



Building a Culture of Engagement: The Impact of LEGO® Serious Play® METHOD

Fostering a productive and cohesive workplace requires strong employee engagement and cultural alignment. This case study explores how LEGO® Serious Play® Method was used to enhance corporate values, improve communication, and drive collaboration in a leading organization.

Traditional engagement efforts lacked meaningful participation, prompting the need for an immersive, hands-on approach. Through structured LEGO® Serious Play® workshops, employees built and shared visual models of workplace values, fostering shared understanding and strengthening culture. The initiative led to deeper discussions, stronger team cohesion, and greater value alignment.

This case study outlines the methodology, implementation, and key takeaways for organizations looking to adopt innovative engagement strategies that create a more dynamic and inclusive workplace culture.

Introduction

Organizational Background

The organization at the center of this case study is an healthcare industry leader known for its commitment to innovation and employee empowerment. With a vision centered on collaboration and continuous learning, leadership sought to address a critical challenge: ensuring that company values were truly reflective of and meaningful to employees.

Previously, company values had been created a few years ago without direct employee input, leading to a disconnect in how staff engaged with and applied these values in daily work. To foster a shared sense of ownership, leadership initiated an engagement strategy using the LEGO® Serious Play® methodology. The goal was to revisit and redefine organizational values by actively involving employees in the process through engagement sessions.



Key Participants

The initiative involved multiple partners, including:

- **Senior Leadership:** Ensured alignment with organizational objectives and provided sponsorship for the initiative.
- **Culture & Communications Team:** Led the design and execution of the workshops
- **Employees Across Departments:** Actively participated in the workshops, contributing diverse perspectives.
- **A Certified LEGO® Serious Play® Facilitator** was part of the culture and comms team that provided expert guidance and structured facilitation of the workshops.

The Unique Opportunity

Unlike conventional training sessions, LEGO® Serious Play® encouraged employees to build physical representations of abstract concepts, providing an opportunity for storytelling, reflection, and deeper understanding of organizational values. This hands-on approach fostered open communication and collaboration, allowing individuals to engage with corporate principles in a personal and memorable way.



The Challenge

Defining the Problem

Despite previous efforts to communicate company values, feedback indicated that employees struggled to connect with them in a meaningful way. The organization faced:

- **A lack of shared understanding and ownership of values across teams.**
- **A need for interactive, participatory engagement beyond traditional training and communication methods.**
- **The challenge of embedding values into workplace culture rather than simply listing them.**

Why This Was a Critical Issue

A fragmented organizational culture, and top down description of MVV can lead to reduced collaboration, inconsistent decision-making, and lower job satisfaction. Employees who do not feel connected to company values are less likely to be engaged, innovative, and committed to long-term goals. Leadership recognized the urgency of addressing this gap through a structured yet creative methodology.



Previous Attempts and Their Shortcomings

Prior efforts to address cultural alignment included:

- **Email campaigns and town halls:** Information was passively received and rarely led to behavioral change.
- **Team meetings on values:** Discussions often remained surface-level, with little personal connection.

It was evident that a new, immersive approach was required to drive meaningful change.

The Project

Project Overview

The LEGO® Serious Play® initiative was launched as an innovative intervention to bridge the gap between corporate values and employee experience. By providing a structured environment where participants could visually and tangibly express their understanding of company values, the workshops facilitated a deeper connection between individuals and organizational principles.



Unlike traditional engagement programs that rely on passive participation, the LEGO® Serious Play® workshops required employees to be actively involved. By constructing and explaining their models, employees engaged in self-reflection, group discussions, and meaningful storytelling. This resulted in a more profound comprehension of the company's cultural framework.

Resources & Partnerships



A trained LEGO® Serious Play® facilitator guided participants through structured exercises. The Culture and Communications team played a pivotal role in coordinating logistics and securing participation, while leadership actively supported the initiative by participating in sessions.

September 2024

Initial planning phase, selection of facilitators, and development of workshop materials.

October - December 2024

Execution of workshop sessions across various teams.

January 2025

Data analysis, synthesis of findings, and presentation of results.

Implementation

How the Workshops Were Conducted

Each workshop followed a structured yet flexible approach that encouraged creativity and open dialogue. The Culture & Communications team led the design and execution of 63 LEGO® Serious Play® sessions, which engaged 528 employees across 35 locations.



To ensure inclusivity and psychological safety

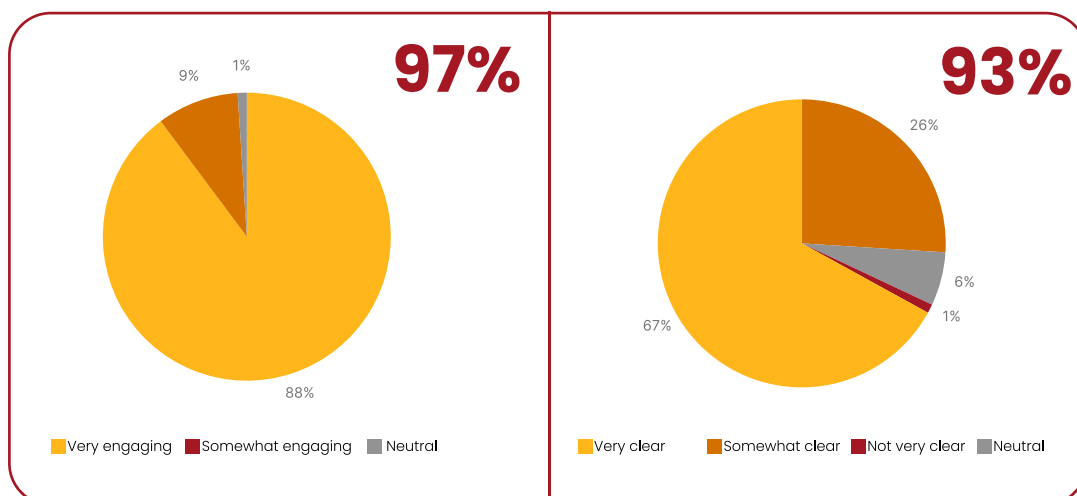
- Sessions were conducted both in-person and virtually to accommodate remote workers.
- Employees participated in small groups of 12 or fewer to encourage meaningful discussion.
- Leaders were not included in staff sessions to remove power dynamics and foster open communication.
- Sessions were scheduled flexibly to accommodate shift workers and team availability.

Impact and Results

Measurable Outcomes

Post-session feedback highlighted overwhelmingly positive outcomes. To provide context, the following survey questions were asked:

"How engaging did you find the LEGO Serious Play activities?"



Participants overwhelmingly **responded positively** to the workshops, with high satisfaction ratings reflecting both engagement and clarity in understanding company values.

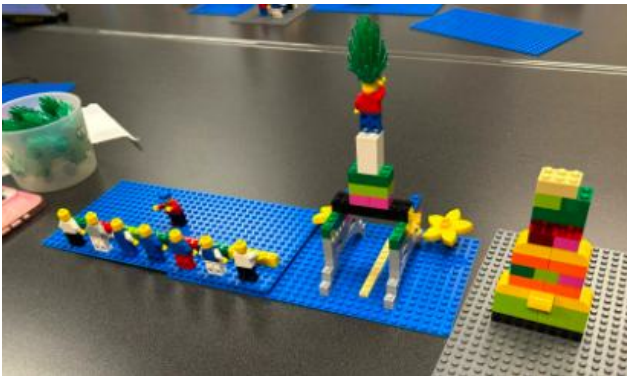
Qualitative Insights

Beyond the numbers, employees provided feedback highlighting the workshops' deeper impact. Many participants reported that the process allowed them to articulate thoughts and concerns they had never previously verbalized in a corporate setting. The ability to visualize and build their interpretations of corporate values created a deeper emotional connection to organizational culture.



Participants emphasized the following key benefits:

- **Increased confidence in their roles:** Employees felt more empowered to support company objectives.
- **Stronger team dynamics:** Participants gained insights into how their colleagues interpreted values, leading to increased mutual respect.
- **Greater inclusion and psychological safety:** The non-hierarchical nature of LEGO® Serious Play® ensured that every voice was heard, reinforcing a culture of shared ownership.
- **Enjoyment and curiosity:** The playful nature of the sessions sparked creativity, nostalgia, and excitement, enhancing engagement and strengthening connections among participants.

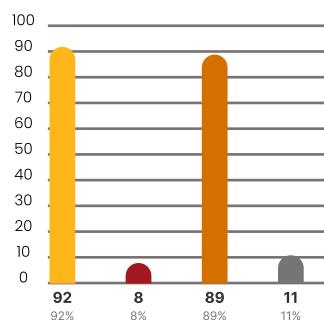


A common theme in the feedback was the power of active participation in shaping workplace culture. One participant described the experience as an opportunity to see their role within the company in a completely new light, emphasizing that hearing colleagues' perspectives helped them feel valued and engaged. Another participant noted that the session provided a rare chance to express ideas in a way they wouldn't in a traditional meeting, fostering a sense of fun and deeper workplace connections.

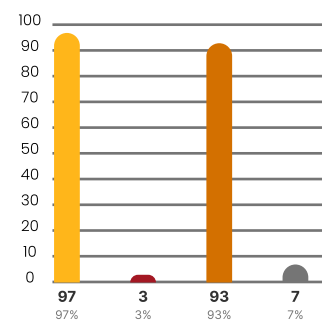
Facilitation and Structure Feedback

The structured facilitation played a key role in the workshop's effectiveness, ensuring inclusivity and engagement. Survey results indicated that 92% of participants rated facilitation as "very effective" or "somewhat effective," while 89% agreed that the LEGO® Serious Play® methodology helped them engage more openly and creatively in discussions.

Facilitation and Structure Feedback



Engagement Scores After Workshops



Effective Facilitation Engaged & Creative Discussions Neutral/Not Effective Did Not Engage Engagement Satisfaction Values Alignment Not Engaged No Alignment

Key Learnings

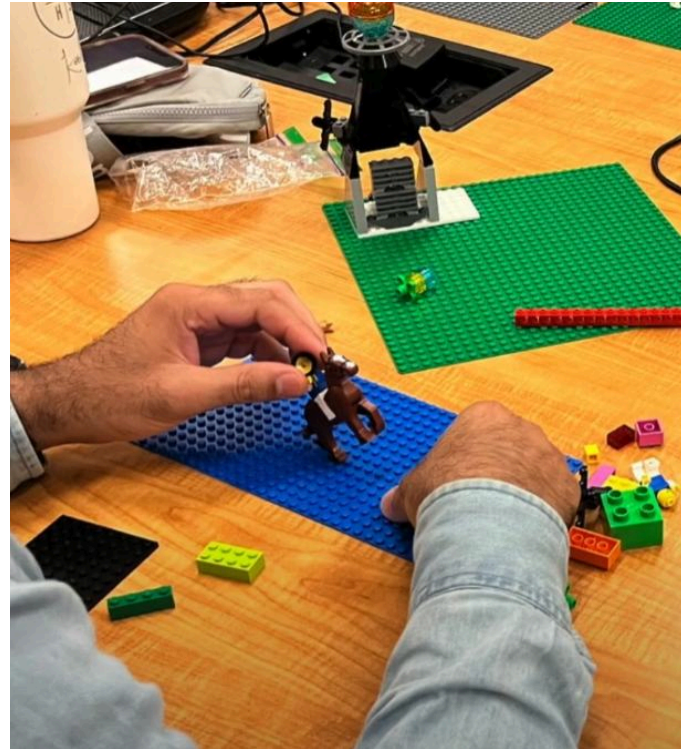
Success Factors

The LEGO® Serious Play® method was highly effective due to key success factors. Its interactive nature allowed employees to engage with company values in a tangible, hands-on way. By constructing models symbolizing workplace principles, participants internalized abstract concepts more meaningfully than traditional training methods would allow.

Leadership's active involvement was a major factor in the initiative's success. **The Senior Executive Director experienced LEGO® Serious Play® firsthand, recognized its potential, and championed its use across the organization.**

Employees saw this as a strategic initiative rather than an HR exercise, reinforcing leadership's commitment to cultural transformation. This increased credibility and encouraged broader participation, fostering an environment of openness and shared purpose.

Effective facilitation was also crucial to success. Skilled facilitators from the **Culture & Communications Team** led the structured process, ensuring discussions stayed productive and inclusive. They made sure every voice was heard and turned insights into actionable takeaways.



To further embed this approach into the organization, team members are now undergoing official LEGO® Serious Play® facilitator certification. This structured approach created a psychologically safe space where employees could share thoughts, reflect on values, and collaborate on defining a unified cultural framework.



Areas for Improvement

While the LEGO® Serious Play® method workshops successfully engaged employees and reinforced company values, participants suggested improvements to sustain long-term impact. Many emphasized the need for structured follow-up sessions to maintain momentum and prevent insights from fading over time. Accessibility was another concern, as remote employees had fewer opportunities to participate, prompting calls for digital adaptations to make the methodology more inclusive. Additionally, some participants felt the sessions should be longer, allowing for deeper discussions and reflection on workplace values.

As one participant put it:

“I would love to see more sessions like this throughout the year to keep these conversations alive and relevant.”

Conclusion

The LEGO® Serious Play® initiative proved to be a transformative experience, reshaping the way employees interact with corporate values and fostering deeper engagement across all levels of the organization. By utilizing a structured, hands-on approach, the workshops enabled employees to actively contribute to defining their workplace culture, rather than passively receiving information.

This level of interaction helped solidify shared values, strengthen communication, and cultivate an environment of trust and collaboration. The overwhelmingly positive response, both quantitatively and qualitatively, demonstrates that experiential learning techniques like LEGO® Serious Play® are far more effective in instilling core principles than traditional engagement methods.



Beyond immediate workshop outcomes, the initiative sparked long-term conversations about how organizations can ensure that company culture remains a continuous, evolving process rather than a one-time initiative. Employees expressed a strong desire for ongoing reinforcement activities that could keep these discussions alive, with many advocating for a broader integration of LEGO® Serious Play® principles into team-building and strategic planning efforts.

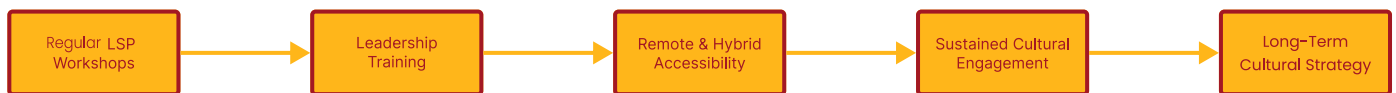
Moving forward, the company is committed to embedding these insights into leadership and culture strategies to ensure sustained workplace improvements.

By embedding this methodology into ongoing cultural engagement initiatives, the organization ensures that the impact of LEGO® Serious Play® is not a one-time event but a foundational strategy for strengthening company culture and fostering a more engaged, collaborative workforce.

Next Steps

To sustain the impact of LEGO® Serious Play®, the organization is committed to the following actions:

- Ongoing **LEGO® Serious Play®** sessions to maintain engagement.
- **Integration into team-building and strategic planning:** The Culture & Communications team will continue using the methodology for team-building, strategic planning, and change management.
- **Facilitator development:** Team members are undergoing **LEGO® Serious Play® certification**, with the lead facilitator advancing their expertise through additional courses to enhance facilitation skills.
- **Knowledge-sharing initiatives:**
 - A learning session is planned with the Learning & Development team to integrate insights from LEGO® Serious Play® into broader organizational training.
 - A session will be conducted with certified coaches in Vancouver to explore new applications of the methodology.



By committing to these next steps, the organization ensures that the success of **LEGO® Serious Play®** is not just an isolated event but a foundational strategy for strengthening company culture and fostering a more engaged, collaborative workforce.



Learn more about how the LEGO® SERIOUS PLAY® methodology is suited to facilitating sessions that are designed for maximum engagement through deeper conversations.

Our online learning program gives you the confidence to plan, design and deliver workshops and group sessions using this globally renowned methodology.

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