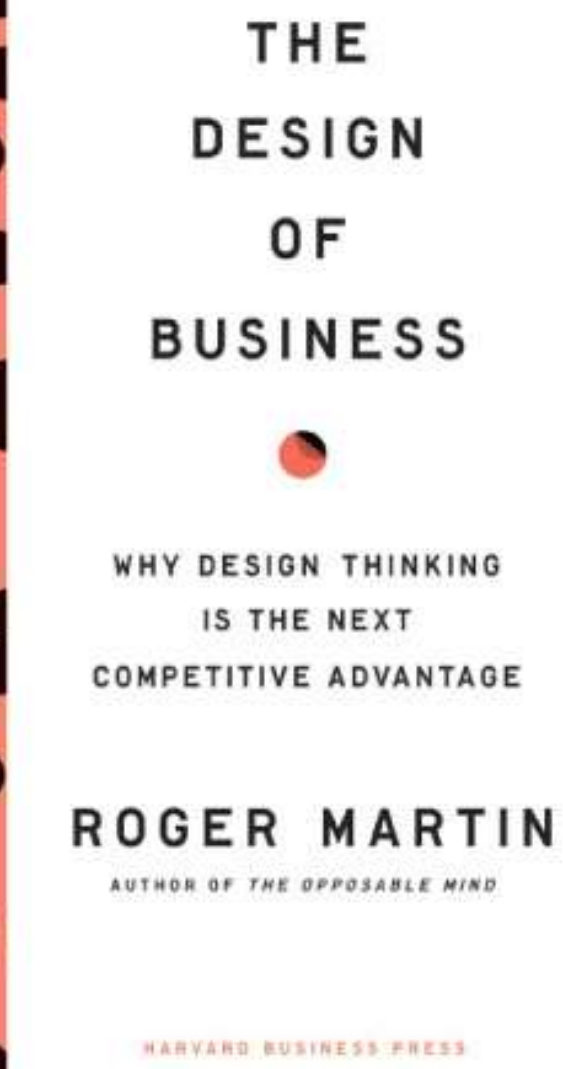
R. Martin

Design is a tool (2009)

The most successful businesses in the years to come will balance analytical mastery and intuitive originality in a dynamic interplay that I call design thinking.

…

Design thinking represents a fruitful balance between intuitive thinking and analytical thinking, between validity and reliability.





A total of 42 design firms have been acquired since 2004. ~50% of which have been acquired within the last year with Accenture, Deloitte, IBM, Google, and Facebook as the most acquisitive. [John Maeda, 2016]

Design in Business

J. Maeda design in tech report

Timeline of #DesignInTech M&A Activity Version 2.0

2004–2012

- **FLEXTRONICS**
  +acq. **Frog Design** 2004
- **MONITOR**
  +acq. **DOBLIN** 2007
- **RIM**
  +acq. **TAT** 2010
- **FACEBOOK**
  +acq. **Sofa** 2011
- **GLOBALLOGIC**
  +acq. **Method** 2011
- **ONE KING'S LANE**
  +acq. **Helicopter** 2011
- **GOOGLE**
  +acq. **Mike & Maaike** 2012
- **FACEBOOK**
  +acq. **Bolt Peters** 2012
- **SQUARE**
  +acq. **80/20** 2012
- **GOOGLE**
  +acq. **Cuban Council** 2012

2013

- **FACEBOOK**
  +acq. **Hot Studio** 2013
- **ACCENTURE**
  +acq. **Fjord** 2013
- **SHOPIFY**
  +acq. **Jet Cooper** 2013
- **DELOITTE**
  +acq. **Banyan Branch** 2013
- **INFOR**
  +acq. **Hook & Loop** 2013
- **GOOGLE**
  +acq. **17FEET** 2013
- **GOOGLE**
  +acq. **Hattery** 2013

2014

- **OCULUS / FB**
  +acq. **Carbon Design** 2014
- **GOOGLE**
  +acq. **Gecko Design** 2014
- **CAPITAL ONE**
  +acq. **Adaptive Path** 2014
- **ACCENTURE**
  +acq. **Reactive** 2014
- **DELOITTE**
  +acq. **Flow Interactive** 2014
- **PWC**
  +acq. **Optimal Experience** 2014
- **KPMG**
  +acq. **Cynergy Systems** 2014
- **BCG**
  +acq. **S&C** 2014

2015

- **FACEBOOK**
  +acq. **Teehan+Lax** 2015
- **BBVA**
  +acq. **Spring Studio** 2015
- **MCKINSEY**
  +acq. **Lunar Design** 2015
- **CAPITAL ONE**
  +acq. **Monsoon** 2015
- **WIPRO**
  +acq. **DesignIt** 2015
- **ERNST & YOUNG**
  +acq. **Seren** 2015
- **DELOITTE**
  +acq. **Mobiento** 2015
- **AIRBNB**
  +acq. **Ispka** 2015
- **COOPER** *consolidation
  +acq. **Catalyst** 2015
- **SALESFORCE**
  +acq. **Akta** 2015
- **ACCENTURE**
  +acq. **Chaotic Moon** 2015
  +acq. **PacificLink** 2015
- **FLEX** *medical design
  +acq. **Farm Design** 2015

2016

- **PIVOTAL**
  +acq. **Slice of Lime** 2016
- **IBM**
  +acq. **Resource/Ammirati** 2016
  +acq. **ecx.io** 2016
  +acq. **Aperto** 2016
- **KYU COLLECTIVE** *minority
  +min. **IDEO** 2016
- **CAPGEMINI**
  +acq. **Fahrenheit 212** 2016
- **DELOITTE**
  +acq. **Heat** 2016

Good design

Is good business



It’s experience

All that matters today!

Customers want more than a good product or service; **they want to enjoy the experience of using a product or service**, which begins with their first interaction with a company.

So if … customers aren't **feeling the love**, you're in trouble. Love? Yes.

S. Scott



P. Bertini © B4Bricks.org

The Shift

The experience economy

Most product designers focus primarily on the internal mechanics of the good itself: ***How*** it performs.

What if the attention centered instead on the individual's use of the good?
The focus would then shift to the user: how the ***individual*** performs while using the good.

J. Pine



At the same time…

IMD Geneva, Mid 90s



Kjeld Kristiansen





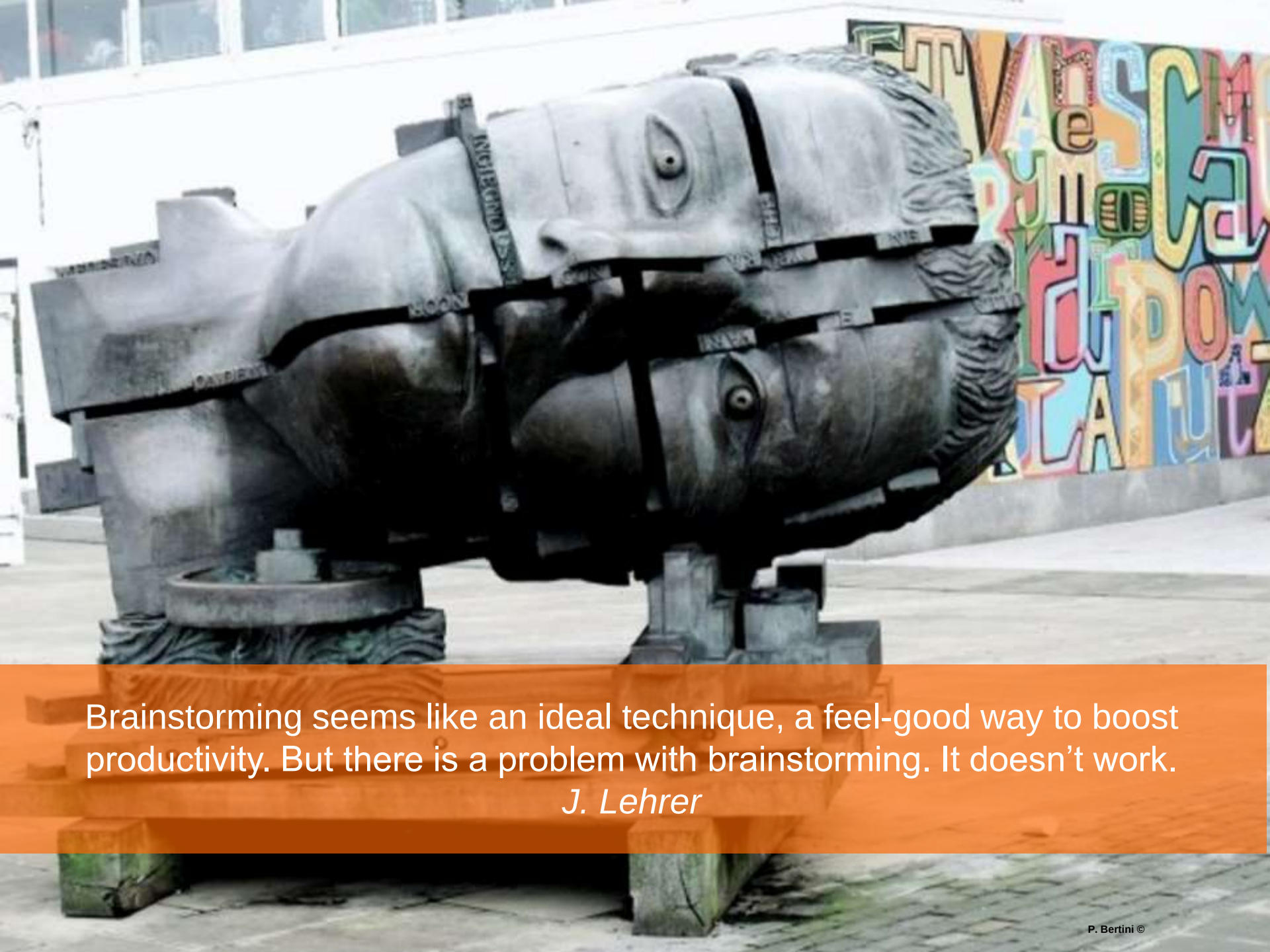
Johan Ross & Bart Victor @ImagiLab



Robert Rasmussen

Traditional strategy-development techniques were not fit for purpose anymore and produced poor results.
Business meetings were unimaginative.
There was the need for an alternative approach.



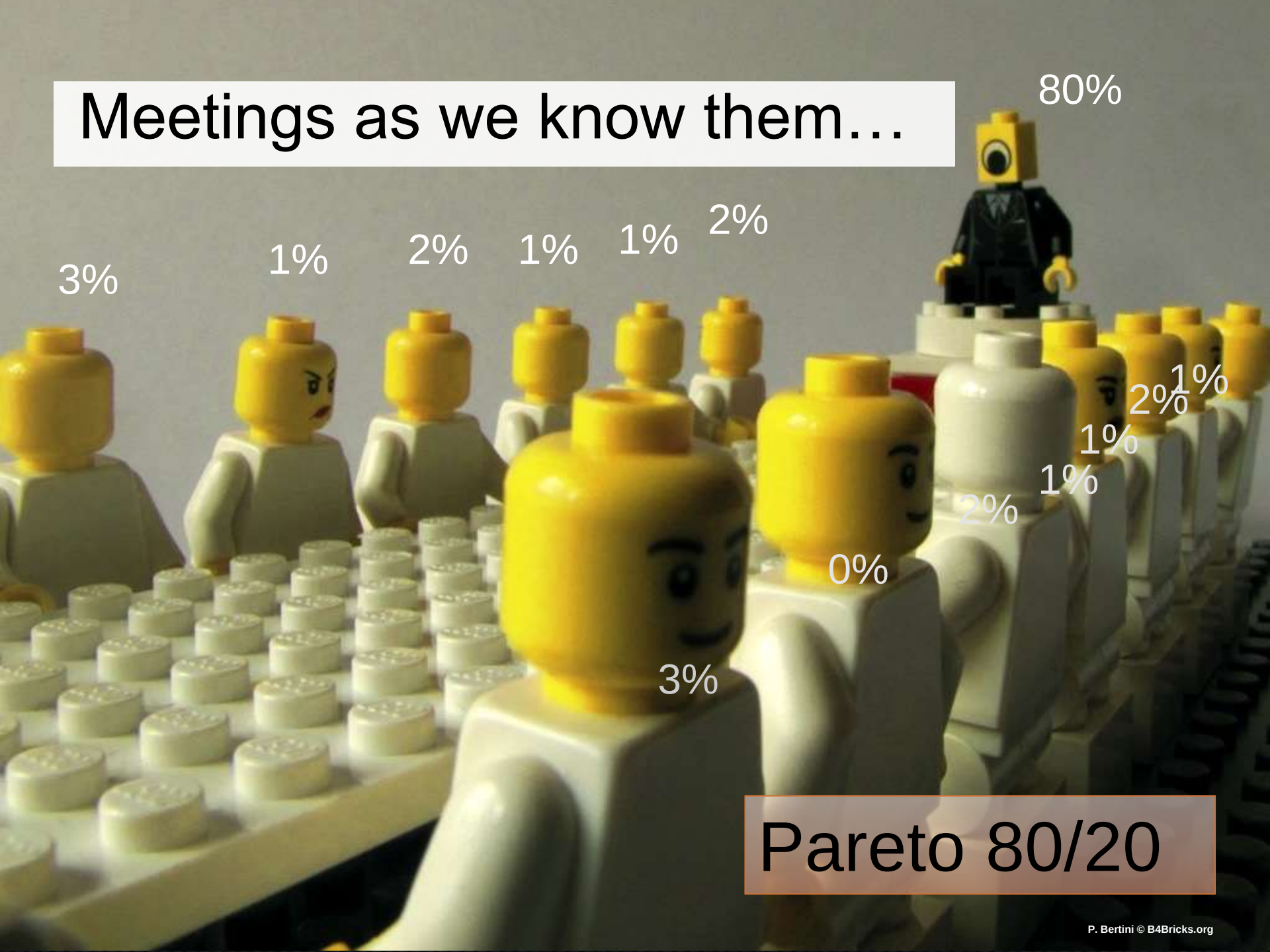


Brainstorming seems like an ideal technique, a feel-good way to boost productivity. But there is a problem with brainstorming. It doesn't work.

J. Lehrer

P. Bertini ©

Meetings as we know them…



Pareto 80/20

P. Bertini © B4Bricks.org

Why LSP

Why management needed it

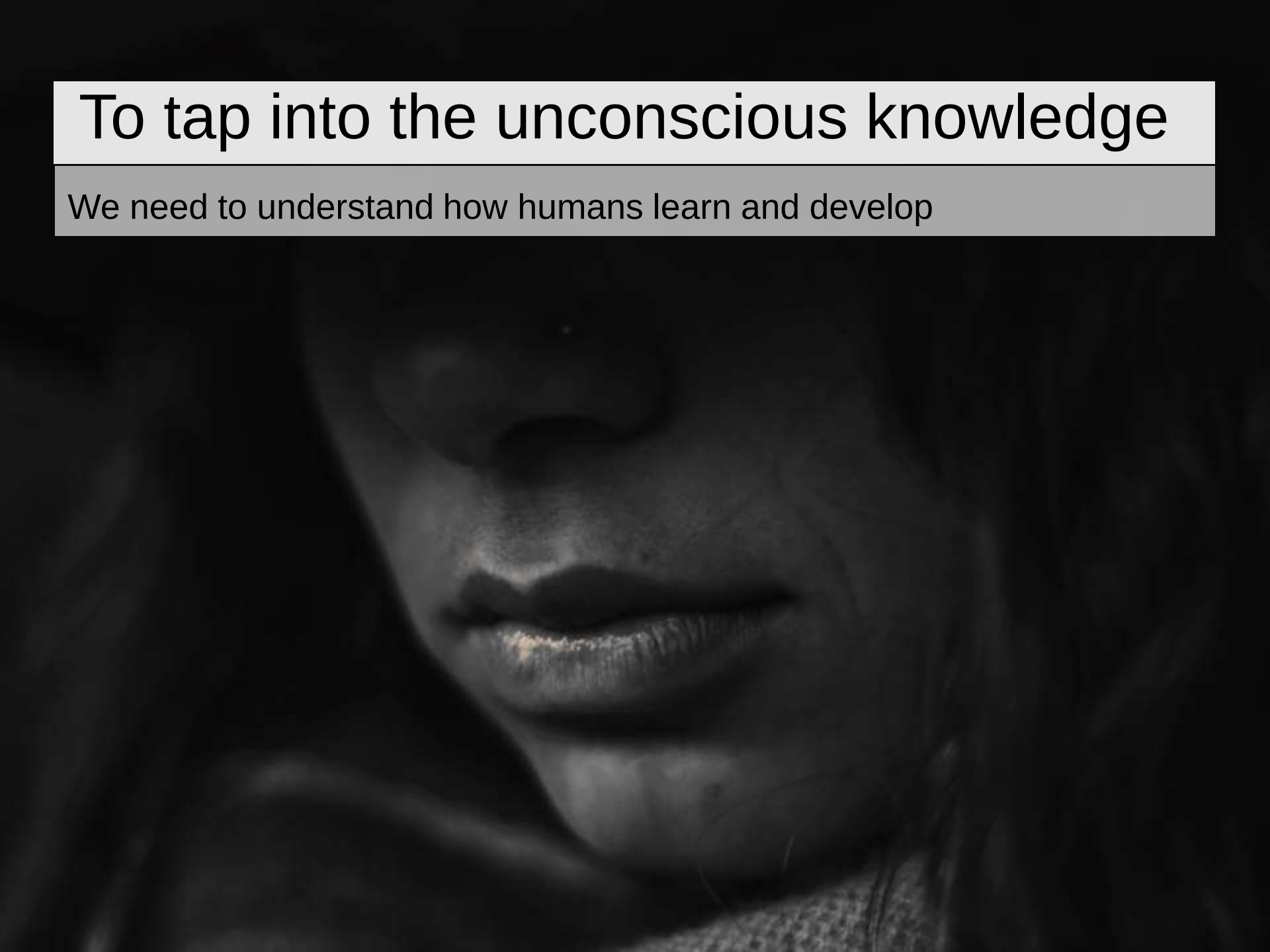
LEGO SERIOUS PLAY
did *not* come from a desire to develop a method that helps groups and individuals think, communicate, and solve problems together—not by any stretch of the imagination.

Rather, the impetus was exclusively to use the combination of bricks and playing seriously to *help an executive team bring more* ***imagination*** into their strategy development.



To tap into the unconscious knowledge

We need to understand how humans learn and develop



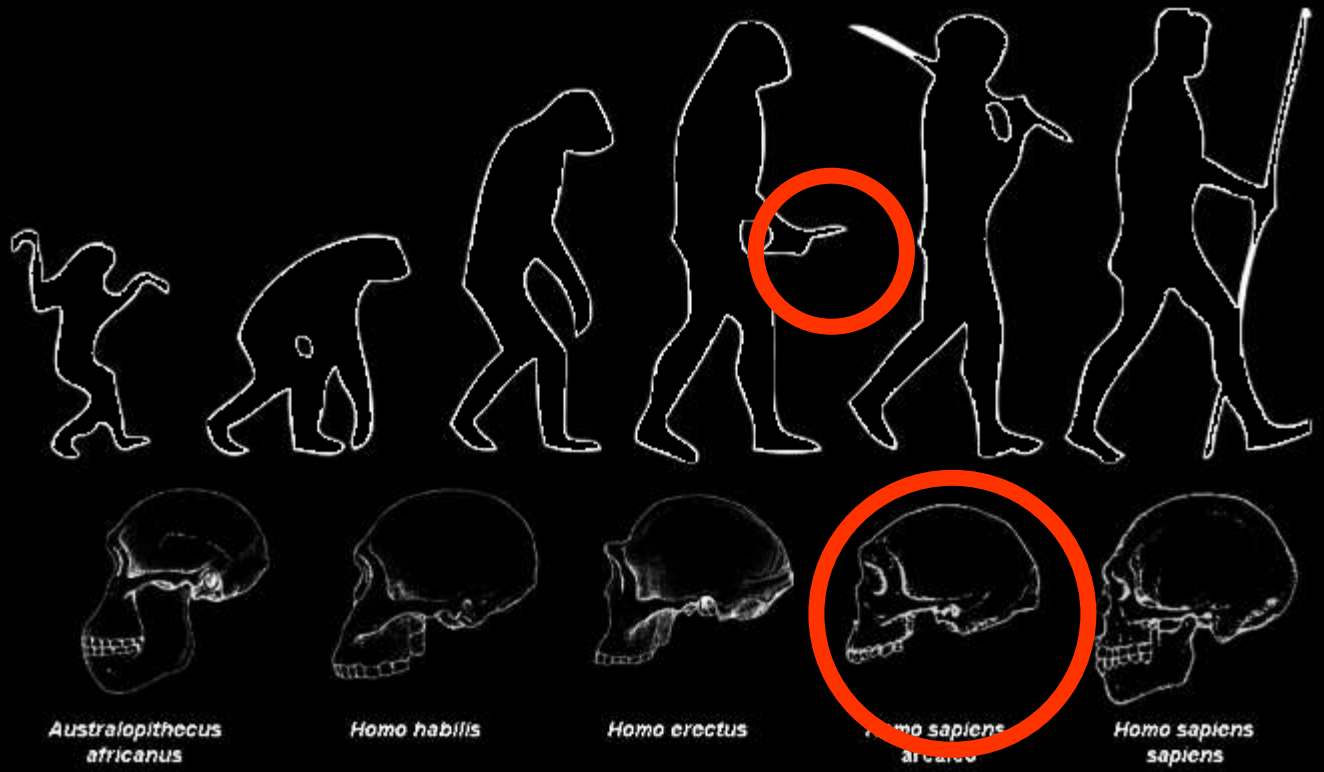
Hands & Brain connection

Hands know more than you know!



The evolution of the connection

Hands & brain evolved simultaneously



Hands & mind

A close relationship

The hand and the brain need each other:

the hand provides the means for interacting with the world, and the brain provides the method.

S. Brown



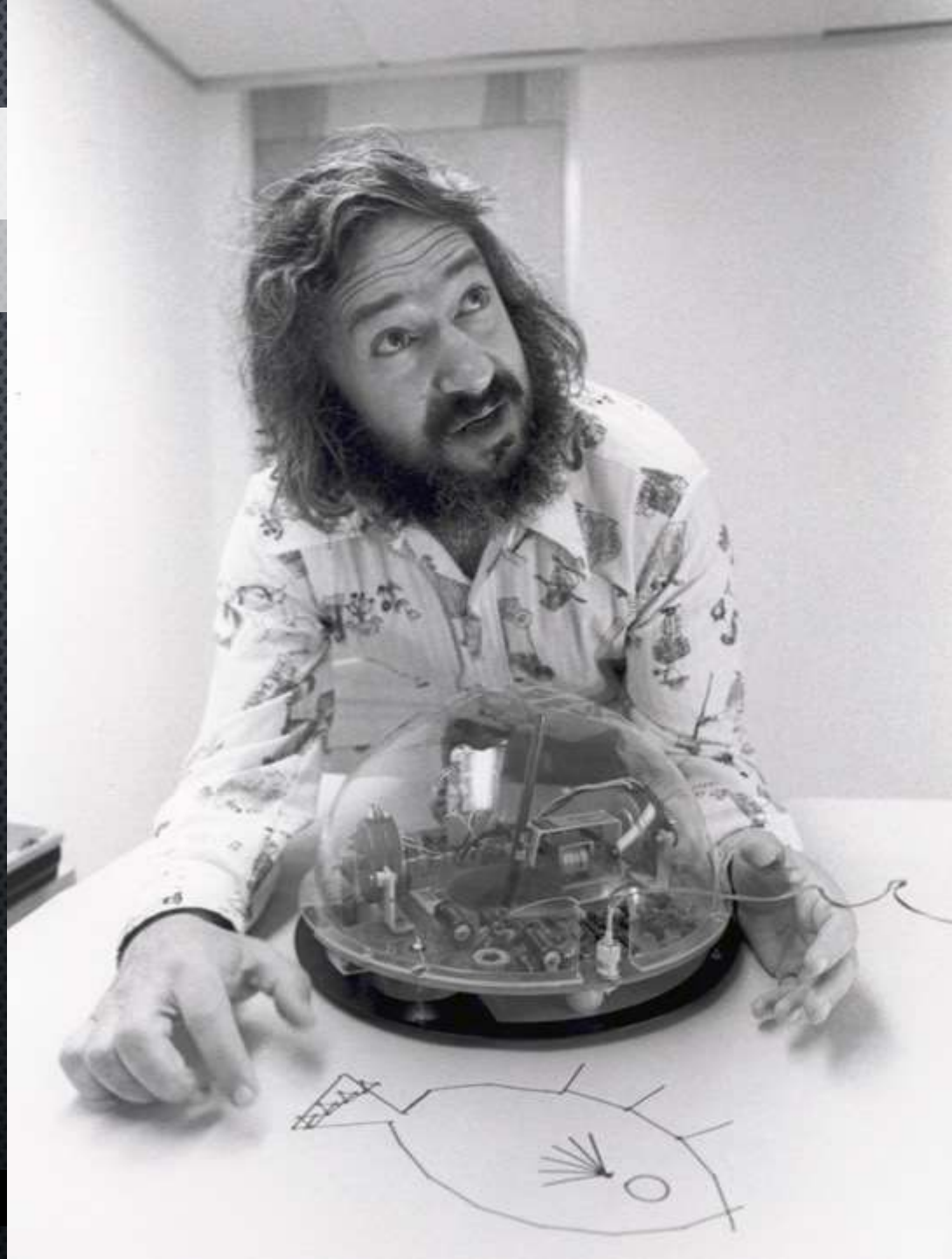
Constructionism

Concrete thinking

Constructionism shares constructivism's connotation of learning as 'building knowledge structures' […].

It then adds the idea that this happens especially felicitously in a context where the learner is engaged in constructing a public entity (artifact).

S. Papert



Embodied cognition

The mind-body paradigm

The properties of mind are not purely mental: They are shaped in crucial ways by the body and brain and how the body can function in everyday life…

Our body is intimately tied to what we walk on, sit on, touch, taste, smell, see, breathe, and move within. Our corporeality is part of the corporeality of the world.

G. Lakoff



Experiences

What are these?

Your claims are ***indefensible***.

He ***attacked*** every weak point in my argument.

I ***demolished*** his argument.

I've never ***won*** an argument with him.

He ***shot*** down all of my arguments.

Arguments are wars

Love is a Journey



It's been a long, bumpy ***road***.

Look ***how far*** we have come.

We are at a ***crossroads***.

I do not think this relationship is ***going*** anywhere.

We are ***stuck***.

We *have* gotten ***off the track***.

We'll just have to go our separate ***ways***.



Metaphors

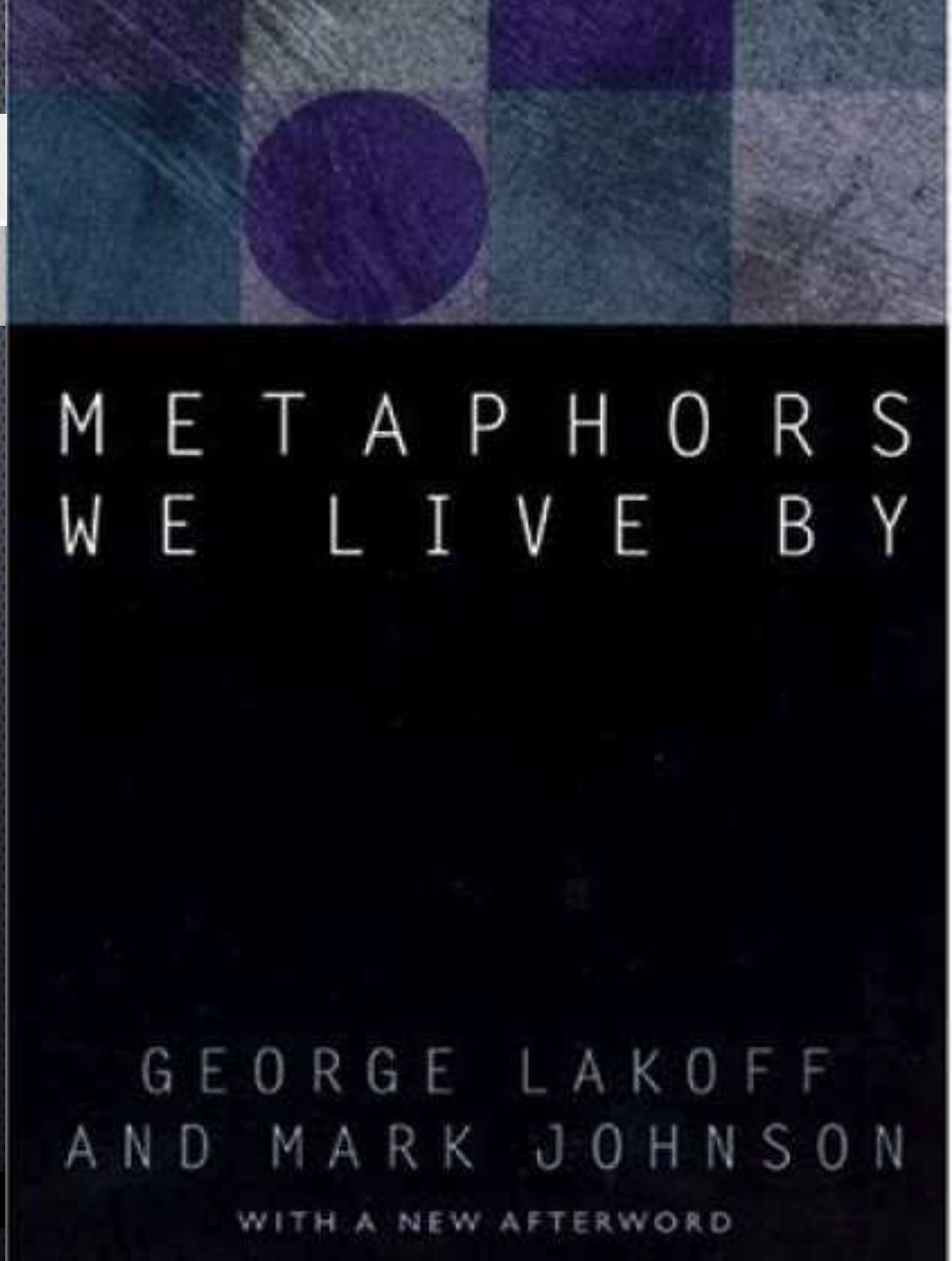
Saying things by analogy

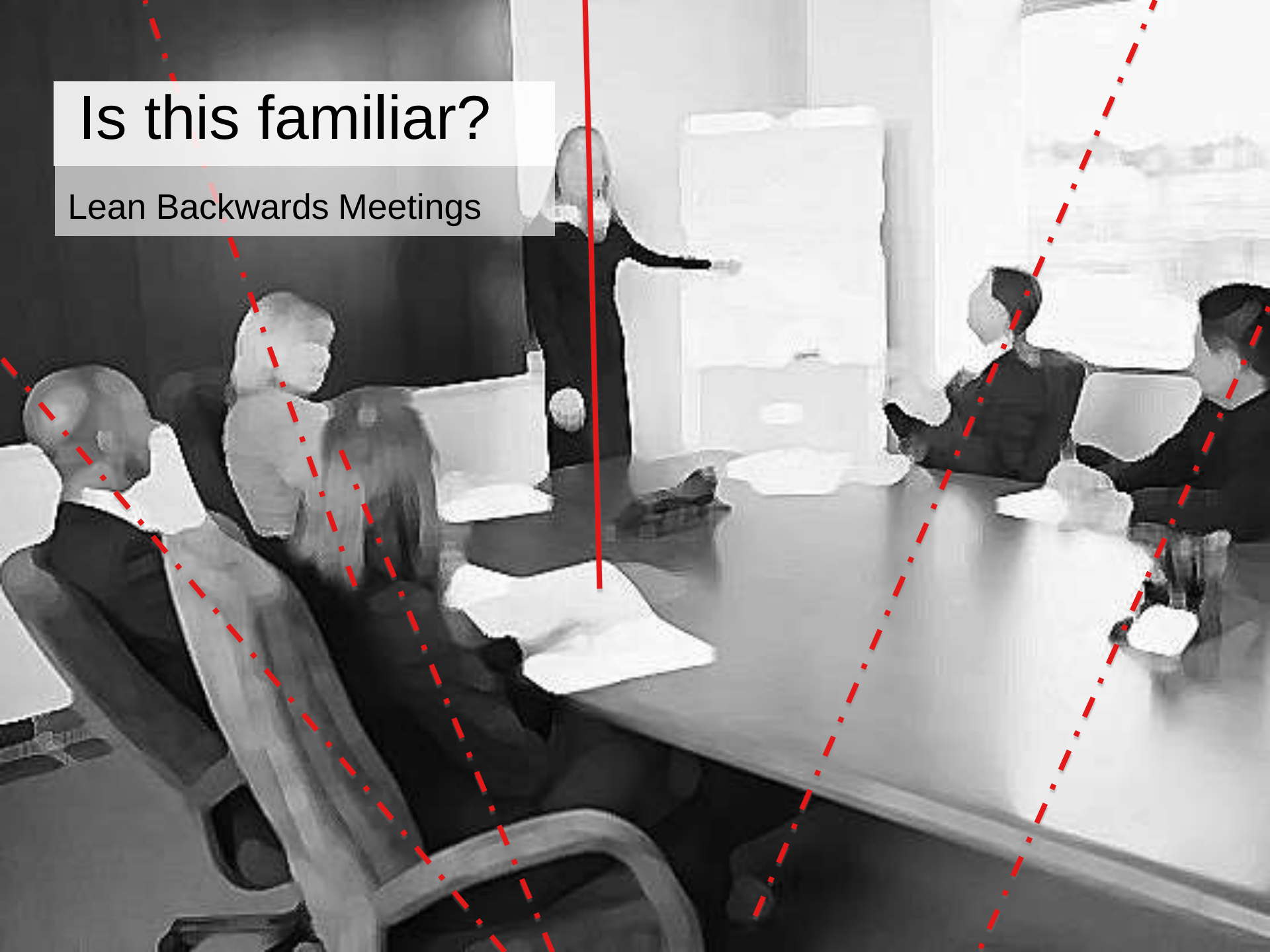
The mind is inherently embodied.

Thought is mostly unconscious.

Abstract concepts are largely metaphorical.

G. Lakoff




Is this familiar?
Lean Backwards Meetings



Posture & attitude

Lean Forward Meetings

Storytelling

The role of narratives

Sometime reality is too complex.

Stories give it form.

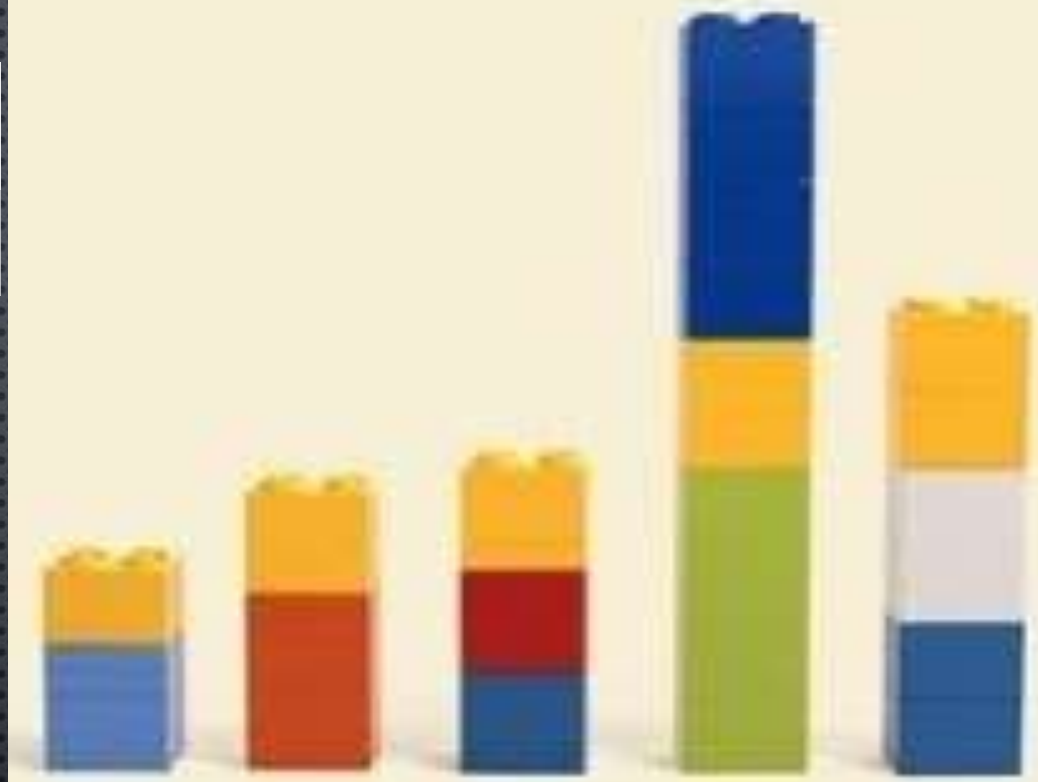
J. L. Godard



Descriptive

Imagination

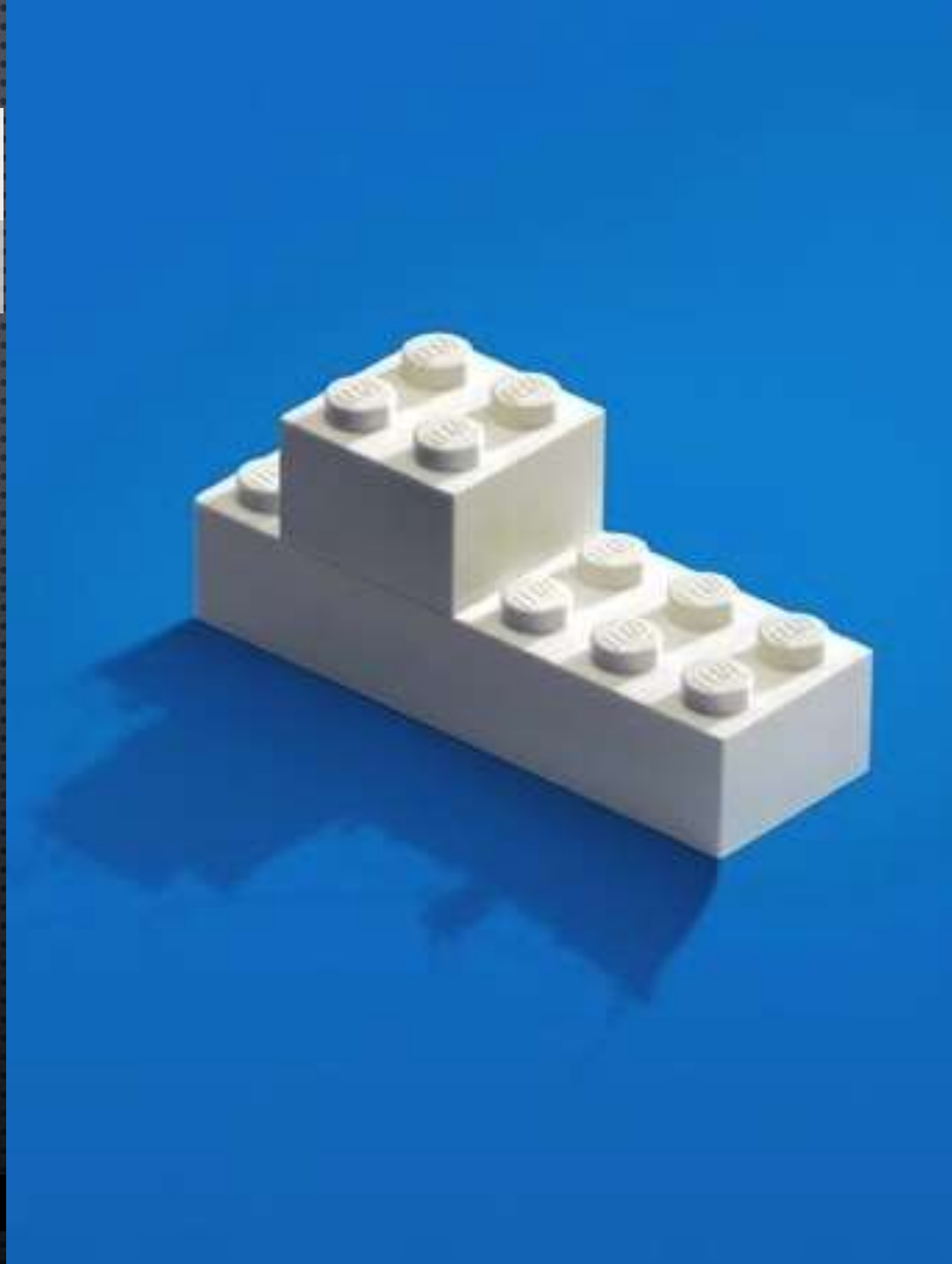
Identify patterns & make sense



Creative

Imagination

Combine &
transform
the existing



Challenging

Leads to creativity

Deconstruct reality & sarcasm







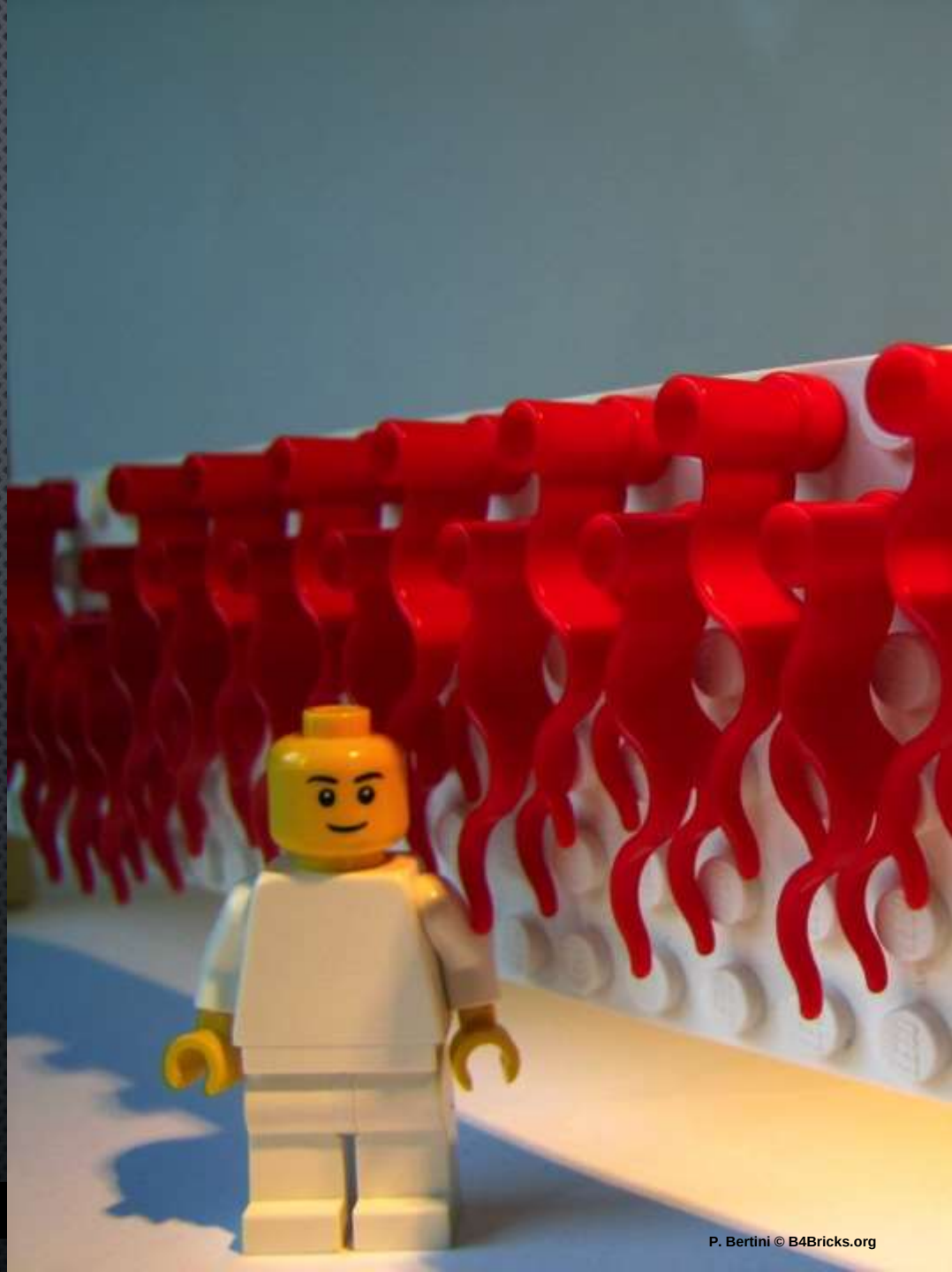


Strategic imagination

Shared language

The power of bricks

Bricks during the interaction become a common language to create and share new ideas and apply imagination.



From I…

To Team





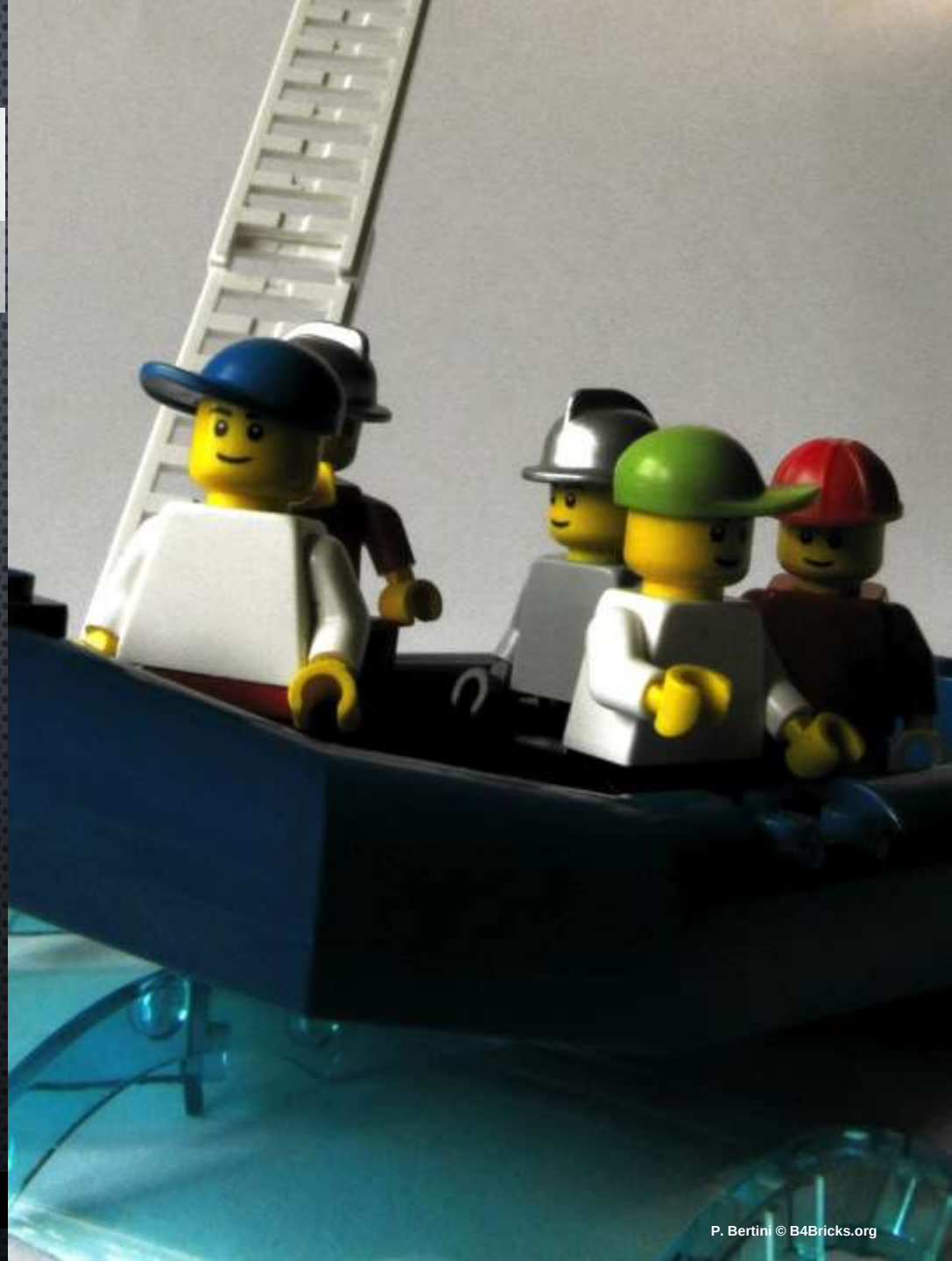
Interact!

To innovate

The "Aha" moment of insight, when we connect the dots of different things to come up with something new, are often done alone…

These insights come **after** intense social ***interaction*** and observation.

B. Nussbaum





What's the opposite of playing?

Hint: it's not work!

In playing, we create imaginative new cognitive combinations. And in creating those novel combinations, we find what works.

S. Brown

What is *Playing*?

And why it matters?

Play triggers competition and **cooperation**, tenacity and **joy**.
When people are playing they take risks they would not ordinarily take.

Play transforms problems into challenges, serious into fun, one right answers into many possible outcomes.

B. Nussbaum



Play facilitates the development of cognitive interpretative skills and engenders an emotional sense of fulfillment.

Play is inherently ***group oriented***, contributing to the development of a ***shared*** language, identity, and social practice.

Heracleous & Jacobs



Who uses LSP?

And many others!























LSP in Biz

What is used for?

Classic LSP application in management, include:

- Team Building
- Strategy development
- Change Management



LSP in design

What does LSP do for design

- Co-creation & participative design
- User Requirements with Lego
- Idea generation
- Concepting
- Prioritising



Innovate

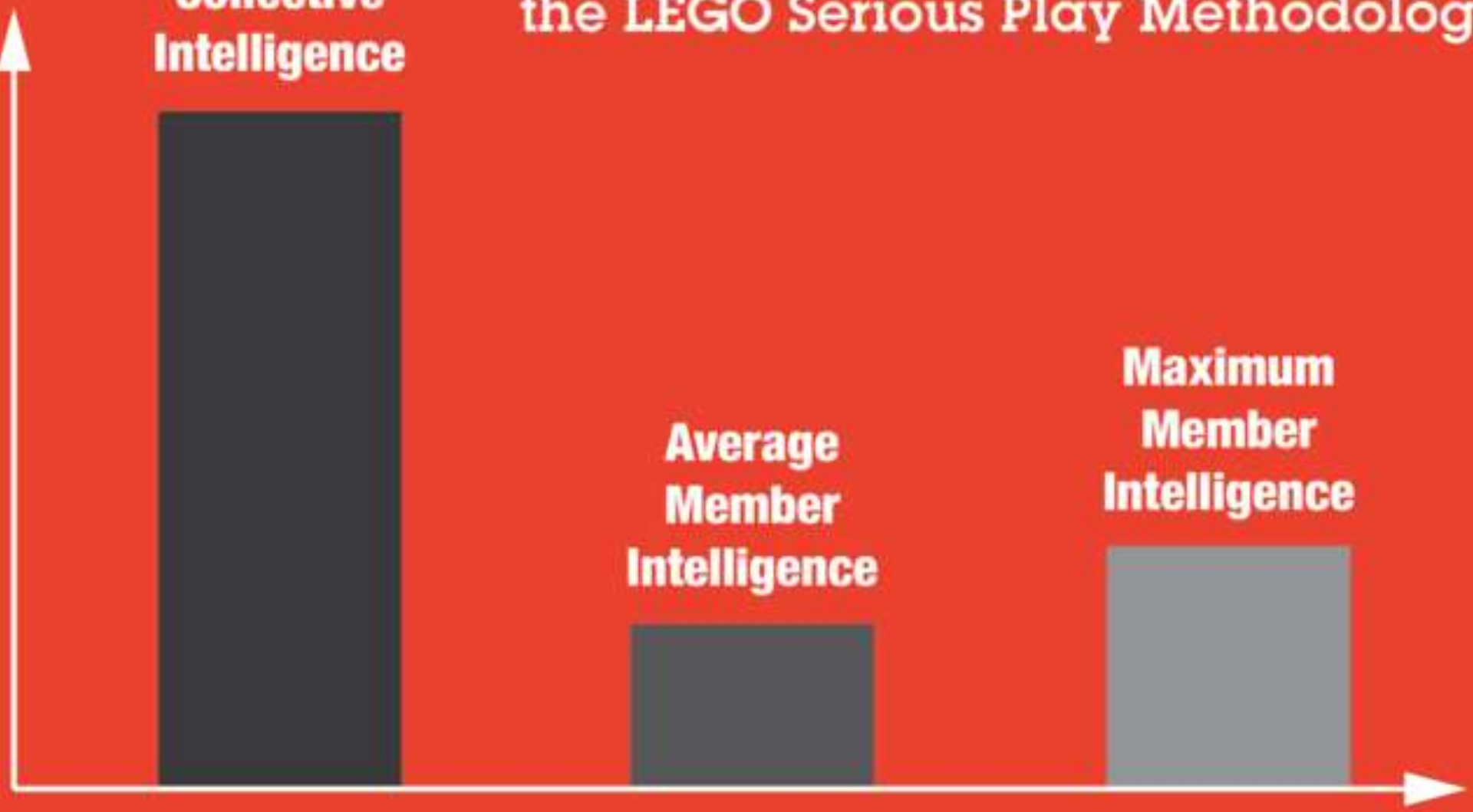
Trough interactions

LSP could make the transition because it focuses on IMAGINATION and ENGAGEMENT, which are winning elements of any business



Build to Lead @ CULTIVATE

Solve leadership challenges using the LEGO Serious Play Methodolog



TeamDynamicsBoston.com



In the experience economy paradigm, Business and Design are converging: Design methods improve the business and create new opportunities through imagination and through a safe to fail environment.
But the relationship is mutual and approaches from management can help design. This is the LSP case.

Questions?

And contact details ☺



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