

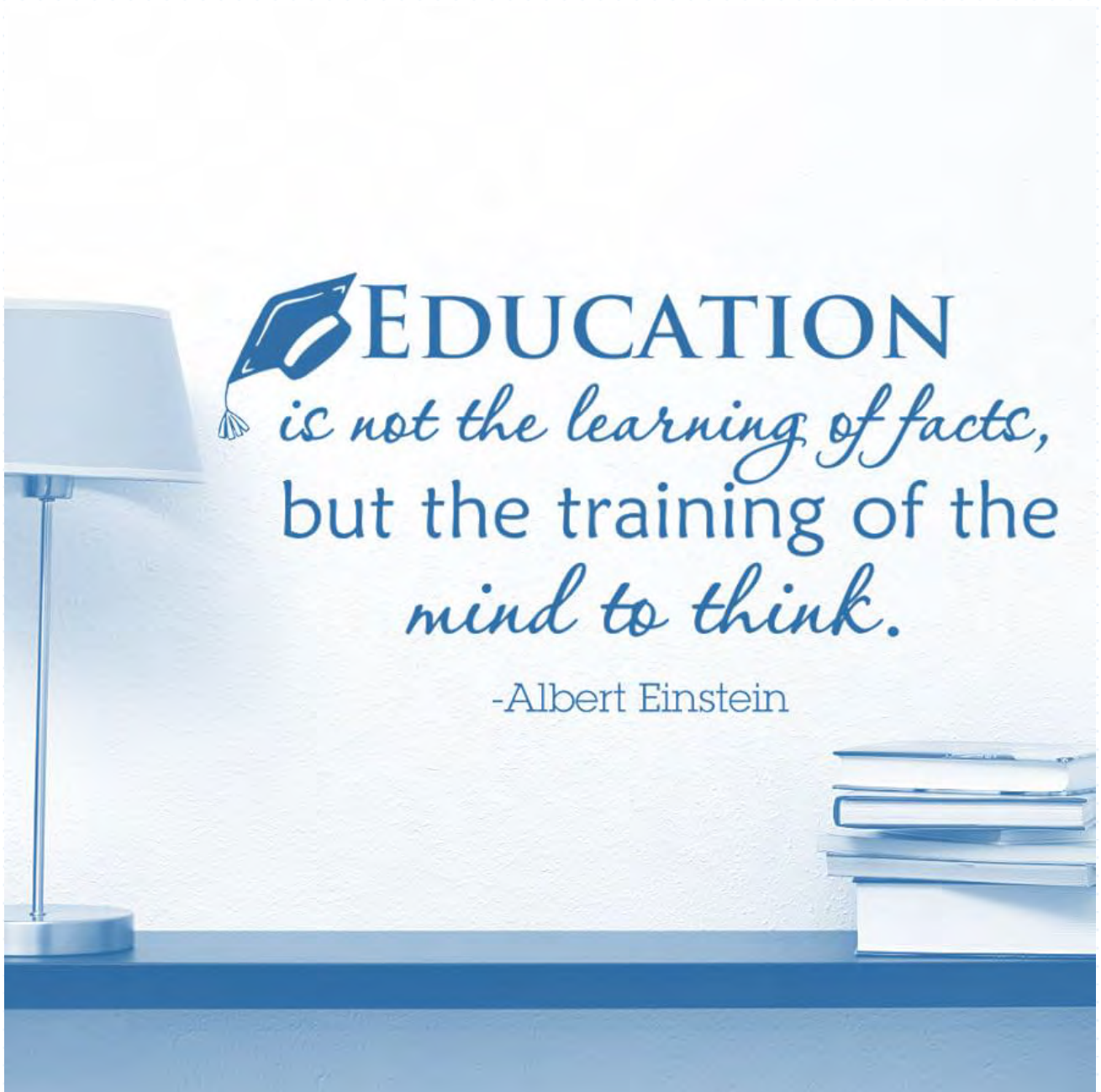
DIGITAL LEGO® SERIOUS PLAY®


Project Number: 101093738
www.display-project.eu

Digital Serious Play for Youth Business Ideas Development



Co-funded by
the European Union



 **EDUCATION**
*is not the learning of facts,
but the training of the
mind to think.*

-Albert Einstein

Table of Contents

1. DiSPiLAY: Preface	5
2. Youth Entrepreneurship through Digital LEGO® SERIOUS PLAY®	7
Emphasis on Inclusion: Fostering Opportunities for All	7
Overcoming Geographical, Social, and Economic Barriers: A Comprehensive Approach	9
3. DiSPiLAY: What is Digital LEGO® SERIOUS PLAY®	11
Origins of LEGO® SERIOUS PLAY®	12
LEGO® SERIOUS PLAY®: Theoretical Foundations	13
Lego® Serious Play®: Methods.....	14
Size and scale of a workshop	15
Why make things, rather than just talking?.....	18
4. Digital LEGO® SERIOUS PLAY®: Techniques for setting the challenge	21
Importance of Setting the Challenge	22
Techniques for Setting the Challenge	24
Best practices – 3.1: Online LEGO® SERIOUS PLAY® Tower Building Challenge	25
Best practices – 3.2: PLAYMOBIL®pro. Reflective Session	27
Best practices – 3.3: LEGO® Serious Play® Inclusive Workshop.....	28
Recommended Additional Resources	30
5. Digital LEGO® SERIOUS PLAY®: Promoting Youth Entrepreneurship	31
Significance of Digital LSP in Youth Entrepreneurship	31
Digital Tools and Methods.....	32
Shift to Virtual Collaboration.....	33
Youth Entrepreneurship: A Critical Imperative	34
Challenges in Youth Entrepreneurship: Influence of Digital LEGO® SERIOUS PLAY® on those challenges	35
Digital LEGO® SERIOUS PLAY® for promoting youth entrepreneurship.....	37
Best practices – 4.1: Boosting Innovative Entrepreneurial Ecosystems with LEGO® Serious Play®	38

Best practices – 4.2: LEGO® SERIOUS PLAY® for Youth Entrepreneurship Empowerment.....	39
Best practices – 4.3: Enhancing Team Dynamics through LEGO Serious Play at Tesco PLC	40
Recommended Additional Resources	42
6. Digital LEGO® SERIOUS PLAY® for Innovative Business Strategies	43
Creating a Supportive and Inclusive Environment	43
Key Success Factors, Challenges, and Solutions.....	44
Best Practices – 6.1: Strategic Alignment with Local Market Trends.....	45
Best Practice – 6.2: Facilitation Techniques Tailored to Romanian Dynamics	46
Best Practice – 6.3: Cultural Integration for Enhanced Creativity in the Romanian Context.....	47
Recommended Additional Resources.....	47
7. Digital LEGO® SERIOUS PLAY®: Integrating Strategical Thinking.....	49
Developing Comprehensive Action Plans.....	49
Challenges of Being an entrepreneur.....	51
How To Overcome The Challenges Faced by Entrepreneurs?.....	55
8. Digital LEGO® SERIOUS PLAY®: Eco-Friendly Approach to Youth Entrepreneurship	59
Best practices – 8.1: The Ocean Cleanup	62
Best practices – 8.2: Re-Nuble	64
Best practices – 8.3: Loliware	65
Recommended Additional Resources.....	66
9. Digital LEGO® SERIOUS PLAY®: Methodology for evaluating and testing youth business ideas.....	67
Best practices – 9.1: START Summit.....	69
Best practices – 9.2: Business Plan Contest	71
Best practices – 9.3: Venture Kick Zürich	72
Recommended Additional Resources.....	74
10. Conclusion: The Core of DiSPiLAY's Entrepreneurial Ethos.....	77
11. Erasmus Programme.....	79
12. About the DiSPiLAY project.....	81

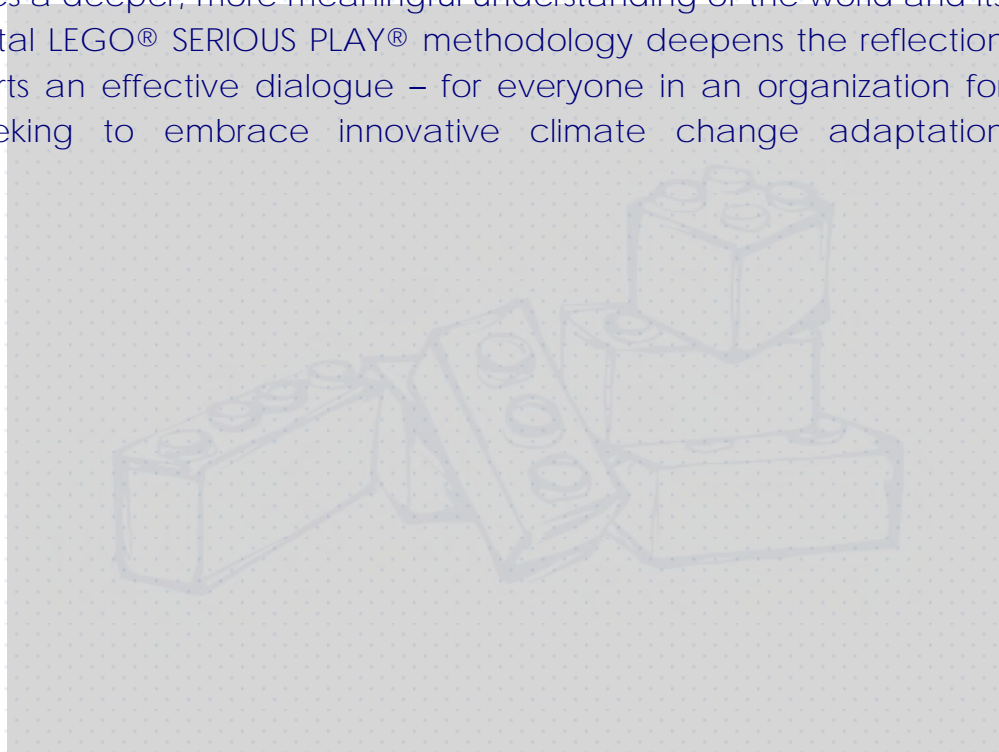
1. DiSPiLAY: Preface

Welcome to the Digital Serious Play for Youth Business Ideas Devel - DiSPiLAY project. DiSPiLAY is an ambitious initiative: youth entrepreneurship drives innovation, acting as a catalyst for change & invention & progress.

DiSPiLAY project is looking to introduce a new methodology for evaluating and testing youth business ideas; the use of digital LEGO® SERIOUS PLAY®. These innovative means offer a series of methods & tools to help future youth entrepreneurs to evaluate and develop an idea. Using digital LEGO® bricks, CANVAS, design, critical thinking and other tools, youth will follow a procedure enabling them to better know themselves and their teams and to develop an entrepreneurship project.

DiSPiLAY aims to motivate youth to stimulate their social entrepreneurship, creativity, innovation and transversal skills. Through the promotion of intercultural dialogue, DiSPiLAY encourages an open and respectful exchange of views on youth entrepreneurship between individuals and groups involved who come from different cultures and foresees a deeper understanding of the different perceptions. The overall aim of this project is to open employability opportunities and build up the entrepreneurial capacities of youth and youth workers from Europe, third countries associated with the Programme and Western Balkans that require with innovative tools, resilient management & a solid sense of their ethical boundaries. With core element the digital transformation, the project supports the purposeful use of digital technologies and serious plays in youth business ideas development.

LEGO® SERIOUS PLAY® is an innovative process designed to enhance innovation and business performance. Based on research that shows that this kind of hands-on, minds-on learning produces a deeper, more meaningful understanding of the world and its possibilities, the Digital LEGO® SERIOUS PLAY® methodology deepens the reflection process and supports an effective dialogue – for everyone in an organization for young people seeking to embrace innovative climate change adaptation techniques.



**“Building with LEGO
bricks is like building
your own world, one
piece at a time.” -
Unknown**

2. Youth Entrepreneurship through Digital LEGO® SERIOUS PLAY®

The DiSPiLAY project stands at the forefront of a transformative journey in youth entrepreneurship, unfolding over 24 months across diverse European landscapes. Rooted in the urgency to combat youth unemployment and social exclusion, the project addresses these challenges by placing youth entrepreneurship firmly on the political agenda. At its core lies an ambitious initiative to revolutionize the evaluation and testing of youth business ideas through the innovative application of Digital LEGO® SERIOUS PLAY®.

Objectives and Significance The primary objective of DiSPiLAY is to introduce a groundbreaking methodology that transcends traditional evaluation approaches. Digital LEGO® SERIOUS PLAY® emerges as a catalytic tool, deepening the reflective process and fostering effective dialogue among youth. This methodology, known for enhancing innovation and business performance, holds the potential to revolutionize the working methods of youth workers and organizations.

Key goals

The project unfolds against a backdrop of key goals: motivating youth, stimulating social entrepreneurship, fostering creativity and innovation, and building transversal skills. By immersing young people in a digital environment that transforms a popular game into a tool for business ideation, DiSPiLAY seeks to empower a generation of entrepreneurs poised for change.

As youth entrepreneurship continues to drive innovation, act as a catalyst for change, and stimulate invention and progress, DiSPiLAY emerges not merely as a project but as a beacon for the future. This introductory chapter sets the stage for a journey that transcends conventional boundaries, embracing the potential of Digital LEGO® SERIOUS PLAY® to reshape the landscape of youth entrepreneurship and contribute to the overarching goals of the Europe 2020 strategy.

Emphasis on Inclusion: Fostering Opportunities for All

Within the DiSPiLAY project, a resolute commitment to inclusion takes center stage, elevating it beyond a mere aspiration to a guiding principle that shapes every facet of its endeavors. The focus extends with precision to embrace marginalized groups, notably those confronting unique challenges—disabled young people, including those with visual impairment and deaf young people.

The project recognizes that these individuals, often facing heightened barriers to entry, harbor untapped potential and aspirations. Thus, DiSPiLAY intentionally directs its efforts toward young people with fewer opportunities, recognizing the pivotal role of empowering them in the face of adversity. The emphasis is not merely on addressing immediate concerns but on equipping them with indispensable tools, methods, and

skills that transcend the challenges posed by disabilities, socioeconomic constraints, or geographical disadvantages.

This inclusive approach operates as a strategic response to combat the scourge of youth unemployment while simultaneously nurturing sustainable development. By tailoring interventions to the specific needs of these diverse groups, the project strives to dismantle systemic barriers that often impede their entry into the workforce. It aspires to be a catalyst for change, fostering an environment where every individual, regardless of their background or abilities, can actively participate in and contribute to the entrepreneurial landscape.

In practical terms, this commitment unfolds through targeted training programs, mentorship initiatives, and the provision of adaptable resources. Through such tailored strategies, DiSPiLAY aims not only to level the playing field but to enrich the entrepreneurial ecosystem by harnessing the unique perspectives and talents of every young person, ultimately contributing to a more equitable and inclusive future.

Social Inclusion: Bridging Divides and Fostering Community Equity

At the heart of the DiSPiLAY project lies a dedicated initiative to champion social inclusion, transcending conventional boundaries and actively engaging with individuals facing intricate socio-economic challenges. This commitment extends to those residing in rural or remote areas, often marginalized by geographical constraints, as well as individuals carrying the rich tapestry of a migrant background.

The project recognizes that socio-economic difficulties, coupled with geographic remoteness or migration experiences, can create formidable barriers to accessing opportunities. DiSPiLAY strategically targets these challenges, seeking not merely to address them but to dismantle systemic obstacles hindering the full integration of these communities into the entrepreneurial fabric.

In rural or remote areas, where limited resources and connectivity can impede access to educational and entrepreneurial initiatives, DiSPiLAY intervenes with tailored programs. These initiatives are designed to bridge the divide by bringing vital resources, training, and mentorship opportunities directly to these communities. The goal is not only to impart essential skills but to instill a sense of empowerment, enabling individuals to actively contribute to local economic development.

Similarly, for individuals with a migrant background, the project recognizes the richness that diverse perspectives bring to the entrepreneurial landscape.

DiSPiLAY endeavors to create environments that celebrate this diversity, fostering a sense of belonging and providing targeted support to navigate the unique challenges faced by migrants entering the world of entrepreneurship.

In crafting these inclusive environments, DiSPiLAY is dedicated to fostering equity and equality, ensuring that its initiatives are responsive to the nuanced needs of diverse communities. By actively engaging with and addressing the challenges faced by individuals in these specific contexts, the project aspires to be a catalyst for transformative change, ultimately contributing to a more inclusive and harmonious society.

Overcoming Geographical, Social, and Economic Barriers: A Comprehensive Approach

In its pursuit of fostering inclusive entrepreneurship, the DiSPRAY project conscientiously confronts and dismantles a spectrum of barriers that often hinder the equitable participation of all youth. Geographical, social, and economic obstacles are acknowledged as multifaceted challenges, and the project strategically positions itself to address each dimension with precision.

Geographical Challenges: Rural and remote areas often bear the brunt of limited access to educational and entrepreneurial opportunities. DiSPRAY, drawing insights from participating organizations deeply entrenched in these regions, tailors interventions to bridge the geographical gap. This involves the establishment of localized hubs, mobile training units, and digital infrastructure to ensure that youth in these areas not only have access to resources but also find tailored support that aligns with their unique challenges.

Social Barriers: Recognizing the pervasive impact of societal prejudices and biases, the project employs targeted strategies to mitigate social barriers. Through community engagement programs, awareness campaigns, and partnerships with local influencers, DiSPRAY endeavors to challenge stereotypes and create an environment that encourages the active involvement of all youth, irrespective of their background.

Economic Hurdles: Economic disparities can significantly impede the entrepreneurial journey for many. DiSPRAY, leveraging the experiences of participating organizations, designs initiatives to provide financial literacy, access to seed funding, and mentorship programs. By addressing economic barriers head-on, the project aims to level the playing field, ensuring that financial constraints do not hinder the entrepreneurial aspirations of disadvantaged youth.

Education and Training System Challenges:

Acknowledging the flaws within traditional education and training systems, DiSPRAY pioneers' innovative approaches. This involves collaborating with educational institutions to integrate entrepreneurial education, promoting hands-on learning, and ensuring that training curricula are adaptable to diverse learning styles. By challenging and reshaping existing paradigms, the project strives to create an educational landscape that nurtures the entrepreneurial spirit in all youth.

In essence, DiSPRAY's commitment to overcoming these barriers goes beyond acknowledgment; it manifests in a strategic and tailored approach that seeks to transform challenges into opportunities, ensuring that every young person, regardless of their location, social context, or economic standing, has equal access to the resources and support needed to thrive in the world of entrepreneurship.

LEGO QUOTES

LEGO has essentially taken the concrete block, the building block of the world, and made it into the building block of our imagination.
-- Ayah Bdeir

**What do Harley-Davidson, LEGO, and Apple have in common?
They're all based on communities.**
-- Martin Lindstrom

You don't know true pain till you stepped on a LEGO barefooted.
-- Every parent everywhere

ListCaboodle.com

3. DISPLAY: What is Digital LEGO® SERIOUS PLAY®

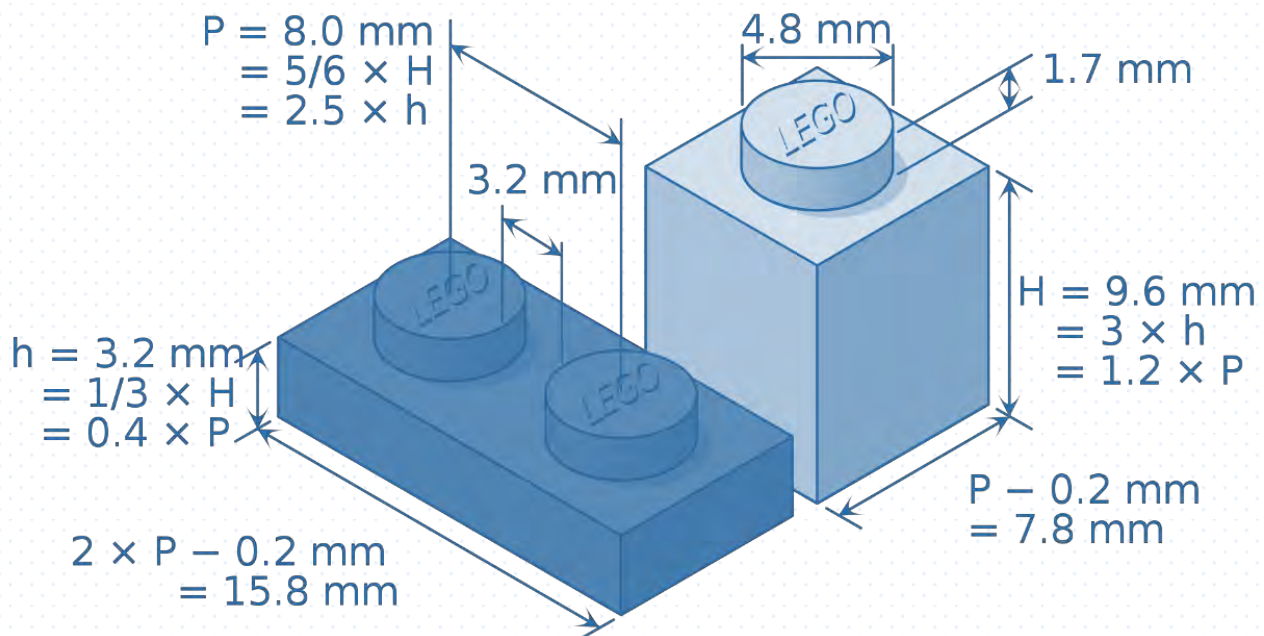
LEGO is a line of plastic construction toys that are manufactured by the Lego Group, a privately held company based in Billund, Denmark.

Lego consists of variously colored interlocking plastic bricks made of acrylonitrile butadiene styrene that accompany an array of gears, figurenes called minifigures, and various other parts.

Lego pieces can be assembled and connected in many ways to construct objects, including vehicles, buildings, and working robots. Since the 1950s, the Lego Group has released thousands of sets with a variety of themes.

Six bricks of 2 * 4 studs can be combined in 915.103.765 ways.

Anything constructed can be taken apart again, and the pieces reused to make new things.



Lego pieces of all varieties constitute a universal system. Despite variations in the design and the purposes of individual pieces over the years, each piece remains compatible in some way with existing pieces.

Lego bricks from 1958 still interlock with those made in the current time, and Lego sets for young children are compatible with those made for teenagers.

Why use LEGO bricks?

There are several reasons why LEGO bricks are particularly well suited to this kind of process. The material makes it easy for participants to put together satisfying models that represent something that they wish to communicate. They do not need significant technical skills; the LEGO System is familiar to many, and even if they have not used LEGO bricks before, most people find it quite easy to build meaningful constructions.

LEGO bricks come in many shapes and colors and can often inspire metaphors through serendipity.

They can be built into simple or complex forms, as suits the personality of the builder, and research has shown that people from all walks of life feel comfortable attaching diverse metaphorical meanings to LEGO bricks.

Origins of LEGO® SERIOUS PLAY®

The history of LEGO® SERIOUS PLAY® starts in the mid-1990s, when the LEGO Company was facing the big challenge of new toys entering the market, such as videogames. Kjeld Kirk Kristiansen, owner and CEO of the LEGO Company at that time, was dissatisfied with the results of the strategy-development sessions with his staff: the business of LEGO was about imagination, but the results of these sessions were all but imaginative.

In the same years, Johann Roos and Bart Victor, two professors at the International Institute for Management Development (IMD) in Lausanne (Switzerland), were investigating new techniques for strategy development. LEGO decided to fund research on this problem and created a separate subsidiary: Executive Discovery.

Executive Discovery brought the methodology to market, and in 2002, the LEGO® SERIOUS PLAY® process was officially launched.

In 2004, LEGO decided to merge Executive Discovery into LEGO. In 2010, LEGO launched a community-based business model for LEGO® SERIOUS PLAY®. In the following years many companies, nonprofit / NGO groups, and governmental bodies used it.

LEGO® SERIOUS PLAY® is built upon a process that stems from the heart of LEGO bricks and the LEGO system.

Looking for a tool to unlock innovation within the company, the LEGO Group realized that a solution might be found in the LEGO System itself: just as the LEGO Group had been telling children to 'build their dreams' for decades, so perhaps adults could be asked to build their visions for future strategy.

Building upon the inclusive and participatory nature of the LEGO System, LEGO® SERIOUS PLAY® rejects the idea that external 'experts' must be brought in to identify problems, and to propose solutions; on the contrary, LEGO® SERIOUS PLAY® begins with the assumption that the answers are 'already in the room' and invites participants to 'think with their hands' to build their understandings. Every member of the team participates, and everyone has a voice.

LEGO® SERIOUS PLAY® went through many iterations from 1998 to 2010 and has been successfully used by businesses around the world.

Furthermore, the LEGO® SERIOUS PLAY® concept has been developed to meet the needs of teachers and educators, and specially designed 'LEGO® SERIOUS PLAY® for Education' products and training are available for this target group (see <http://educatorsweb.lego.com>).

LEGO® SERIOUS PLAY®: Theoretical Foundations

LEGO® SERIOUS PLAY® is founded on some key theories:

1. Play is a voluntary activity, limited in time and space, structured by rules, conventions, or agreements among the players, uncoerced by authority figures, and drawing on elements of fantasy and creative imagination. In organizations, play can be seen as an intentional gathering of participants who want to use their imagination, agree that they are not directly producing a product or service, and agree to follow a special set of rules.

Youth play is often undertaken with an explicit purpose in mind. Four purposes of youth (& adult) play have been recognized as relevant for LEGO® SERIOUS PLAY®: social bonding, emotional expression, cognitive development, and constructive competition.

Two key components in serious play are storytelling and metaphors.

2. Constructionism is not only about children's learning, but also more widely about making formal and abstract ideas more concrete and tangible, therefore easier to understand. Concrete thinking, i.e.: thinking with and through objects, is a mode of thinking that is complementary to abstract and formal thought.

At the core of both constructionism and LEGO® SERIOUS PLAY® is the idea that when we 'think with objects' or 'think through our fingers' we unleash creative energies, modes of thought, and ways of seeing that most adults have forgotten they even possessed.

3. Hand-mind connection. The essence of LEGO® SERIOUS PLAY® is building on the complex interplay between the hands and the brain. The idea behind LEGO® SERIOUS PLAY® is that using the hands to build 3D models of pieces of knowledge, ideas and feelings opens up a new path for free, creative and expressive thinking.

More than 50 years ago, neuroscientists found that a surprisingly large part of the human brain is dedicated to control the hands. This profound interconnection between the brain and the hands means "that the hands are not simply a valuable place to get information 'from', or to manipulate objects 'with', but also that thinking with the hands can have meaning in itself".

4. Imagination. The ability to 'image' or 'imagine' something is typical of human beings. The term 'imagination' has three basic meanings: to describe something (descriptive imagination), to create something (creative imagination), to challenge something (challenging imagination). The interplay of these three kinds of imagination makes up the so-called strategic imagination, which is the source of original strategies in companies.

LEGO® Serious Play®: Methods

The LEGO® SERIOUS PLAY® method is built upon basic knowledge about how people and groups best learn and develop. The process structure of the LSP process is building upon a learning process that ensures that people take ownership of their own learning and learn the most. This learning process implies four steps that you move through in a spiral:

1. The first step of the ideal learning spiral is to help people connect to what they are going to explore, and to understand the context and meaning of what they are about to learn more about.
2. The second step is to involve people in a process where they create a product connected to the targets of exploration, involving their own knowledge and reflections as well as their own creative skills – and their own hands.
3. The third step is to help people reflect on what they have created and look deeper into their own reflections about their own product, in order to become aware of what their explorations have brought them, and in order to gain more insights.
4. The fourth step is that people get a chance to connect their newly gained knowledge to new explorations they would want to pursue.

When people go through an iterative process like the one described here, they are learning something profoundly, and they take ownership not only for their own learning process but also for the things learned and even for taking the knowledge to the next level and developing even more with it. The process structure of LEGO® SERIOUS PLAY® builds on the insights about this effective learning process, and the LEGO® SERIOUS PLAY® method relies on this specific process structure to create an ideal environment for constructive reflection and dialogue. This structure consists of three basic phases that must be covered by any LEGO® SERIOUS PLAY® process. To exploit all the advantages of the method as a tool for constructive reflection and dialogue, the three basic phases of the process must be covered every time and in the correct order.

The standard applications of the LEGO® SERIOUS PLAY® method are three:

1. Real-Time Identity for You, whose goal is to allow participants to understand themselves and their colleagues better.
2. Real-Time Strategy for the Team, which aims at unlocking the full potential of a team quickly, effectively, and deeply; and
3. Real-Time Strategy for the Enterprise, a process to continuously develop strategies in an unpredictable world.

Until 2009, Real-Time Identity and Real Time Strategy were the only possible applications of the LEGO® SERIOUS PLAY® method. After the shift to the community-based business model, however, the basic principles and philosophy of LEGO®

SERIOUS PLAY® were made open source and LEGO® SERIOUS PLAY® has been seen more as a language than as a pre-defined methodology.

The three standard applications remain, but facilitators are now free to design workshops following their own needs.

The LEGO® SERIOUS PLAY® methodology offers a sophisticated means for a group to share ideas, assumptions, and understandings; to engage in rich dialogue and discussion; and work out meaningful solutions to real problems.

The LEGO® SERIOUS PLAY® methodology is based on the Core Process and on seven Application Techniques.

The Core Process has four essential steps:

1. Posing the question. The facilitator presents the challenge to the participants. The challenge must have no obvious or “correct” solution.
2. Construct. Participants build their answer to the challenge using LEGO bricks. While building their models, participants assign a meaning to them and develop a story covering the meaning. In doing so, they construct new knowledge.
3. Sharing. Participants share their stories and the meanings assigned to their models with each other and listen to the stories of other participants.
4. Reflection. The facilitator encourages participants to reflect on what they have heard and seen in the models.

An LEGO® SERIOUS PLAY® workshop typically takes from half a day to a couple of days. It always starts with a skill-building section, i.e., a set of exercises that aim at introducing participants to the method and making them acquainted with it. The seven Application Techniques (AT) are:

- Building individual models.
- Building shared models.
- Creating a Landscape.
- Making Connections.
- Building a System.
- Playing Emergence and Decisions.
- Extracting Simple Guiding Principles.

Then, the ‘real’ workshop starts with the first AT (Building individual models), which is the only mandatory one, and may be used with other ATs, if needed.

Size and scale of a workshop

A LEGO® SERIOUS PLAY® workshop typically takes at least one day. At its shortest, a LEGO® SERIOUS PLAY® workshop takes three or four hours.

A LEGO® SERIOUS PLAY® workshop typically involves four to eight people. Groups of more than eight tend to be too big, so the process of going around the table hearing about constructions might become tiresome (or might put pressure on individuals to speed up), and can make it difficult for participants to remember all of the meanings

and stories. A workshop can involve as few as two participants, although a group of four to eight is optimal – bringing the energy of different people and more ideas.

In terms of materials required, each participant should be given a LEGO® SERIOUS PLAY® Starter Kit (item no. 2000414) for the skills-building exercises. The workshop group will make collective use of one LEGO® SERIOUS PLAY® Identity and Landscape Kit (item no. 2000415), and if connections are to be built between models, participants will benefit from having one LEGO® SERIOUS PLAY® Connections Kit (item no. 2000413).

Note that one workshop group requires one facilitator. It is not possible to facilitate two groups 'side by side' (for example, two tables, each with eight participants, in the same room) because each group would need focused attention from the facilitator, at the same time – so this is not possible.

Unsurprisingly – as time is tight in business, and everywhere else – efforts have been made, over the years, to reduce the length of time that LEGO® SERIOUS PLAY® takes. Note that LEGO® SERIOUS PLAY® is not anything that anybody says can be done in an hour.

However, it has been found that shorter workshops are ones of significantly lower quality. If a facilitator were to leave out the skills-building exercises and leap straight into a complex task and encourage participants to race through it quickly – this is simply not effective. LEGO® SERIOUS PLAY® is not about communication as persuasion, where one member of the team persuades others that their point of view is the only relevant one, or where the manager communicates messages to their staff. At each stage, as is always the case in LEGO SERIOUS PLAY workshops, the participants build, and then share the 'story' of what they have built with each other.

Materials needed: one LEGO® SERIOUS PLAY® Starter Kit (item no. 2000414) for each participant, for the skills-building exercises; one Identity and Landscape Kit (item no. 2000415), and one LEGO® SERIOUS PLAY® Connections Kit (item no. 2000413).

The LEGO® SERIOUS PLAY® facilitator has the task of planning the LEGO® SERIOUS PLAY® process. In advance, they need to prepare building challenges relevant to the workshop. As mentioned above, the formulation of building challenges has a crucial impact on the process, and the building challenges must be formulated in a way that means they will serve the purpose of the workshop and ensure the integrity of the method.

The LEGO® SERIOUS PLAY® method is built upon an 'open-ended' approach. The basic philosophy is that challenges should open up to reflection, rather than ask for definitive 'correct' responses.

The approach presupposes that a challenge has a developmental effect when there are several different correct or 'true' solutions.

This means that when participants are presented with a challenge, there are many ways to meet and solve the challenge, and a challenge should be formulated exactly to meet this rich approach to reality.

Table 1: An example of one basic LEGO SERIOUS PLAY session

Focus	Facilitator's instructions/ Building Challenge	Duration
Skills Building (Several individual builds)	First, the participants go through the several stages of a skills-building session, as described above.	60–90 minutes total
Core identity (Individual build)	Build a model showing who you are on this team. What do you bring to the team? What could you bring? Consider building some of the functions that you carry out on the job, but also some aspects of you that are more hidden.	15 minutes building and 15 minutes sharing
Aspirational Identity (Individual build)	Build an addition to your model that shows how you think others in your team perceive you.	10 minutes building and 10 minutes sharing
Aspirational Identity (Individual build)	Who are you at your best, right now? Build another addition to your model showing your thoughts about this – what characterizes you right now when you are at your best? Keep your model – but set it aside for now, you will need it later.	10 minutes building and 10 minutes sharing
Team Life (Individual build)	How do you perceive your team? Build a new model showing what you believe your team is all about – what is the spirit, the 'feel', of the team right now?	15 minutes building and 15 minutes sharing
Shared Team Life (Shared build)	Build a shared model that shows what your team is all about – what is the team's perception of the team? What is the team's shared perception of the spirit and the 'feel' of the team life? When the team has built their shared model, the facilitator asks for a volunteer to tell the story of the model. The other team members may contribute to the story.	30 minutes
Team Connections 1 (Individual build)	"Now, position your own identity model in connection to the shared model of your Team Life. Use the position of your model to say something more about the team and about your connection/relation to the team."	5 minutes positioning and 15 minutes sharing
Team Connections 2 (Individual build)	Build two or three connections between your own identity model and the shared Team Life model. Have your connections show and tell about what in your team life you feel the most connected to and how.	10 minutes building and 10 minutes sharing
Aspirational Team Life (Individual build)	Look at the models we have on the table, connected to each other, showing each of you in relation to your team and showing your team's shared perception of the team life. Now, each build a model showing what you aspire to be like as a team in the future.	15 minutes building and 15 minutes sharing
Shared Aspirational Team Life (Shared build)	Build a shared model that shows what you aspire to be like as a team.	30 minutes

In formulating building challenges, the facilitator must strive to ask open-ended questions that encourage reflection and dialogue. In this context, open-ended questions are often all about thoughts, imagined future scenarios, and things that have yet to happen.

The building challenges aim to reach the core of what participants should reflect on. Questions should also focus on experiences and characteristics, rather than on hard facts and concrete knowledge.

Participants tend to see a good building challenge as one that is easily understood and that unusually triggers their thoughts. When formulating each separate building challenge, the facilitator will naturally benefit from consultancy experience and professional perspectives about the specific participant group.

Progression from one building task to the next Building a process with several consecutive building challenges that form layers often works well to move teams on in their exploration and learning.

Questions forming layers are questions that move from one level of reflection to another. The aim of constructing several layers into building tasks is that several 'rounds' of reflection on the same theme from a variety of perspectives will expand the scope of participants' reflections and produce more nuanced dialogue.

This is an example of one basic LEGO SERIOUS PLAY session, which is designed for a working team that wishes to unlock further potential in their working relationships and what they can achieve. The process allows the participants to reflect on their feelings, reactions, and responses, and to deepen their knowledge of themselves, and how they relate to the team.

Going through a process of this kind would take at least one day, and participants are likely to become tired – this kind of play is hard work. Make sure that pleasant breaks, and a nice lunch, are scheduled.

Why make things, rather than just talking?

Research has shown that the process of making something, which is then discussed, can lead to much more valuable, insightful, and honest discussions. The creative, reflective process of making something prompts the brain to work in a different way, and can unlock new perspectives. In addition, when all participants have a constructed object in front of them, at the start of a discussion – an object that represents what they think is important about the issue at stake, before anyone has said a word about it – this allows all participants to set their issues on the table (literally and metaphorically), and they all have equal standing.

This is quite unlike the typical discussions that occur in places of work, where a dominant personality often identifies the 'key issues' at the start, and then the rest of the conversation follows from there. In LEGO® SERIOUS PLAY®, everyone builds, and everyone discusses. This gives more 'junior' or less vocal members of a team the chance to have a say, and perhaps more importantly offers the 'senior' or dominant

members the opportunity to listen to insights and challenges which they may not have otherwise heard. Indeed, the process of building and collaborating often produces insights that simply would not have appeared in regular discussions.

When we give shape and form to our imagination, by constructing and externalizing concepts – making them tangible and shareable – we can not only reflect on them ourselves but invite others to reflect with us. LEGO® SERIOUS PLAY® offers an engaging hands-on environment, where the activity is **perceived as meaningful, one's abilities** are in balance with the challenge at hand, and one has the tools to express the emerging knowledge.

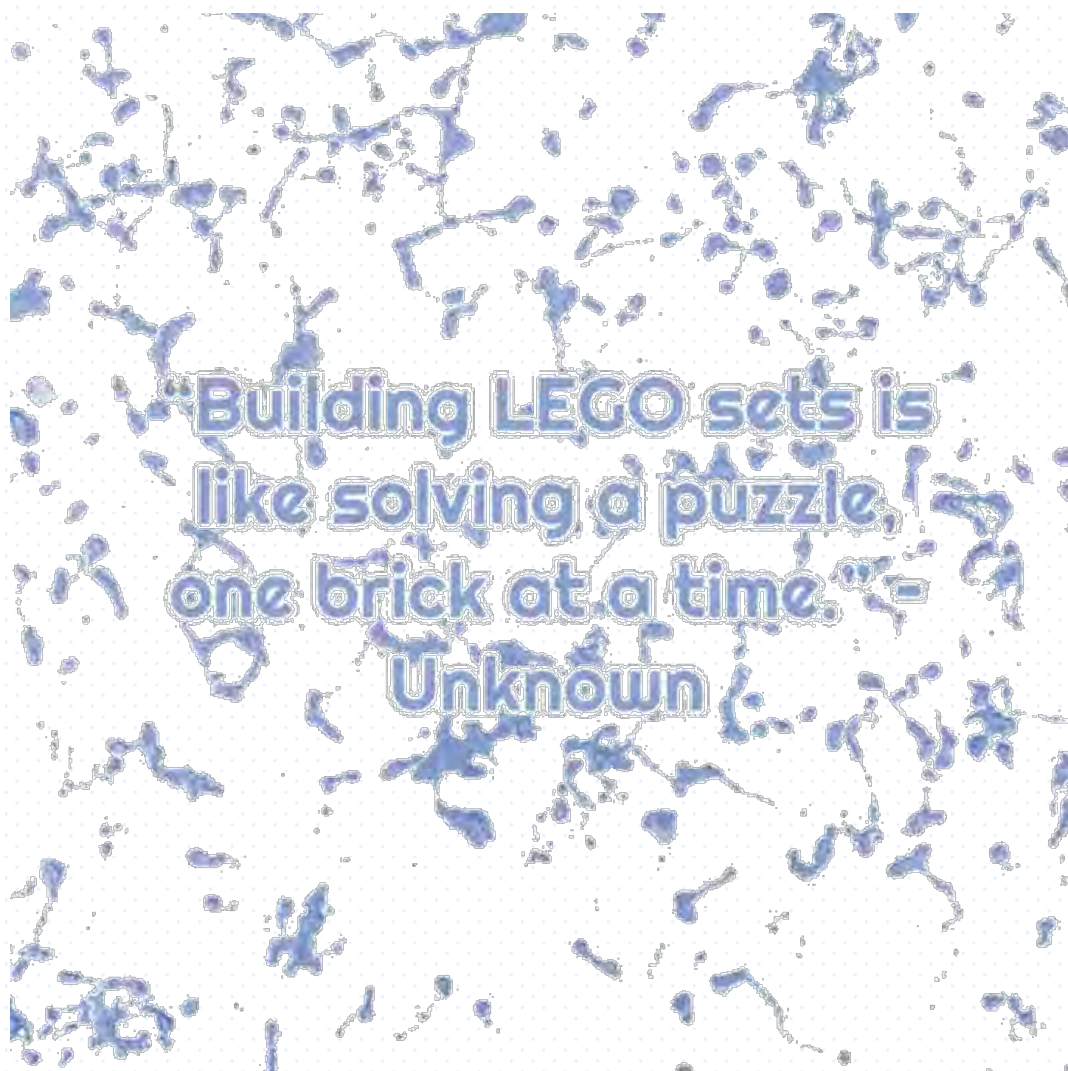
LEGO® SERIOUS PLAY® exemplifies the virtues of the LEGO System as a whole. It is creative, enabling, and open. It does not set any path for the individual or group to follow but rather embraces and supports any ideas that may emerge and encourages development and collaboration to make these stronger. Every stage of the LEGO®



SERIOUS PLAY® process involves building with LEGO bricks, utilizing the 'hand-mind connection': there is never a point where participants merely sit back and write down, or chat about, the issues without building their response first. Therefore, everything that is discussed comes from out of the building process, where the hand and mind engage to give visual, metaphorical shape to meaningful things, emotions, and relationships.

The idea that we need to 'think with the body' has gained support from a convergence of new evidence from psychology and neuroscience. These theories emphasize that cognitive processes such as learning, and memory are strongly influenced by the way we use our bodies to interact with the physical world. These processes are supported using LEGO bricks because when a

system has an inherent logic, and a set of constraints that can be grasped, it can support endless possibilities. It is easy to pick up, and yet enables development, experimentation, and expansion. Our mental work is helped by being able to build visual reminders of different significant aspects of a problem. Neuroscientific researchers have called this 'reduction of workload' – reducing the number of things the brain must deal with at once by off-loading the meanings into visible and tangible objects.



4. Digital LEGO® SERIOUS PLAY®: Techniques for setting the challenge

This chapter delves into the intricacies of setting challenges in the context of Digital LEGO® SERIOUS PLAY® (LSP). It explores the tools, methods, and skills crucial for effective challenge-setting in a virtual environment. In the dynamic landscape of virtual collaboration, the Digital LEGO® SERIOUS PLAY® (LSP) methodology emerges as a beacon for fostering creativity, problem-solving, and team cohesion. This chapter embarks on a journey deep into the heart of this innovative approach, focusing specifically on the art and science of setting challenges in the digital realm.

Objectives of the Chapter:

- **Provide a Comprehensive Understanding:** Ensure readers comprehend the fundamental concepts of Digital LEGO® SERIOUS PLAY® and its significance in virtual settings.
- **Explore Techniques and Tools:** Equip readers with a toolkit for setting challenges effectively, emphasizing the unique aspects of digital adaptation.
- **Address Challenges and Solutions:** Delve into common challenges faced during challenge-setting and propose practical solutions.
- **Highlight Best Practices:** Present three best practices with illustrative examples to guide effective challenge-setting.

Introduction to Digital LEGO® SERIOUS PLAY®

In the ever-evolving landscape of collaborative methodologies, Digital LEGO® SERIOUS PLAY® emerges as a transformative adaptation, extending the principles of its traditional counterpart into the virtual realm. Born from the necessity of bridging geographical gaps, this digital evolution reimagines the renowned LEGO® SERIOUS PLAY® methodology, introducing a new dimension to the way teams connect, ideate, and solve complex problems.

LEGO® SERIOUS PLAY® is a facilitated methodology for problem-solving and decision-making in organizations. It involves participants using LEGO bricks to build metaphorical models representing their thoughts and ideas. This hands-on, interactive approach enhances communication, fosters creativity, and promotes collaboration within teams.

Based on the real and touchable ideas of regular LEGO® SERIOUS PLAY®, the digital version smoothly moves the hands-on teamwork feeling to the online world. In the usual way, people use actual LEGO bricks to build models that show what they're thinking. Digital LEGO® SERIOUS PLAY® keeps this idea of everyone participating but uses online tools instead of real bricks. This way, teams can work together to build things, even if they're not in the same place. They do this using digital bricks, creating a shared experience even if they are far away from each other.

Distinctive features of the digital adaptation

In an era where remote work and virtual collaboration have become integral to the professional landscape, Digital LEGO® SERIOUS PLAY® emerges as a powerful enabler of meaningful and engaging interactions. Its significance lies not just in the replication of the traditional methodology but in its ability to enhance and adapt to the challenges of a virtual environment. Beyond the screen-sharing and video conferencing tools, Digital LEGO® SERIOUS PLAY® introduces a dynamic and imaginative space where participants can co-create, share, and build upon ideas, regardless of physical location.

The evolution from the physical to the digital represents more than just a technological shift; it embodies the spirit of adaptability and innovation that defines successful collaborative methodologies. As we navigate the intricacies of Digital LEGO® SERIOUS PLAY®, it becomes evident that this evolution is not merely a response to the constraints of the virtual world but a proactive reimagining of how teams can leverage creativity and collaboration to achieve shared objectives. This chapter will unfold the tools, methods, and skills essential for effective challenge-setting within the context of Digital LEGO® SERIOUS PLAY®, illuminating its unique value in the landscape of virtual collaboration.

The digital version, known as Digital LEGO® SERIOUS PLAY®, adapts this methodology for virtual environments. It combines online platforms and software to enable remote participants to engage in the same collaborative building process using virtual LEGO bricks. This adaptation allows teams to harness the benefits of LEGO® SERIOUS PLAY® even when members are not physically present in the same location.

Importance of Setting the Challenge

In the realm of Digital LEGO® SERIOUS PLAY® (LSP), the role of a well-defined challenge stands as a cornerstone for the success of the entire session. Let's delve into why setting the challenge is crucial and how it intricately connects with the effectiveness of problem-solving.

The Role of a Well-Defined Challenge: The challenge-setting phase is not just a preamble; it's the stage upon which effective problem-solving performs. A well-defined challenge structures the creative chaos, providing a framework within which participants can navigate the complexities of problem-solving with purpose and coherence.

In a Digital LSP session, where participants may be geographically dispersed, a well-defined challenge becomes the common ground that unites the team. It ensures that everyone is working toward a shared objective, fostering a sense of unity and collaboration despite physical distances.

Linking Challenge-Setting to Problem-Solving Effectiveness: Examine the correlation between the challenge-setting phase and the overall effectiveness of problem-solving within the Digital LSP framework.

The connection between the challenge-setting phase and problem-solving effectiveness is akin to a well-designed roadmap. The clarity provided by the challenge becomes the benchmark against which the success of the ensuing problem-solving journey is measured. It serves as a constant reference point, ensuring that the solutions generated are not just relevant but intricately tied to the initial challenge.

As participants embark on the problem-solving journey, the challenge remains a dynamic entity. It encourages iterative refinement, allowing teams to revisit and adjust their course based on evolving insights and discussions. This iterative process ensures that the solutions generated remain agile and responsive to the ever-changing landscape of the challenge.

Examining the correlation between the challenge-setting phase and the overall effectiveness of problem-solving within the Digital LEGO® SERIOUS PLAY® (LSP) framework reveals a crucial and symbiotic relationship. This correlation is foundational to the methodology and profoundly influences the quality of outcomes in collaborative settings.

Establishing Direction: In the challenge-setting phase, the formulation of a clear and well-defined problem serves as the North Star for participants. It provides a shared direction and purpose, aligning the creative efforts of individuals toward a common goal. This alignment is pivotal in the problem-solving process, as it ensures that diverse perspectives converge on a specific issue, fostering a collaborative approach.

Igniting Creativity: The challenge-setting phase acts as the spark that ignites the flames of creativity within participants. A thoughtfully crafted challenge stimulates the imagination, prompting individuals to think beyond conventional boundaries. This creative ignition lays the groundwork for problem-solving, as novel and imaginative solutions often arise from a well-defined challenge that encourages unconventional thinking.

Enhancing Focus: A precisely articulated challenge enhances focus during the problem-solving journey. It acts as a filter, guiding participants to channel their efforts and ideas toward the specific aspects of the challenge. This enhanced focus is instrumental in preventing the divergence of discussions and ensuring that the collaborative efforts remain directed and purposeful.

Promoting Inclusivity: The challenge-setting phase promotes inclusivity by providing a common ground for all participants, regardless of their roles or backgrounds. It ensures that everyone involved shares a foundational understanding of the problem at hand. This inclusivity is a catalyst for effective problem-solving, as it brings diverse perspectives to the table, enriching the collaborative process and fostering a holistic approach to finding solutions.

Measuring Success: The success of the problem-solving process within the Digital LSP framework can be directly measured against the clarity and effectiveness of the initial challenge. The challenge serves as a yardstick against which the relevance and appropriateness of generated solutions are evaluated. The correlation is evident in the degree to which the solutions directly address the intricacies of the challenge.

Encouraging Iterative Refinement: As the problem-solving journey unfolds, the challenge remains a dynamic and guiding force. It encourages iterative refinement of ideas and solutions, ensuring that the collaborative process adapts to emerging insights and discussions. This iterative approach, anchored in the initial challenge, maintains agility in problem-solving, allowing teams to adjust their course based on evolving perspectives.

In summary, the challenge-setting phase in the Digital LEGO® SERIOUS PLAY® framework is not merely a preparatory step but a pivotal determinant of overall problem-solving effectiveness. The correlation lies in how a well-defined challenge shapes the creative process, fosters inclusivity, and serves as a constant reference point for measuring success. Understanding and leveraging this correlation enhances the capacity of teams to navigate complex problems and generate innovative solutions within the Digital LSP framework.

Techniques for Setting the Challenge

Key Success Factors are:

1. Clear Understanding of Objectives:

- **Explanation:** Before diving into the challenge-setting process, it's crucial that everyone involved has a shared understanding of the project or problem objectives.
- **Example:** Begin sessions with a brief overview of the project goals, ensuring participants are on the same page. This can be a quick recap or a shared document outlining objectives.

2. Inclusivity:

- **Explanation:** Foster an environment that encourages equal participation from all team members, ensuring diverse perspectives are considered.
- **Example:** Use techniques like round-robin sharing or brainstorming to ensure every team member has an opportunity to contribute. Create a safe space where everyone feels comfortable sharing their thoughts.

3. Adaptability:

- **Explanation:** Be ready to adjust the challenge based on real-time insights and evolving discussions, allowing flexibility in the process.
- **Example:** If a new and relevant idea emerges during the discussion, be open to incorporating it into the challenge. Flexibility ensures that the challenge remains dynamic and relevant.

CHALLENGES

Varying Perspectives:

- Explanation: Managing diverse viewpoints during the challenge-setting process can be challenging, as conflicting ideas may arise.
- Example: Address this challenge by incorporating structured activities that encourage the exploration of different perspectives. For instance, use role-playing exercises or storytelling to help team members express their viewpoints.

Time Constraints:

- Explanation: Balancing the need for a comprehensive challenge with the available time during the Digital LEGO® SERIOUS PLAY® session can be a constraint.
- Example: Implement time-boxing strategies where specific time limits are set for each phase of the challenge-setting process. This ensures efficiency while still allowing for thoughtful contributions.

SOLUTIONS:

Facilitator Guidance:

- Explanation: A skilled facilitator plays a crucial role in steering discussions, aligning diverse perspectives toward a common goal.
- Example: The facilitator can use techniques such as summarizing key points, asking clarifying questions, or guiding the conversation to ensure that diverse perspectives contribute positively to the challenge-setting process.

Time Management Techniques:

- Explanation: Implementing time-boxing strategies helps manage time constraints and keeps the challenge-setting process efficient.
- Example: Set specific time limits for each phase of the challenge-setting discussion. For instance, allocate 15 minutes for initial brainstorming, 10 minutes for refining ideas, and 20 minutes for finalizing the challenge. This ensures that time is used wisely.

Overall to conclude these techniques contribute to the effectiveness of challenge-setting in Digital LEGO® SERIOUS PLAY®. Clear objectives, inclusivity, adaptability, and the ability to address challenges with facilitator guidance and time management strategies are key elements in creating meaningful and efficient sessions.

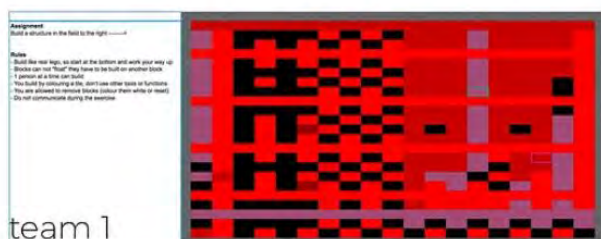
Best practices – 3.1: Online LEGO® SERIOUS PLAY® Tower Building Challenge

Description: This best practice involves adapting the traditional LEGO® SERIOUS PLAY® Tower Building Challenge for remote workshops. Instead of physical LEGO bricks, Google Spreadsheets are utilized to simulate the building process. Participants collaborate online, each having a unique set of instructions, to emphasize the importance of clear communication and teamwork.

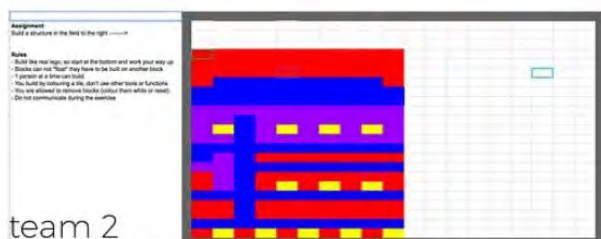
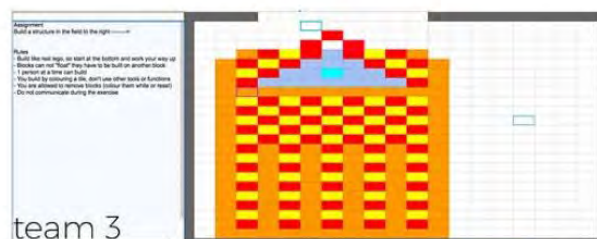
Purpose: The purpose of this best practice is to convey the significance of clear communication and building trust in remote teamwork. By adapting a hands-on, minds-on learning approach to the digital space, participants gain a deeper understanding of effective collaboration and problem-solving.

User Audience: This best practice is suitable for remote teams, especially those working on projects with participants in different parts of the world. It is designed for individuals interested in enhancing teamwork, communication, and trust-building skills, such as project teams, entrepreneurs, and educators.

workshop 1



workshop 2



Resource: The outcome of the sessions. Photo by Jorik Elferik

(https://miro.medium.com/v2/resize:fit:1100/format:webp/1*2lyWE160PZZiQY0oyqJXEw.png)

Key Success Factors:

- **Clear Understanding of Instructions:** Participants must have a clear understanding of their individual instructions to contribute meaningfully to the collaborative challenge.
- **Facilitator's Guidance:** A skilled facilitator plays a crucial role in guiding the session, ensuring participants comprehend the instructions and facilitating effective communication.
- **Transparent Documentation:** The use of Google Spreadsheets, with colored cells representing LEGO bricks, provides a transparent and collaborative platform for simulating the building process.

Challenges and Solutions:

- **Challenge:** Participants may interpret instructions differently, leading to variations in the final structure.
- **Solution:** Emphasize the importance of asking clarifying questions and encourage open communication to align interpretations.

Time Management:

- Challenge: Balancing time constraints during the online session can be challenging.
- Solution: Implement time-boxing strategies and consider allowing simultaneous building to make the process more efficient.

Outcome and Reflection: The best practice encourages participants to reflect on the challenges faced, fostering discussions on the importance of clear communication, adaptability, and recognizing different roles within a team. The adaptability of the LEGO® SERIOUS PLAY® methodology to a virtual setting reinforces key learnings related to effective remote collaboration.

Best practices – 3.2: PLAYMOBIL®pro. Reflective Session

Description: The PLAYMOBIL®pro. Reflective Session is a dynamic, hands-on activity designed for participants to reflect on key learnings in a non-traditional, tactile manner. Participants use PLAYMOBIL® figures, costumes, and props to build models representing their insights and experiences.

Purpose: The purpose of this best practice is to encourage reflection, creativity, and shared meaning-making among participants.

PLAYMOBIL®pro. provides a unique, kinaesthetic approach for individuals to articulate and share their learnings, fostering a deeper understanding of workshop content.

User Audience: This best practice is suitable for workshop participants, especially those seeking a novel way to reflect on and communicate their learnings. It can be applied across various domains, including corporate training, team-building sessions, and educational workshops.

Key Success Factors:

- Open Interpretation: Encourage participants to interpret PLAYMOBIL® figures, costumes, and props creatively. Emphasize that there are no strict guidelines, allowing for diverse and imaginative representations.
- Shared Storytelling: Facilitate a collaborative storytelling process. Encourage participants to collectively decide on key learnings, build a shared model, and create a narrative that communicates the essence of their reflections.
- Time Management: Balance the time allocated for individual reflection, group consensus on key learnings, and the building of PLAYMOBIL® models. Flexibility in time allows for organic creativity and meaningful discussions.

Challenges and Solutions

Literal vs. Metaphorical Interpretations:

- Challenge: Participants may struggle with deciding whether to use PLAYMOBIL® figures literally or metaphorically.
- Solution: Emphasize the freedom to blend literal and metaphorical interpretations. Encourage discussions on the multiple layers of meaning attached to each element.

Need for Baseplates:

- Challenge: Moving individual elements of a model can be cumbersome without baseplates.
- Solution: Consider providing baseplates to enhance the portability of models. Different-sized baseplates accommodate both individual and collaborative creations.

PLAYMOBIL®pro. Lexicon:

- Challenge: Participants may benefit from a shared vocabulary for elements like figures, costumes, and props.
- Solution: Introduce a PLAYMOBIL®pro. lexicon or glossary, helping participants understand and articulate the diverse meanings associated with each element.



WEB LINK: <https://seriousplaypro.com/2019/04/18/creating-a-lexicon-of-meaning-for-playmobilpro/>

Outcome and Reflection: The PLAYMOBIL®pro. Reflective Session fosters a lively environment where participants engage in meaningful conversations, experiment with creativity, and share diverse perspectives.

Best practice allows for an organic evolution of language and approach, contributing to an effective, enjoyable, and memorable reflective experience.

Best practices – 3.3: LEGO® Serious Play® Inclusive Workshop

Description: This best practice involves conducting LEGO® Serious Play® workshops in an inclusive setting, specifically with a team of individuals with diverse disabilities. The facilitator, who also experiences a disability, shares how utilizing LEGO® Serious Play®

enhances communication, understanding, and camaraderie within a unique and varied group.

Purpose: The purpose of this best practice is to demonstrate the effectiveness of LEGO® Serious Play® in fostering communication, self-expression, and a sense of community among individuals with disabilities. The workshop aims to provide a platform for participants to share their experiences creatively and explore new perspectives.

User Audience: This best practice is suitable for facilitators, educators, or organizations seeking to create inclusive environments for individuals with disabilities. It showcases the adaptability of LEGO® Serious Play® in bridging communication gaps and promoting a sense of belonging.

Key Success Factors

Open-Ended Questions:

- **Factor:** Formulate open-ended questions to encourage participants to express themselves through LEGO® building.
- **Example:** Instead of providing a specific directive, ask participants to build a model representing their experiences or emotions.

Flexibility in Facilitation:

- **Factor:** Be adaptable to the varying needs and abilities of participants. Adjust the facilitation style based on individual preferences and comfort levels.
- **Example:** Recognize that some participants may find open questions stressful, and be ready to offer more directive prompts if needed.

Inclusive Materials and Environment:

- **Factor:** Ensure that the LEGO® Serious Play® materials are accessible and suitable for participants with different physical abilities.
- **Example:** Provide a variety of LEGO® pieces, including larger and more manageable ones for those with dexterity challenges.

Challenges and Solutions

Communication Barriers:

- **Challenge:** Communication may be challenging due to various disabilities, making it difficult to understand participants' preferences or experiences.
- **Solution:** Utilize a combination of visual aids, gestures, and individual conversations to tailor the workshop to each participant's needs.

Time Constraints:

- **Challenge:** Limited time may add stress for participants with specific schedules or preferences.
- **Solution:** Prioritize concise and impactful activities, ensuring that the workshop aligns with the comfort and timing requirements of the participants.

Balancing Directive and Open Approaches:

- Challenge: Striking the right balance between providing open-ended questions and more directive prompts can be challenging.
- Solution: Gauge the group's response during the workshop and be prepared to adjust the facilitation style accordingly.

Outcome and Reflection:

The LEGO® Serious Play® Inclusive Workshop proved to be a transformative experience, breaking communication barriers and fostering a sense of unity among participants with diverse disabilities. It highlights the power of creative expression in overcoming challenges and creating a shared space for reflection, laughter, and connection. The workshop not only enriched the participants' experiences but also provided valuable insights for the facilitator, reinforcing the universal language of LEGO® Serious Play®.

WEB LINK: <https://seriousplaypro.com/2019/05/31/lego-serious-play-and-disability/>

Recommended Additional Resources

- Idle, Doug (12 April 2018). An introduction to Lego Serious Play. Accessed 16 November 2023. <https://medium.com/@dougidle/an-introduction-to-lego-serious-play-527d5be6b485>
- Bab M. Boniwell, I. (2016). "Exploring positive psychology with LEGO® SERIOUS PLAY®". Gnist Aarhus ApS.
- Zenk, Lukas & Hynek, Nicole & Schreder, Günther & Zenk, Agnes & Pausits, Attila & Steiner, Gerald. (2018). Designing Innovation Courses In Higher Education Using LEGO® SERIOUS PLAY®. 5. 245-263. 10.18646/2056.54.18-019.
- 5 challenges that can be tackled with LEGO® Serious Play <https://www.igniteinnovation.nl/legoseriousplay/>
- FOSTERING CREATIVITY USING THE LEGO® SERIOUS PLAY® METHOD <https://www.innovate-d.com/solution/lsp/>
- LEGO SERIOUS PLAY methodology: New Comprehensive Guide (2023) <https://studiowhy.com/unleashing-organizational-potential-lego-serious-play-guide/>
- LEGO SERIOUS PLAY - THE METHOD <https://www.bricksandbusiness.com/lp/lego-serious-play-the-method.html>
- Serious Work How to Facilitate Meetings and Workshops Using the LEGO® SERIOUS PLAY® Method <https://www.slideshare.net/markorillo/serious-work-how-to-facilitate-meetings-and-workshops-using-the-lego-serious-play-method>

5. Digital LEGO® SERIOUS PLAY®: Promoting Youth Entrepreneurship

This chapter is dedicated to providing a thorough introduction to the strategic application of Digital LEGO® SERIOUS PLAY® (LSP) within the distinct realm of promoting youth entrepreneurship. By exploring the intricacies of employing digital adaptations of the LEGO® SERIOUS PLAY® methodology, the chapter aims to shed light on the multifaceted landscape of leveraging this innovative approach in fostering entrepreneurial skills among the youth.

Objectives of the Chapter:

Understand the Foundations:

Develop a comprehensive understanding of the foundational principles of Digital LEGO® SERIOUS PLAY® (LSP) and its evolution in the context of youth entrepreneurship.

- **Navigate Digital LSP Nuances:** Explore the unique characteristics and functionalities of Digital LSP, specifically tailored for virtual environments, to navigate the nuances of this transformative methodology.
- **Highlight Significance for Youth Entrepreneurship:** Illuminate the significance of Digital LSP as a strategic tool for promoting youth entrepreneurship, emphasizing its role in skills development, idea generation, and fostering an entrepreneurial mindset.
- **Examine Historical Evolution:** Trace the historical evolution of LEGO® SERIOUS PLAY®, examining its journey from a traditional hands-on approach to its contemporary digital format, providing insights into the methodology's adaptability.
- **Assess Implications and Benefits:** Evaluate the implications and advantages of leveraging virtual collaboration platforms in the context of youth entrepreneurship, considering accessibility, time efficiency, cost-effectiveness, and global networking.
- **Provide Practical Insights:** Offer practical insights, real-world examples, and strategic considerations for effectively applying Digital LSP in youth entrepreneurship initiatives, serving as a guide for educators, mentors, and young entrepreneurs.

By achieving these objectives, the chapter aims to equip readers with a holistic understanding of the strategic utilization of Digital LEGO® SERIOUS PLAY® in promoting youth entrepreneurship, fostering an environment conducive to innovation, collaboration, and skill development.

Significance of Digital LSP in Youth Entrepreneurship

In the ever-evolving landscape of youth entrepreneurship, the integration of Digital LEGO® SERIOUS PLAY® (LSP) stands out as a transformative and influential

methodology. This paper explores the profound significance of Digital LSP in fostering entrepreneurial skills among the youth.

Digital LSP, an adaptation of the traditional hands-on LEGO® SERIOUS PLAY® methodology, holds unique potential for engaging the younger generation in entrepreneurial endeavors. By combining the principles of play with the advancements of the digital era, it creates an innovative and immersive learning experience.

One of the key benefits of Digital LSP is its ability to enhance creativity and innovation. Through virtual collaboration and model-building exercises, young entrepreneurs can visualize and communicate their ideas in a dynamic and interactive way. This not only stimulates creative thinking but also cultivates an entrepreneurial mindset focused on innovation.

In the realm of entrepreneurship, effective communication and collaboration are paramount. Digital LSP provides a platform for young individuals to articulate their thoughts, ideas, and business concepts. The virtual environment allows for seamless collaboration, transcending geographical boundaries and fostering a global perspective on entrepreneurship.

Entrepreneurship often involves navigating challenges and making critical decisions. Digital LSP, with its focus on problem-solving through tangible models, empowers young individuals to develop robust problem-solving and decision-making skills. It encourages them to think critically, analyze situations, and devise effective solutions, crucial elements in entrepreneurial success.

Youth entrepreneurship exists in a digital age, and Digital LSP aligns with this reality. By leveraging digital platforms and technologies, it equips aspiring entrepreneurs with the skills to thrive in a technologically driven business landscape. This adaptability enhances their readiness to face the challenges of the modern entrepreneurial ecosystem.

Digital LSP goes beyond imparting specific skills; it cultivates an entrepreneurial mindset. Through hands-on, minds-on learning experiences, young individuals learn to embrace ambiguity, take calculated risks, and persevere in the face of setbacks – essential qualities for any aspiring entrepreneur.

In conclusion, the significance of Digital LEGO® SERIOUS PLAY® in youth entrepreneurship lies in its ability to merge play, creativity, and technology into a powerful learning tool. By harnessing the advantages of the digital realm, it prepares the next generation of entrepreneurs to navigate the complexities of the business world with confidence, innovation, and adaptability.

Digital Tools and Methods

In the realm of youth entrepreneurship, the application of digital tools and methodologies plays a pivotal role. This section aims to provide an in-depth exploration of these specific digital resources employed in the context of nurturing young business minds.

Digital Tools: Facilitating Productivity

Digital tools serve as indispensable aids, enhancing efficiency and collaboration within the youth entrepreneurship landscape. Here are notable examples:

- **Virtual Idea Boards:** These platforms mimic expansive online whiteboards, fostering a collaborative space for idea generation and refinement. They enable young entrepreneurs to contribute regardless of their geographical location.
- **Online Project Manager:** Functioning as digital organizers, these tools streamline tasks, track progress, and manage resources. They act as virtual assistants, ensuring the seamless orchestration of various elements within the entrepreneurial process.
- **Shared Documents:** Similar to collaborative files, these documents facilitate joint work on projects, such as business plans or reports. They emulate a virtual group project environment, promoting collective input and cooperation.

Digital Methods: Strategic Significance

The utilization of digital methods in youth entrepreneurship holds several advantages:

- **Flexibility and Accessibility:** Digital tools offer unparalleled flexibility, allowing users to engage at their convenience. Accessible anytime, anywhere, these tools afford a self-paced learning experience, accommodating diverse schedules.
- **Real-world Simulation:** Incorporating digital tools provides young entrepreneurs with a risk-free environment to simulate business scenarios. This virtual experimentation enables practical learning and a nuanced understanding of business dynamics.
- **Global Collaboration:** Digital tools facilitate collaboration among young entrepreneurs across geographical boundaries. The ability to exchange ideas with counterparts worldwide adds a valuable dimension to the entrepreneurial learning experience.

As we navigate through the exploration of these digital tools and methodologies in the context of youth entrepreneurship, it becomes evident that they transcend mere convenience. They represent integral components for effective learning and operational success in the contemporary landscape. Subsequent sections will delve deeper, offering concrete examples and narratives to guide educators, mentors, and young entrepreneurs on this transformative journey.

Shift to Virtual Collaboration

In recent years, there has been a significant shift from traditional, in-person collaboration methods to virtual platforms. This shift is reshaping how people, especially the youth, engage with one another. The chapter critically examines the implications of this broader move, highlighting the challenges and opportunities it brings to the forefront. By understanding the dynamics of this shift, readers can grasp the evolving landscape of collaborative practices in the digital age.

Digital LEGO® SERIOUS PLAY® (LSP) serves as a transformative bridge, seamlessly connecting the traditional hands-on methods of the past with the demands of contemporary online interaction. Here's how it achieves this bridge:

1. **Tangible Engagement in a Virtual Space:** Digital LSP retains the essence of hands-on engagement by translating physical LEGO® bricks into a digital format. Participants, despite being in an online environment, can actively manipulate and build with virtual bricks, preserving the tactile experience crucial for effective learning.

2. **Interactive Virtual Workshops:** Through virtual workshops, Digital LSP facilitates real-time collaboration among participants. It goes beyond static presentations or discussions by providing a dynamic and interactive platform where individuals contribute, share, and build collectively, mimicking the interactive nature of traditional hands-on sessions.

3. **Enhanced Creativity and Expression:** The digital adaptation doesn't compromise on the creative aspects inherent in physical LEGO® SERIOUS PLAY®. Participants can express their ideas, thoughts, and solutions through the virtual building process, fostering a sense of creativity and innovation that mirrors traditional face-to-face sessions.

4. **Inclusive and Accessible Collaboration:** Digital LSP enables participants to engage from various locations, promoting inclusivity. It breaks down geographical barriers, allowing individuals to collaborate irrespective of physical distance. This inclusiveness is a departure from traditional methods and enhances the accessibility of youth entrepreneurship programs.

5. **Data-Driven Insights:** Unlike traditional methods, Digital LSP offers the advantage of capturing and analyzing digital data. This allows facilitators to gain insights into participant interactions, trends, and outcomes, providing a valuable layer of analytics that enriches the learning process.

In summary, Digital LEGO® SERIOUS PLAY® leverages technology to bring the best of both worlds – the tangible, hands-on experience of traditional methods and the dynamic, interactive nature of online collaboration. This bridge ensures a holistic and effective approach to youth engagement in the ever-evolving digital landscape.

Youth Entrepreneurship: A Critical Imperative

In the realm of education, youth entrepreneurship stands out as a vital catalyst for transformative change and leadership development. This section underscores the paramount importance of entrepreneurship education for young individuals, offering insights into the current scenario, challenges, and abundant opportunities. Entrepreneurship education is a crucial driver of youth empowerment, equipping young individuals with essential skills and a mindset conducive to navigating the challenges of the modern world.

This form of education plays a transformative role in several key aspects:

- **Fostering Creativity and Innovation:** Skills development is at the core of entrepreneurship education, encouraging innovative thinking and effective

problem-solving. By instilling an entrepreneurial mindset, it teaches youth to perceive challenges as opportunities for innovation.

- **Building Self-Reliance and Resilience:** Entrepreneurship education instills self-reliance, fostering the confidence for youth to pursue their goals independently. It also contributes to resilience, enabling them to adapt to uncertainties and setbacks – crucial attributes in the dynamic landscape of entrepreneurship.
- **Practical Application of Knowledge:** Going beyond theoretical learning, entrepreneurship education provides hands-on experiences such as business simulations, startup projects, and real-world challenges. This ensures that theoretical knowledge is directly applicable, preparing youth for the actual demands of entrepreneurship.
- **Cultivating Critical Thinking and Decision-Making:** Entrepreneurship education cultivates critical thinking skills, enhancing youth's ability to analyze situations and make informed decisions. It also equips them with the capacity to assess risks effectively.
- **Encouraging Initiative and Proactivity:** With a focus on a proactive approach, entrepreneurship education inspires youth to take initiative and create opportunities. It serves as a foundation for leadership skills, empowering them to lead and inspire others.
- **Creating a Network and Collaborative Ecosystem:** By introducing youth to a network of entrepreneurs, mentors, and industry professionals, entrepreneurship education provides valuable networking opportunities. It emphasizes collaborative learning, fostering a sense of community and shared success.
- **Contributing to Economic Development:** Empowered youth are more likely to create job opportunities for themselves and others, contributing to economic development. Entrepreneurship education plays a vital role in fostering a culture of innovation and economic independence.

In essence, entrepreneurship education empowers youth not only by imparting practical skills but also by instilling a mindset that prepares them to navigate the complexities of a rapidly evolving world.

Challenges in Youth Entrepreneurship: Influence of Digital LEGO® SERIOUS PLAY® on those challenges

Young entrepreneurs encounter various challenges as they navigate the entrepreneurial landscape. Digital LEGO® SERIOUS PLAY® (LSP) offers a unique approach to addressing these challenges:

Limited Experience and Knowledge:

- **Challenge:** Young entrepreneurs often lack experience and comprehensive knowledge about running a business.
- **Digital LSP Solution:** Digital LSP provides a dynamic learning environment where participants can engage in hands-on, experiential activities. It allows them to

explore different business scenarios, make decisions, and learn from the outcomes in a simulated setting.

Risk Aversion:

- Challenge: Fear of failure and risk aversion can hinder young entrepreneurs from taking bold steps.
- Digital LSP Solution: Through scenario-based exercises in a virtual space, Digital LSP enables entrepreneurs to simulate risky decisions and assess their potential consequences. This helps in building risk tolerance and decision-making confidence.

Limited Networking Opportunities:

- Challenge: Building a professional network is crucial for business growth, but young entrepreneurs may face challenges in networking.
- Digital LSP Solution: Digital LSP can facilitate virtual collaboration and networking. Participants can engage in collaborative activities, share insights, and connect with mentors and peers, fostering a virtual ecosystem that mirrors real-world networking.

Resource Constraints:

- Challenge: Limited access to financial resources, technology, and mentorship can be a barrier.
- Digital LSP Solution: Digital LSP is a cost-effective tool that can be accessed remotely. It democratizes access to entrepreneurial education, allowing young entrepreneurs to benefit from mentorship and collaborative learning without extensive financial investments.

Uncertain Market Dynamics:

- Challenge: Understanding and navigating market dynamics can be challenging for young entrepreneurs.
- Digital LSP Solution: Through simulated market scenarios and strategic planning exercises, Digital LSP helps entrepreneurs anticipate and respond to market changes. It enhances their ability to strategize and adapt in dynamic business environments.

Communication and Team Collaboration:

- Challenge: Effective communication and collaboration are essential but can be challenging for young entrepreneurs.
- Digital LSP Solution: Digital LSP includes collaborative elements that encourage effective communication and teamwork. It allows participants to visually express ideas, improving communication within entrepreneurial teams.

Lack of Innovative Thinking:

- Challenge: Encouraging innovative thinking is vital for staying competitive, but young entrepreneurs may struggle with this.

- **Digital LSP Solution:** Digital LSP's focus on creativity and problem-solving encourages innovative thinking. It provides a platform for brainstorming and ideation, fostering an entrepreneurial mindset.

In summary, Digital LSP addresses the challenges faced by young entrepreneurs by providing a virtual, experiential learning environment that enhances their skills, confidence, and ability to navigate the complexities of entrepreneurship.

Digital LEGO® SERIOUS PLAY® for promoting youth entrepreneurship

Digital LEGO® SERIOUS PLAY® (LSP) stands as a transformative tool in promoting youth entrepreneurship, offering unique digital adaptations that equip aspiring entrepreneurs with essential skills. This innovative approach goes beyond traditional methods, harnessing the power of digital tools to foster entrepreneurship skills effectively.

Specific Digital Adaptations:

Digital LSP introduces a paradigm shift by leveraging digital platforms for the execution of LEGO® SERIOUS PLAY® methodology. It retains the core principles of hands-on, minds-on learning while adapting to virtual spaces. The specific digital adaptations include:

- **Virtual Building Environments:** Participants engage in building exercises using digital platforms, creating models and structures that represent business concepts. This virtual building mirrors the tangible experience of traditional LSP.
- **Collaborative Digital Spaces:** Digital LSP provides collaborative spaces where young entrepreneurs can interact, share ideas, and collectively build models. These spaces transcend geographical boundaries, fostering a global community of entrepreneurial learners.
- **Real-time Interaction:** Unlike physical workshops, Digital LSP allows real-time interaction. Participants can engage synchronously, promoting dynamic discussions and collaborative problem-solving.

Unique Techniques and Tools:

Digital LSP employs a repertoire of techniques and tools specifically designed to cultivate entrepreneurship skills among the youth:

- **Simulated Business Scenarios:** Participants navigate through simulated business scenarios, making decisions and facing the consequences in a risk-free digital environment. This technique enhances their strategic thinking and decision-making abilities.
- **Virtual Ideation and Brainstorming:** The digital platform facilitates ideation and brainstorming sessions, encouraging innovative thinking and creativity. Participants can visually express ideas, fostering a culture of entrepreneurship.
- **Digital Storytelling:** Entrepreneurs use digital storytelling techniques to communicate their business concepts. This skill is vital for pitching ideas, attracting investors, and engaging stakeholders in the real business world.

Fostering Entrepreneurship Skills:

Digital LSP serves as a catalyst for skill development, empowering young entrepreneurs in various dimensions:

- Risk Management: Simulated scenarios help participants understand and manage risks, building resilience and adaptability.
- Effective Communication: Virtual collaboration enhances communication skills, vital for networking, team collaboration, and pitching ideas.
- Strategic Thinking: Engaging in strategic exercises sharpens participants' ability to think critically and plan for long-term business success.
- Innovative Problem-Solving: The emphasis on creativity in digital building exercises nurtures innovative problem-solving skills.

In conclusion, Digital LSP emerges as a dynamic and effective tool for promoting youth entrepreneurship. Its digital adaptations, unique techniques, and skill-focused approach contribute to creating a robust learning environment that prepares the next generation of entrepreneurs for the challenges and opportunities of the business world.

Best practices – 4.1: Boosting Innovative Entrepreneurial Ecosystems with LEGO® Serious Play®

Description: The iEER project, funded by Interreg Europe and comprising 8 regions, has been revitalized in 2022 to support sustainable and socially inclusive recovery from the Covid-19 pandemic. The project focuses on boosting regional entrepreneurship ecosystems, particularly supporting young entrepreneurs. The article details a workshop held at TH Brandenburg, where participants engaged in a LEGO® Serious Play® session facilitated by the Tom Spike Team to shape discussions into actionable plans for green and digital entrepreneurship.

Purpose: The LEGO® Serious Play® workshop aims to harness the power of this methodology to gather ideas from participants that can be transformed into actionable plans. In the context of the iEER project, the goal is to drive a green and digital transition within entrepreneurial ecosystems. The workshop provides a platform for collaborative idea generation and consensus building among diverse stakeholders.

User Audience: The target audience includes partners and stakeholders of the iEER project, representing different regions and involved in promoting green and digital entrepreneurship. This method is suitable for adults engaged in regional entrepreneurship initiatives, policy-making, and planning.

Key Success Factors:

- Collaboration: LEGO® Serious Play® fosters collaboration among participants, breaking down language and communication barriers.
- Idea Generation: The hands-on, creative nature of the workshop stimulates innovative thinking and problem-solving, crucial for driving entrepreneurship.

- Consolidating Understanding: The methodology helps consolidate diverse perspectives into a shared understanding, laying the foundation for future projects.
- Effective Communication: Visualizing thoughts through three-dimensional LEGO® modules enhances effective communication among participants.

Challenges and Solutions:

- Challenge: Language diversity among participants.
- Solution: Turning language skills into building skills, emphasizing the interpretive nature of LEGO® Serious Play® to create a common understanding.
- Challenge: Information overload from the conference.
- Solution: Using LEGO® Serious Play® to build individual and team modules representing challenges, aiding consolidation of understanding.

Ensuring active participation in serious discussions.

- Solution: Leveraging the fun aspect of LEGO® to engage participants in serious topics, combining creativity with effective communication.

This best practice showcases how LEGO® Serious Play® effectively contributes to collaborative idea generation, consensus building, and fostering a shared vision for the future of entrepreneurial ecosystems.

WEB LINK: <https://www.tomspike.com/en/boosting-entrepreneurial-ecosystem-with-lego-serious-play/>

Best practices – 4.2: LEGO® SERIOUS PLAY® for Youth Entrepreneurship Empowerment

Description: This initiative aims to address the challenges faced by young people in secondary education and technical and vocational schools in Latin America during their transition from school to work or entrepreneurship.

The project identifies a gap in support for evaluating ideas, decision-making, and strategic thinking, leading to high rates of wrong decisions and business failures. LEGO® SERIOUS PLAY® is recognized as an effective method for personal, professional, and business strategy but is inaccessible to Latin American students due to its cost.

Purpose: The purpose of this project is to democratize access to LEGO® SERIOUS PLAY® by coordinating voluntary non-profit workshops for high school students in Latin America.

The goal is to facilitate students' transition to the world of work and entrepreneurship, introducing them to the power of LEGO® SERIOUS PLAY® as a method for goal setting, problem-solving, solution design, project planning, and personal or business development.

User Audience: The primary audience includes high school students in Latin America, especially those in vulnerable populations.

Additionally, the initiative involves recently trained facilitators seeking to practice the LEGO® SERIOUS PLAY® method and contribute to the social and economic development of their communities.

Key Success Factors:

- Training of Facilitators: Providing effective training to facilitators like Gloria de León is crucial for the success of the initiative.
- Pro Bono Workshops: Each facilitator committing to five Pro Bono remote workshops ensures broad outreach and impact.
- Social Media Visibility: Using social media to share activities before and after workshops amplifies the initiative's visibility and aligns with SDG Action.
- Reporting and Recognition: Facilitators filling ODS reports, and the Universidad Tecnológica del Poniente capturing participants' experiences, contributes to accountability and recognition.

Challenges and Solutions:

- Challenge: Cost barriers for students.
- Solution: Coordinating non-profit workshops makes the LEGO® SERIOUS PLAY® method accessible to students who cannot afford traditional workshops.
- Challenge: Ensuring participation and impact.
- Solution: Leveraging social media for visibility increases the initiative's reach and showcases its impact.

Governed:

The Universidad Tecnológica del Poniente takes charge of analyzing and processing the collected data, ensuring the quality of the initiative. Governance mechanisms include the quality of data and surveys of attended universities.

Expected Impact (2021):

- Certifications: 8
- Facilitators: 64
- People Impacted: 3,840
- Focus Areas: Panamá, Dominican Republic, Chile, and Mexico with special focus in Yucatán.

Expected Impact (2022):

- Trainings: 16
- Facilitators: 128 + 50 experienced facilitators
- People Impacted: 4,000
- Focus Areas: Guatemala, Panamá, Dominican Republic, Colombia, Bolivia, Chile, and Mexico.

WEB LINK: <https://sdgs.un.org/partnerships/universitarios-rumbo-al-2030-con-lego-serious-play-2030-gen-z-vision-building-lego>

Best practices – 4.3: Enhancing Team Dynamics through LEGO Serious Play at Tesco PLC

Description: The article documents the implementation of a LEGO Serious Play workshop at Tesco PLC, specifically within the Store Design team. LEGO Serious Play, a

three-dimensional thinking and communication process, was utilized to break traditional thinking patterns, enhance team collaboration, and promote innovative ways of developing the company's strategic direction and plans.

Purpose: The purpose of the workshop was to foster better team dynamics and encourage creative thinking within the Store Design team at Tesco PLC. By employing the LEGO Serious Play method, the objective was to go beyond conventional meeting structures, unlock collective knowledge, and challenge habitual thinking patterns.

User Audience: The primary audience included members of the Store Design team at Tesco PLC. The method targeted individuals within the team who, as part of their work, needed to contribute to the development of strategic plans and improve team collaboration.

Key Success Factors:

- **Breaking 20/80 Dynamics:** The workshop aimed to break the 20/80 dynamics in meetings, ensuring active participation from all team members, thereby fostering a more inclusive and collaborative environment.
- **Unlocking Knowledge:** LEGO Serious Play was employed to unlock individual knowledge within the team, fostering a deeper understanding of the system and strengthening the connection between individual and organizational purposes.
- **Breaking Habitual Thinking:** The method was used to challenge habitual thinking patterns, encouraging the team to suspend immediate acceptance of the first solution and explore alternative perspectives and patterns.

Challenges and Solutions:

- **Challenge:** Overcoming traditional meeting dynamics (20/80) where a small percentage dominates discussion.
- **Solution:** LEGO Serious Play was used to create an environment where every team member actively contributed, breaking the traditional dynamic.
- **Challenge:** Unlocking collective knowledge and understanding of the system.
- **Solution:** The method facilitated the unlocking of knowledge by engaging all team members in a three-dimensional thinking process, allowing them to express thoughts and perspectives metaphorically.
- **Challenge:** Breaking habitual thinking patterns and encouraging innovative solutions.
- **Solution:** LEGO Serious Play encouraged participants to think differently, suspend immediate acceptance of solutions, and explore new patterns, leading to surprising and innovative outcomes.

Insight: LEGO Serious Play was found to engage participants effectively. The 'thinking with your hands' approach inspired creativity, focused conversations on important thoughts and feelings, and maintained a quick pace, preventing over-analysis.

Conclusion: The power of the LEGO Serious Play method lies in its exercises, principles, and process. The article highlights the effectiveness of this method in breaking traditional thinking patterns, fostering creativity, and promoting a more inclusive and collaborative team environment.

WEB LINK: <https://medium.com/changechronicles/build-your-way-to-better-business-the-first-lego-serious-play-workshop-at-tesco-plc-dfa43b8c5aeb>

Recommended Additional Resources

- Kraus, Kateryna & Kraus, Natalia & Shtepa (2021). "TEACHING GUIDELINES FOR DIGITAL ENTREPRENEURSHIP"
https://www.researchgate.net/publication/375062024_TEACHING_GUIDELINES_FOR_DIGITAL_ENTREPRENEURSHIP
- Dr Jonathan Potter, David Halabisky and Stuart Thompson. (September 2014). "Supporting Youth in Entrepreneurship"
<https://www.oecd.org/cfe/leed/SummaryReportSeminarYouthEntrepreneurshipRev.pdf>
- Resource Title: Good Practices in Local Youth Entrepreneurship Support
<https://www.oecd.org/cfe/leed/45204509.pdf>
- LEGO SERIOUS PLAY: to Enhance Communication and Ideation!
<https://substance.etsmtl.ca/en/lego-serious-play-enhance-communication-ideation>



There's more to innovation
than just putting other people's
ideas together like LEGO bricks.

Scott Meyer

 quoteFancy

6. Digital LEGO® SERIOUS PLAY® for Innovative Business Strategies

In the rapidly evolving landscape of business strategies, Digital LEGO® SERIOUS PLAY® has emerged as a dynamic tool fostering innovation and creativity. This collaborative methodology, rooted in the principles of LEGO® SERIOUS PLAY®, integrates digital technology to unlock new dimensions in problem-solving and strategy development. By combining the tactile engagement of physical LEGO® bricks with the flexibility of digital platforms, teams can engage in a unique and immersive experience that goes beyond traditional brainstorming sessions. This introduction sets the stage for exploring how Digital LEGO® SERIOUS PLAY® can revolutionize the approach to innovative business strategies, offering a hands-on and interactive framework that transcends conventional methods.

Digital LEGO® SERIOUS PLAY® empowers teams to unlock their collective intelligence through a series of structured activities. These activities, facilitated by the versatile combination of physical and digital elements, encourage participants to express complex ideas and concepts in a tangible form. As we delve into this presentation, we will uncover the transformative potential of Digital LEGO® SERIOUS PLAY® in cultivating a supportive and inclusive environment for strategy development. This introduction aims to spark curiosity about the unique capabilities of this methodology and lay the foundation for exploring its application in the creation of innovative business strategies.

Creating a Supportive and Inclusive Environment

Creating a supportive and inclusive environment with Digital LEGO® SERIOUS PLAY® begins by harnessing innovative brainstorming techniques. This methodology transforms the traditional brainstorming process into a dynamic, tactile, and digital experience. Participants, equipped with virtual LEGO® bricks, engage in a collaborative exploration of ideas. Through hands-on construction, individuals can articulate intricate thoughts and concepts that might be challenging to express verbally. The integration of physical and digital elements not only stimulates creativity but also ensures that all team members, regardless of communication styles, have an equal opportunity to contribute. By leveraging this unique approach, the environment becomes a fertile ground for diverse perspectives to converge, fostering a sense of inclusivity and openness crucial for the cultivation of innovative business strategies.

Fostering Collaboration and Teamwork

Digital LEGO® SERIOUS PLAY® serves as a catalyst for fostering collaboration and teamwork within the organizational framework. The structured framework of this methodology encourages participants to collectively address complex challenges by collaboratively constructing solutions. The interactive nature of the sessions facilitates active participation, breaking down communication barriers and fostering open

dialogue among team members. As participants collaboratively build models representing their ideas, a shared understanding emerges, reinforcing team cohesion. This collaborative approach not only enhances the quality of ideas but also instills a sense of collective ownership among team members. By fostering an environment that encourages open communication and collaboration, Digital LEGO® SERIOUS PLAY® becomes a powerful tool for creating a supportive atmosphere conducive to the development of innovative business strategies.

Embracing an Iterative Approach using LSP

Digital LEGO® SERIOUS PLAY® champions an iterative approach to strategy development. Participants engage in a continuous cycle of building, refining, and rebuilding their LEGO® models, allowing for the evolution of ideas over time. This iterative process aligns seamlessly with the dynamic nature of business environments, where adaptability is crucial. Embracing iteration through Digital LEGO® SERIOUS PLAY® empowers teams to respond effectively to changing circumstances, ensuring that their strategies remain relevant and resilient. This iterative mindset encourages a culture of continuous improvement, where the refinement of ideas becomes a natural and integral part of the innovative business strategy development process.

Key Success Factors, Challenges, and Solutions

Resistance to play-based methods, especially within a professional context, can present a significant challenge during the implementation of Digital LEGO® SERIOUS PLAY®. The skepticism often stems from preconceived notions that play may not align with the seriousness required in professional settings. To overcome this resistance, proactive efforts are essential to reshape perceptions and highlight the substantial benefits of incorporating play into the strategy development process. Workshops and educational sessions can serve as valuable tools to elucidate the transformative power of play-based methodologies, emphasizing that Digital LEGO® SERIOUS PLAY® is not mere recreation but a purposeful and strategic approach to problem-solving. By addressing the underlying concerns and demonstrating the tangible outcomes that emerge from the interactive and engaging nature of the methodology, organizations can gradually shift the mindset, fostering an environment where play becomes a respected and effective tool for driving innovation and creativity.

Communication barriers, whether rooted in language differences or cultural nuances, pose a notable challenge during the implementation of Digital LEGO® SERIOUS PLAY®. In diverse and multicultural settings, participants may face difficulties expressing complex ideas or fully understanding their colleagues. To mitigate these barriers, proactive measures are crucial. Pre-session communication strategies play a pivotal role, providing clear guidelines and establishing structures that facilitate effective interaction. By fostering an environment where team members feel encouraged to express themselves openly and ensuring that everyone understands the methodology's processes, organizations can overcome language and cultural communication challenges. Additionally, fostering a culture of inclusivity and sensitivity

toward diverse communication styles can enhance the overall effectiveness of Digital LEGO® SERIOUS PLAY®, allowing participants to collaborate seamlessly and extract valuable insights from the interactive sessions.

Time Constraints represent a common challenge in the implementation of Digital LEGO® SERIOUS PLAY®, particularly within the fast-paced dynamics of modern business environments. The pressure to deliver innovative strategies within limited timeframes requires a strategic approach to session planning. To address this challenge, a focused and efficient methodology is essential, emphasizing key objectives and streamlining activities to make the most of the available time. While time constraints may pose a limitation, they can also serve as a catalyst for creativity, encouraging teams to prioritize and synthesize ideas effectively. The iterative nature of Digital LEGO® SERIOUS PLAY® becomes particularly valuable in this context, enabling teams to swiftly cycle through building, refining, and rebuilding phases, ultimately leading to the development of robust and innovative strategies even within tight schedules.

By recognizing and strategically navigating time constraints, organizations can leverage the agility of Digital LEGO® SERIOUS PLAY® to its fullest potential, ensuring that creative and impactful solutions emerge despite the limitations of time.

Best Practices – 6.1: Strategic Alignment with Local Market Trends

In the context of Romania, ensuring the strategic alignment of Digital LEGO® SERIOUS PLAY® with local market trends is essential for crafting innovative business strategies. This best practice involves a deep understanding of the unique challenges and opportunities present in the Romanian business environment. By aligning the methodology with current market trends, teams can create strategies that not only reflect the dynamic nature of the local market but also proactively address emerging challenges and capitalize on opportunities. Strategic alignment ensures that the resulting business strategies are not only creative but also tailored to meet the specific demands and preferences of the Romanian market, enhancing their effectiveness and relevance.

Challenges: Limited Market Insight: Participants may have limited knowledge of current market trends, hindering their ability to align strategies effectively.

Rigidity in Approach: Teams may resist adapting strategies to align with emerging trends, adhering to established practices.

Solutions: Market Research Integration: Encourage participants to conduct thorough market research or provide them with access to market trend reports to enhance their understanding.

Flexibility Advocacy: Promote a flexible mindset, emphasizing the importance of adapting strategies to align with the ever-changing dynamics of the Romanian market.

Resources: Romanian Chamber of Commerce:

Resource: [Romanian Chamber of Commerce](#)

Description: Explore the official website of the Romanian Chamber of Commerce for up-to-date information on market trends, economic indicators, and business insights.

Business Review Romania:

Resource: [Business Review Romania](#)

Description: Access business news, analysis, and reports focused on the Romanian market to stay informed about the latest trends and developments.

Best Practice – 6.2: Facilitation Techniques Tailored to Romanian Dynamics

Tailoring facilitation techniques to align with the unique dynamics of Romanian teams is pivotal in optimizing the effectiveness of Digital LEGO® SERIOUS PLAY® sessions. Romania, with its distinct cultural and work environment nuances, requires facilitators to be attuned to specific communication styles and collaboration preferences. Challenges may arise in navigating hierarchical structures within teams or addressing diverse communication norms. Language barriers and different expectations related to teamwork may also pose obstacles.

Solutions lie in adopting facilitation techniques that promote inclusivity and openness. Encouraging open dialogue, providing clear communication guidelines, and recognizing the importance of collective decision-making can bridge cultural gaps. Facilitators should foster a positive and collaborative atmosphere, acknowledging and respecting the hierarchical aspects of Romanian work culture while also empowering every team member to contribute actively.

Challenges: Hierarchical Communication: Navigating hierarchical communication structures within teams may hinder open expression of ideas.

Diverse Communication Styles: Team members may have varied communication styles, potentially leading to misunderstandings or misinterpretations.

Resistance to Open Dialogue: Some team members may be hesitant to openly share thoughts and ideas in a group setting.

Solutions: Guided Open Dialogue: Facilitators can implement structured open dialogue sessions, ensuring that everyone has an opportunity to contribute, irrespective of their position.

Communication Style Awareness: Raise awareness about diverse communication styles within the team and encourage mutual understanding.

Cultural Sensitivity Training: Conduct training sessions that focus on the nuances of Romanian work culture, fostering a culture of open communication.

Resources: Cross-Cultural Communication Guide:

Resource: [Intercultural Communication Guide](#)

Description: A guide providing insights into cross-cultural communication, facilitating understanding and effective communication in diverse team settings.

Effective Facilitation Techniques:

Resource: [Facilitation Techniques for Effective Meetings](#)

Description: Explore techniques to enhance facilitation skills, fostering a collaborative and inclusive environment in meetings and workshops.

Best Practice – 6.3: Cultural Integration for Enhanced Creativity in the Romanian Context

In the specific context of Romania, leveraging cultural integration for enhanced creativity within Digital LEGO® SERIOUS PLAY® sessions is an opportunity to weave the vibrant tapestry of Romanian heritage into the fabric of innovative business strategies. Drawing on the rich history, folklore, and traditions unique to Romania, participants can use the methodology to construct models that embody the essence of the country's cultural identity. This approach not only enriches the creative process but also fosters a sense of collective pride and ownership in the resulting strategies. By encouraging participants to integrate cultural elements into their creations, Digital LEGO® SERIOUS PLAY® becomes a catalyst for authentic and culturally resonant solutions that reflect the unique perspectives and values of Romania.

Challenges: Diverse Interpretations: Participants may interpret cultural elements differently, leading to potential misalignments in the creative process.

Resistance to Cultural Integration: Some team members might resist incorporating cultural elements, viewing it as a distraction from the core business focus.

Solutions: Facilitated Cultural Exploration: Facilitators can guide participants in exploring and understanding the cultural significance of different elements, fostering a shared understanding.

Contextualizing Cultural Integration: Highlight the relevance of cultural integration by demonstrating how it enhances creativity and problem-solving within the specific context of Romanian business challenges.

Resources: Romanian Folklore Archives: Access to archives and resources on Romanian folklore can provide inspiration and insights for participants looking to integrate cultural elements.

Cultural Facilitation Guide: A guide tailored to facilitate the incorporation of cultural elements, providing participants with a framework for effectively integrating cultural richness into their models.

Recommended Additional Resources

LEGO® SERIOUS PLAY® Official Website:

Resource: [LEGO® SERIOUS PLAY® Official Website](#)

Harvard Business Review - "The Strategic Power of Play":

Resource: [The Strategic Power of Play](#)

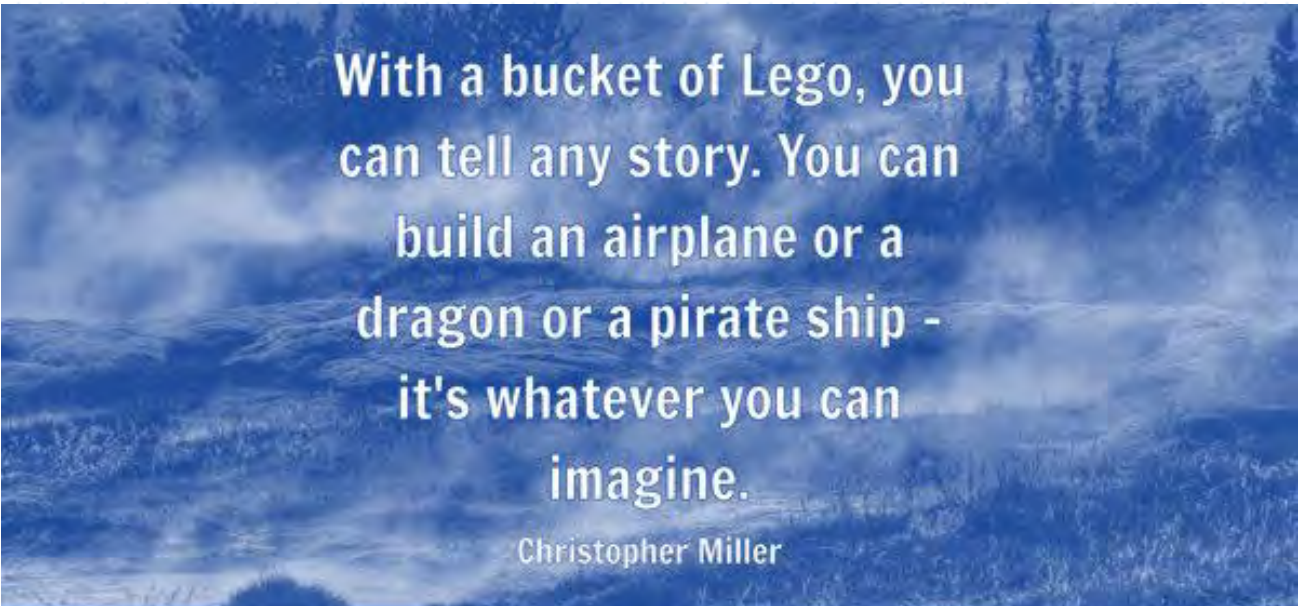
Innovation and Creativity in Business (Online Course):

Resource: [Coursera - Innovation and Creativity in Business](#)

These resources provide a wealth of knowledge, tools, and perspectives to further enhance your expertise in utilizing Digital LEGO® SERIOUS PLAY® for driving innovative business strategies in Romania.

Navigating the implementation of innovative business strategies in Romania requires a synergistic approach that capitalizes on the outcomes of Digital LEGO® SERIOUS PLAY® sessions. The process involves translating the creative models and insights generated during the sessions into actionable strategies that align seamlessly with the local business landscape. Key considerations include the adaptation of the innovative solutions to fit regulatory frameworks, consumer behaviors, and market dynamics unique to Romania. This chapter emphasizes the importance of a strategic bridge between creative ideation and practical implementation, showcasing how Digital LEGO® SERIOUS PLAY® serves not only as a tool for generating innovative ideas but also as a catalyst for transformative and locally relevant business strategies.

In concluding this chapter, we illuminate the transformative potential of Digital LEGO® SERIOUS PLAY® within the unique context of a Romanian NGO. As the methodology intertwines with the fabric of this sector, it unveils a powerful tool for nurturing creativity, collaboration, and strategic innovation. By tailoring facilitation techniques and embracing cultural integration, the chapter underscores the adaptability of Digital LEGO® SERIOUS PLAY® to the distinct dynamics of the Romanian NGO landscape. The challenges encountered along the way, whether rooted in hierarchical structures or diverse communication styles, are opportunities for growth and resilience. The LEGO® bricks become symbolic bridges, connecting tradition with innovation, and each constructive session becomes a stepping stone towards a more vibrant and effective NGO ecosystem in Romania. This chapter serves as a guide for NGO leaders and facilitators, emphasizing that, in the realm of creativity and strategic development, every LEGO® brick holds the potential to build a brighter future for Romanian NGOs and the communities they serve.



**With a bucket of Lego, you
can tell any story. You can
build an airplane or a
dragon or a pirate ship -
it's whatever you can
imagine.**

Christopher Miller

BrainyQuote®

7. Digital LEGO® SERIOUS PLAY®: Integrating Strategic Thinking

Strategic thinking – the intrinsic ability to anticipate actions and act accordingly – is a cornerstone of rational decision-making. It is required to predict and internalize future choices in inter-temporal decisions, and to best respond to anticipated moves of others in games of strategy. This ability is of paramount importance in our day-to-day lives. It guides us through our education and career choices and helps us avoid being manipulated by others or suffering abusive relationships. Strategic thinking is not only important to make adult decisions, but it is also critical in the day-to-day decisions of children and adolescents. From a conceptual perspective, acting strategically requires people to put themselves in the shoes of others, an ability loosely referred to as 'theory of mind', and to think logically about their own as well others' courses of action. Developmental psychology literature demonstrates that very young children are self-centered and unable to take the perspective of others.

Adolescence is an important age period for the development of prospective cognition. Teenagers become able to reason about the future, including anticipating events and formulating plans to reach goals. Effective strategic thinking requires learning to anticipate the particularities of the contexts and people involved in reaching a goal, for example, how to communicate effectively with a specific audience through a specific medium.

Strategical Thinking in Youth Work is important because youth are the future of every country. They are the ones who need to learn from the changes and evolution of time, technology, society and life.

Recently, many efforts are being made to motivate the strategic thinking of these young people. But how does this strategic thinking affect the work that young people can do?

It enables and empowers the brains of young people to find efficient and immediate solutions to the problems not only of work but also of their daily life.

Are you at work and encountering problems that you think cannot be solved?

This is what strategic thinking is for. Some gain it through experience, some others through quality training and some simply never give up looking for a solution and thinking positively that there is always one. This is the youth energy we need.

Developing Comprehensive Action Plans

Current Situation: The National Youth Strategy 2022-2029 is the first strategy dedicated to youth in Albania, giving so much focus and importance to youth, education, their talents and the demands they have in various fields.

The National Youth Strategy 2022-2029 has 3 political goals:

- Young women and men actively participate in society and feel empowered to express themselves with their voice. Intersectoral youth policies are coordinated, based on analysis, with well-funded mechanisms.
- Youth innovation and the growth of skills and professionalism of young people are supported and encouraged through quality education in ICT and other areas of digital development, thus increasing and improving the opportunities to enter the labor market.
- Active, healthy, physical, social and mental well-being of young people. Safety, protection and inclusion of young people in all their diversity, especially for those young people who are in a situation of risk or social exclusion.

The Youth Strategy aims at young people in Albania by empowering young Europeans, creating opportunities for the education of students and young people in the labor market and foreign ones.

But we must admit that LEGO SERIOUS PLAY is not a way to promote strategic thinking in Albania YET.

General objective: Empowering youth organizations to contribute to social inclusion and rapid integration into the labor market of young people, with a special focus on young people with disabilities.

Specific objectives:

- to improve and create the appropriate environment to increase the capacities of organizations working with young people with/without disabilities outside of formal learning, to support the rapid integration of young people into the labor market, enabling them to be entrepreneurs social in the tourism value chain.
- promote the development and improvement of youth work, providing tools and materials as well as introducing innovative methods, to empower and enable professionals working with young people, to support young people to be social entrepreneurs in the tourism value chain .
- to increase cooperation between EU and BP countries, through joint initiatives that promote youth employment and awareness of the importance of creating useful and appropriate tools to promote social inclusion and integration into the labor market of young people with and without disabilities, through social entrepreneurship in the tourism sector.

Key success factors

- Willingness to take action is a key success factor.
- Entrepreneurial knowledge.
- Entrepreneurial creativity as a key success factor.
- Entrepreneurial skills.
- Entrepreneurial intelligence.
- Patience is a key success factor.
- Persistence.
- The ability for teamwork.
- Risk-taking, but a calculated risk.

- Self-confidence is a key success factor.
- Having enough experience.
- Great talent.
- Honesty.
- Connections.

Challenges of Being an entrepreneur

Entrepreneurship is not an easy path and there are various challenges faced by entrepreneurs. One of the most critical factors that can make or break a business is cash flow management. Successful businesses must learn to manage their cash flow efficiently to avoid financial difficulties.

Entrepreneurs struggle with self-doubt, especially when they face setbacks or failures. However, it is essential to learn from these experiences and stay focused on their goals. Hiring employees is also a significant challenge for entrepreneurs as they need to find the right people to help them achieve their vision.

1. Startup Costs

Starting your own business can be an exciting but challenging experience. As a business owner, you may encounter many obstacles along the way.

To overcome these challenges, it's important for entrepreneurs to plan carefully and be proactive in addressing potential obstacles.

Conducting thorough research and seeking out resources such as mentors and networking opportunities can also help entrepreneurs navigate the complexities of starting and running a business.



2. Limited Time

Time is one of the major challenges entrepreneurs faces when starting a business. You have a limited time to try, test the market and show success. If the market supports

your idea, a startup can become an instant success and start churning out the returns within no time.

You need to have a backup, a steady income from your partner's salary, rental income, or some extra cash that can support you during this growth time. It's not always true that a business earns zero profit post three years from its induction, but it's important to be ready for all possibilities and prepare yourself for them.



3. Lack Of Technical Expertise

Another major problem facing entrepreneurs is a lack of technical expertise in the niche you are operating in. Always remember this: If you do not have the technical expertise and depend completely on your managers or employees for support, It can pose a major challenge for you.

4. Lack of Funding

If there's one challenge that has actively stopped some great ideas before they even grew, it's the lack of funding!

Most often this challenge comes up in the initial stages of entrepreneurship when you are just burning money and resources to set up the infrastructure, hire employees and market your business.

Do not indulge yourself excessively in the various entrepreneurs' challenges and focus on growing your business to the next level and start making profits. If the business idea is good, profits will begin to pitch in providing a cushion for future operations.

5. Growing Pains

Being an entrepreneur involves navigating a range of challenges, including the need to optimize existing processes, manage costs, attract skilled workers, and avoid unrealistic expectations of overnight success.

One of the keys to success as an entrepreneur is to identify pain points early and seek out expert advice and mentorship. This can help to mitigate potential problems and avoid repeating the mistakes of others.

Having mentors who are experienced in entrepreneurship can be particularly valuable, as they have likely faced many of the challenges that new entrepreneurs encounter.

They can offer guidance on best practices, provide insights into specific industries, and offer support and encouragement during the ups and downs of the entrepreneurial journey.

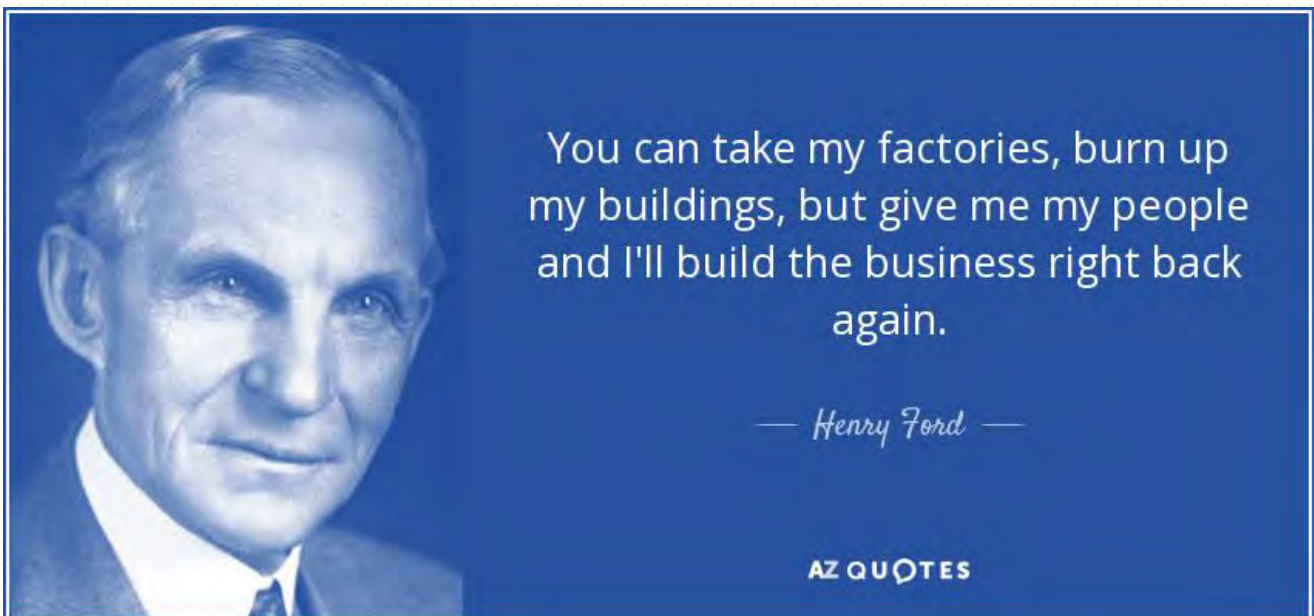
6. Lack of Resources Other Than Funding

One of the major challenges faced by entrepreneurs is the lack of resources. It can include personnel, infrastructure, or more.

You should be ready to face these challenges and find viable solutions to these issues. Most of the problems of entrepreneurs are because of the capital, as no resources can be purchased if you have the right amount of capital with you.

Another important resource is Human Resources, which is of utmost importance to operate an organization successfully.

Henry Ford once said:



And we couldn't agree more.

Manpower is one asset that can accelerate or decelerate the growth of the entire organization.

Creating systems is important but having the skill set to handle those systems is more important to run a successful business.

7. Lack Of Experience

If you are a first-time entrepreneur, you are not likely to be experienced in the business. What you have are the skills that you have acquired in your previous employment.

But does that have any value in your entrepreneurial venture?

Having a skillset in an established or semi-established firm cannot compensate for the entrepreneurial experience.

It's a different ball game altogether.

As a first-time entrepreneur, you must handle Human Resources, Finances, Sales, and Marketing, along with salary disbursements all at once. You are a multitasker and must keep an eye on the broader vision of the business along with handling the nitty-gritty of it.

The only way is to have an experienced partner, read a lot of books and information, and have a mentor who can teach you the required entrepreneurial skills to lead from the front.



8. Lack of Motivation

Lack of Motivation is another challenge faced by entrepreneurs. But how do you get demotivated? Demotivation comes and settles in with time. You do not expect to make a huge sum of money as soon as you start your business. It takes time to settle and become an established enterprise.

This time, without money and taking in all the hard work, leads to demotivation among the partners and can even seep into the employees.

How to overcome the lack of motivation as an entrepreneur? It can only be settled via passion and strong willpower, the ability to look beyond what meets the eye. As an entrepreneur, you must think long-term.

The human mind by default is designed to look at the short-term results and consequences that are necessary for survival. But a true entrepreneurial mind looks at the long-term projection and holds strong to last through the difficult time.

9. Lack of Direction

Planning and having the right direction are important for your business to be successful. Many entrepreneurs get too caught up in business that the problems entrepreneurs face often lead to the final goal being forgotten. First, it's important to have a goal in your mind along with a route map. There need to be short-term goals that ultimately lead to the accomplishment of long-term visions.

10. Lack of a Goal and Vision

Are you working day and night in your business? But What exactly do you wish to achieve? It is important and imperative as an entrepreneur that you set your goals right. Not having a goal is like running a marathon without a finish line.

Entrepreneurship can be a challenging and stressful journey for many people. However, finalizing your goals and working towards them will help you to stay motivated and continue on your journey to success. If you do not have fixed goals, it is difficult to understand the intermediary steps in the journey and the efforts that will lead you to it.



How To Overcome The Challenges Faced by Entrepreneurs?

To be successful as an entrepreneur, you need to have a level of confidence. You have to believe that you are worthy of being successful."

Confidence is one of the most important qualities needed for entrepreneurs. They always have to be confident in themselves and their ideas.

Another important factor that helps overcome entrepreneur challenges is Self-care. It is really important for entrepreneurs because if they don't take care of themselves, and work towards improving their skills, it's difficult to succeed. "It is important to take care of yourself because you are what fuels your business."

The problems faced by entrepreneurs are not something that can be solved overnight. There are many attributes that an entrepreneur should pay attention to, but the most important are passion, team building, and focus.

1. Passion

Passion for business plays an important role in overcoming the multitude of challenges faced by entrepreneurs. If you're not passionate about your business, you won't be

successful. It's a marathon and to sustain throughout your journey of 5-10 years, having a passion for the work is most important. It will help you be motivated and overcome all hurdles with a smile on your face.

Identifying a passion is the first step towards entrepreneurship. But how do I know I am Passionate about something? It's quite simple really! Think about the business you're currently involved in, and then imagine yourself doing it for the rest of your life. Do you feel nostalgic or happy? That, "Right Away" gives the answer to your question. There is also a more tested way that the Japanese use to find their "Passion" or "ikigai".



It's a union of 4 elements i.e. passion, vocation, professionalism, and mission. An ideal combination of "what you love", "What you can be paid for", "What you can be good at, and "What the world needs". It tells us to choose a profession that is an ideal intersection of all these elements. If entrepreneurship is your "ikigai" passion is one of the most important elements of it.

2. Team Building

Having an ideal team can overcome most if not all of the problems of an entrepreneur. Managing and building a team is the most challenging and yet the most fulfilling part of your journey.

Do not be in a hurry to hire professionals at face value, rather try and test them with intricate interviewing skills and the best of your judgment. Smart and efficient employees can provide you with a lot in profits whereas a bad employee can cause a dent in your profits and demotivate the team. After all, a company is the sum total of the human capital it employs.

There are certain things that you must bear in mind when choosing the employees for your ideal team.

Have a probation period for the new employee. It's one thing to trust your judgment but, when you are hiring an employee, only his performance with time will ensure where he stands in terms of the skillset, hard work, and dedication towards his work.

Don't trust the experienced personnel, at face value. Non-performance is a major reason for the attrition of employees from one organization to the other. Try to check for references and make sure you are hiring someone who is at the top of his profession. Even freshers with the right skill set and training can outsmart any experienced employee.

Provide your Team with regular training and development programs. This helps to improve their skills and communication.

3. Focus

Focus can be defined as the center of attention or a point of direct concentration. As an entrepreneur, it's important to keep your head steady and not be distracted by challenges and hurdles. But how to be focused between the numerous distractions and challenges?

The idea is simple. Have a meeting at the end of the day or week with your partners and discuss the direction and goals that you have achieved.

Are you going in the right direction? Are you achieving your goals? If not, what more can you do to achieve them, the changes you can make to your systems and workplace practices. This activity shall allow you to achieve focus and determination as a successful entrepreneur. To be fixed on the target like an archer, unwavered by any hindrance.

Entrepreneurs are the backbone of a nation. They take risks and challenges that no one else will and bring innovation and creativity into the system that helps improve lives.

Three best practices :

So, to be a strategic thinker and demonstrate a strategic mindset, you need to:

- Think outside the box.
- Keep questioning.
- Have ideas.

RESOURCES :

- <https://cepr.org/voxeu/columns/strategic-thinking-children-and-adolescents-determined-underlying-network-abilities>
- <https://venturz.co/academy/what-are-the-most-common-challenges-faced-by-entrepreneurs>

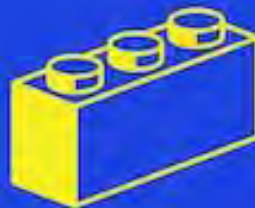


LEGO Fun Facts

LEGO was named "Toy of the Century" in the year 2,000 besting the Barbie Doll, the Teddy Bear, and Monopoly.



If you stacked all of the LEGO bricks up, the height would be 2.4 million miles tall which is some 10 times the distance from the earth to the moon!



LEGO bricks made in 1958 are compatible with bricks made today.

ListCaboodle.com

8. Digital LEGO® SERIOUS PLAY®: Eco-Friendly Approach to Youth Entrepreneurship

“Utilize, discard, and multiply waste” is the wide spread principle in human behavior towards nature. The increasingly visible consequences of such an attitude are suffered by the environment, and like a boomerang, it returns to humans, who have no alternative planet for life. In order to preserve the only home they have, abandoning traditional economy, changing consciousness, habits, and behavior is inevitable.

Global warming, ozone layer depletion, loss of biodiversity, and a range of other environmental issues have sounded the alarm. That's why European Union countries have agreed and set a goal for themselves – in less than 30 years, Europe should be the first continent to be climate-neutral, meaning greenhouse gas emissions will be at zero.

This is outlined in the European Green Deal signed in 2019, representing a growth and sustainability strategy for an economy that, as stated, gives more than it takes. The plan is to transform climate and environmental challenges into opportunities, use resources more efficiently, transition to a clean, circular economy, and halt climate change. Among other things, this means that adhering to the principles of a circular economy will be a survival issue for businesses in the market.

Waste is a resource. This is one of the fundamental principles of the circular economy, in which the lifespan of a product does not end in a landfill but is recycled and reused in the same or a different form.

This chapter will continue to explore the vibrant realm of youth entrepreneurship, but with a distinctive hue—the eco-friendly approach.

In this journey, we embark upon a quest to understand not only the 'what' and 'why' but also the 'how' of cultivating an entrepreneurial spirit that harmonizes with the delicate balance of our environment. The urgency of climate action, coupled with the burgeoning potential of young minds, propels us to explore the confluence of entrepreneurship and eco-friendliness—a synergy that holds the promise of not only economic prosperity but also the preservation of our planet for generations to come.

As we delve into this exploration, we will encounter the stories as examples of best practice of trailblazing youth entrepreneurs who have chosen to align their ambitions with a green ethos. Their experiences will serve as beacons of inspiration, illuminating the path for those who seek to venture into the world of business with a heart that beats for sustainability.

In the wake of escalating environmental challenges and the urgent need for sustainable practices, the concept of an eco-friendly approach in youth entrepreneurship emerges as a powerful response. Witnessing more than ever with the climate change, resource depletion, and ecological imbalances, it becomes increasingly apparent that businesses, particularly those led by the dynamic force of youth, play a pivotal role in steering the course toward a more sustainable future.

Understanding Sustainability: Before delving into the nuances of an eco-friendly approach, it is essential to grasp the multifaceted nature of sustainability. Beyond the conventional lens of ecological impact, sustainability extends its arms to encompass social responsibility and economic viability. It's a holistic mindset that acknowledges the interconnectedness of our actions, not only with the environment but also with the communities we inhabit and the global economy at large.

Mindful Consumption: At the heart of the eco-friendly approach lies the principle of mindful consumption. In a world inundated with choices, each purchase becomes a conscious decision with far-reaching consequences. How can entrepreneurs cultivate a mindset that encourages consumers to think beyond the immediate transaction and consider the environmental and social implications of their choices?

By aligning business practices with mindful consumption, youth entrepreneurs can catalyze a shift in consumer behavior that reverberates across industries.

Key Characteristics of Mindful Consumption:

Mindful consumption begins with heightened awareness. Individuals consciously engage in the decision-making process, recognizing the environmental and social implications of their choices. This awareness extends from the sourcing of raw materials to the end-of-life disposal of products. Mindful consumers adopt a long-term perspective, considering the lifecycle of products and their impact on the environment. This extends beyond immediate gratification, encouraging choices that contribute to the sustainability of resources for future generations.

Mindful consumption entails a deep respect for both local and global communities. Consumers seek to support businesses that prioritize fair labor practices, respect cultural diversity, and contribute positively to the communities in which they operate.

Key Principles of Mindful consumption

Mindful consumption recognizes the economic impact of purchasing decisions. Consumers may prioritize products and services from businesses that align with their values, fostering a demand for sustainable and ethically produced goods in the marketplace. The principle of reduction emphasizes minimizing the overall consumption of goods. Mindful consumers choose quality over quantity, opting for products that have a longer lifespan, reduced environmental impact, and fulfill their needs without unnecessary excess.

Mindful consumers actively seek out sustainable alternatives. This involves selecting products that are made from responsibly sourced materials, manufactured using eco-friendly processes, and packaged with minimal environmental impact. Supporting local businesses and ethical brands is a fundamental principle of mindful consumption. By choosing products with transparent and ethical supply chains, consumers contribute to the growth of businesses that prioritize social and environmental responsibility. Mindful consumption aligns with the principles of the circular economy. Consumers support businesses that emphasize recycling, upcycling, and waste reduction, contributing to a more sustainable and regenerative economic system.

Mindful consumers actively engage in educating themselves and others about the impact of their choices. They advocate for sustainable practices, encouraging a broader shift in consumer behavior and business practices toward greater environmental responsibility.

By embodying these key characteristics and principles, mindful consumption becomes a potent force for change. As youth entrepreneurs navigate the landscape of eco-friendly business, integrating these principles into their ventures not only appeals to conscious consumers but also establishes a foundation for a more sustainable and resilient business model. In the subsequent chapters, we will explore how these principles can be translated into actionable strategies, shaping businesses that thrive in harmony with the environment.

Ethical Decision-Making: Eco-friendly entrepreneurship demands ethical decision-making at its core. Beyond the pursuit of profit margins, entrepreneurs are challenged to weigh the environmental and social impact of their choices. In the dynamic landscape of eco-friendly entrepreneurship, ethical decision-making stands as the cornerstone, guiding the actions and choices of young entrepreneurs committed to sustainability. This chapter unravels the key characteristics and principles that define ethical decision-making within the realm of eco-friendly business practices, shedding light on how these principles foster a business culture rooted in integrity and environmental responsibility.

Key Characteristics of Ethical Decision-Making: Ethical decision-making in eco-friendly entrepreneurship is characterized by a commitment to transparency. Entrepreneurs communicate openly about their business practices, supply chains, and the environmental impact of their products, fostering trust among consumers and stakeholders.

Ethical decisions extend beyond profit margins to consider the impact on all stakeholders. This includes employees, suppliers, local communities, and the environment. Entrepreneurs weigh the consequences of their choices, striving for outcomes that benefit both business goals and the broader well-being of stakeholders.

Entrepreneurs practicing ethical decision-making adhere to established environmental standards and regulations. This involves ensuring compliance with laws governing waste management, emissions, and sustainable sourcing, demonstrating a commitment to environmental stewardship.

Ethical entrepreneurs prioritize fair labor practices, ensuring that the individuals involved in the production process are treated with dignity and respect. This includes providing fair wages, safe working conditions, and opportunities for professional growth.

Key Principles of Ethical Decision-Making

Before making decisions, ethical entrepreneurs conduct thorough assessments of the potential environmental impact. This involves considering factors such as resource consumption, emissions, and waste generation, aiming to minimize negative consequences.

Ethical decision-making involves selecting suppliers and partners that share a commitment to sustainability. Entrepreneurs prioritize sourcing materials responsibly, opting for suppliers with transparent and ethical practices throughout the supply chain.

Ethical entrepreneurs embrace innovation as a means to create positive environmental change. This principle encourages the development of products, services, and processes that contribute to sustainability, demonstrating a commitment to continuous improvement.

Ethical decision-making extends beyond the confines of the business to engage with and collaborate with local communities. Entrepreneurs seek to understand community needs and concerns, working collaboratively to ensure that their ventures contribute positively to the social fabric.

Ethical entrepreneurs demonstrate resilience and adaptability in the face of challenges. Whether navigating shifts in market trends or responding to environmental crises, these entrepreneurs prioritize strategies that align with ethical principles while maintaining the viability of their businesses.

As young entrepreneurs embark on the journey of eco-friendly entrepreneurship, embracing these key characteristics and principles of ethical decision-making not only distinguishes their ventures but also contributes to the broader mission of fostering a sustainable and responsible business ecosystem.

Best practices – 8.1: The Ocean Cleanup

Founder: Boyan Slat, at the age of 18

Description: The Ocean Cleanup exemplifies the power of youth entrepreneurship in tackling global environmental challenges. Slat's innovative thinking and determination have driven the organization's mission to develop sustainable solutions for ocean cleanup. The organization developed a passive cleanup system that utilizes ocean currents to concentrate and collect plastic debris efficiently. The passive cleanup system consists of a series of floating barriers, also known as "Interceptors," and platforms arranged in a U-shaped formation. The U-shape is strategically designed to capture and concentrate plastic waste.

The system relies on natural ocean currents to move freely through the barriers. Unlike active cleanup systems that involve vessels or nets actively collecting debris, The Ocean Cleanup's system takes advantage of the motion of ocean currents to guide plastic toward the barriers.

The floating barriers are equipped with a skirt extending beneath the ocean's surface. The skirt acts as a barrier that captures and prevents plastic debris from escaping the system. The plastic is carried by the currents and becomes concentrated within the confines of the U-shaped system.

As the plastic accumulates within the system, it is gradually concentrated toward the center of the U-shaped barriers. The passive collection process allows for the natural flow of water and marine life beneath and around the barriers, minimizing ecological impact.

As the plastic accumulates within the system, it is gradually concentrated toward the center of the U-shaped barriers. The passive collection process allows for the natural flow of water and marine life beneath and around the barriers, minimizing ecological impact.



Photo credit: <https://theoceancleanup.com/media-gallery/>

Periodically, specially designed vessels are dispatched to the location of the cleanup system to collect the concentrated plastic. This active step in the process involves physically removing the accumulated plastic from the barriers for proper disposal and recycling.

The Ocean Cleanup employs sensors and monitoring devices to gather data on the amount and types of plastic captured. This data is crucial for understanding the effectiveness of the cleanup efforts, optimizing the system, and contributing to research on ocean plastic pollution.

The passive cleanup systems are strategically deployed in ocean gyres, which are large systems of rotating ocean currents that tend to accumulate significant amounts of plastic debris. By targeting these gyres, The Ocean Cleanup aims to address some of the most polluted areas in the world's oceans.

Purpose: To develop advanced technologies to rid the world's oceans of plastic.

Target audience: Young entrepreneurs

Key Success Factors: The initiative has garnered global attention and support, attracting funding and partnerships from individuals, corporations, and governments. This demonstrates the potential of eco-friendly youth entrepreneurship to mobilize resources and create a significant impact on a global scale.

The Ocean Cleanup serves as an inspiring example of how a youth-led initiative can leverage innovation, technology, and a deep commitment to environmental sustainability to address one of the most pressing issues facing our planet. It showcases the transformative potential of eco-friendly entrepreneurship to create solutions that benefit both business and the environment.

Best practices – 8.2: Re-Nuble

Another exemplary example of an eco-friendly approach in youth entrepreneurship is "Re-Nuble" founded by Tinia Pina.

Description: Tinia Pina, the founder of Re-Nuble, exemplifies youth entrepreneurship by bringing innovative solutions to the intersection of agriculture and sustainability. By repurposing food waste into sustainable agricultural inputs, Re-Nuble contributes to the reduction of carbon footprints associated with traditional fertilizer production and waste disposal. The business actively addresses environmental challenges while providing a viable alternative for the agriculture industry.

Re-Nuble operates within the principles of a circular economy by transforming organic waste into valuable resources. The business model involves repurposing food waste into high-quality nutrient solutions for agriculture, creating a closed-loop system that minimizes waste and maximizes resource efficiency.

The core business of Re-Nuble is centered around producing organic and sustainable nutrient solutions for hydroponics and soil-based agriculture. These solutions replace traditional, often synthetic, fertilizers, offering a more environmentally friendly option for farmers.

Re-Nuble tackles the issue of food waste by repurposing discarded organic materials. By collecting food waste and converting it into nutrient-rich solutions, the company addresses both the environmental impact of food waste and the need for sustainable alternatives in agriculture.

Purpose: To create sustainable and organic nutrient solutions for agriculture by repurposing food waste.

User Audience: young entrepreneurs, educators



Key Success Factors:

Education and Advocacy: Re-Nuble engages in educational initiatives to raise awareness about sustainable agriculture practices. The company advocates for the adoption of eco-friendly solutions in the farming industry, promoting a shift towards more sustainable and regenerative practices.

Community Engagement: The business actively engages with local communities, addressing both environmental and social aspects. By working with

local partners and promoting sustainable agriculture, Re-Nuble contributes to community resilience and well-being.

Re-Nuble stands out as a prime example of a youth-led eco-friendly enterprise that not only addresses environmental challenges but also creates a positive impact on the agricultural sector. Through its innovative approach to waste repurposing and sustainable solutions, Re-Nuble showcases the potential for youth entrepreneurship to drive positive change in critical industries.

Best practices – 8.3: Loliware

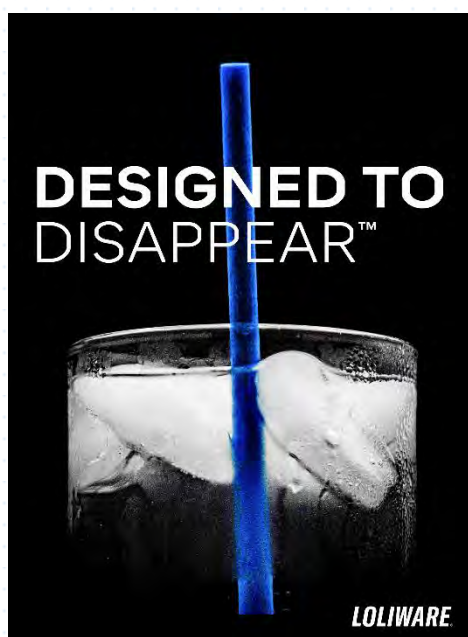
Another noteworthy example of an eco-friendly approach in youth entrepreneurship is "Loliware," co-founded by Chelsea Briganti and Leigh Ann Tucker. The founders, Chelsea Briganti and Leigh Ann Tucker, leverage innovative design thinking to create products that not only address environmental issues but also captivate consumer interest. The edible cups are designed to be both functional and enjoyable, turning the act of consuming a beverage into an eco-friendly experience.

Founders: Chelsea Briganti and Leigh Ann Tucker

Description: Loliware specializes in creating biodegradable and edible materials as alternatives to traditional single-use plastics. Their flagship product is an edible cup made from seaweed-based bioplastics that offers a sustainable and innovative solution to reduce plastic waste.

Loliware incorporates circular economy principles by creating products that are not only biodegradable but also edible. The idea is to close the loop by providing an alternative that eliminates waste and turns it into a consumable product, promoting a regenerative approach to packaging.

The company actively engages with consumers, encouraging them to be conscious of their choices and consider the environmental impact of single-use plastics. Loliware promotes a mindset shift towards sustainable consumption through its innovative and eco-friendly products.



Loliware exemplifies youth-led innovation, with its founders bringing fresh perspectives and creative solutions to the environmental challenges associated with plastic pollution. Their entrepreneurial spirit showcases the capacity of young minds to drive positive change.

Purpose: To replace single-use plastics with edible, biodegradable alternatives.

User Audience: young entrepreneurs

Key Success Factors:

Loliware is involved in educational initiatives to raise awareness about the environmental impact of traditional plastics. Through these initiatives, the

company aims to inspire individuals and businesses to adopt more eco-friendly alternatives.

Loliware's approach to addressing plastic pollution through edible, biodegradable alternatives is an inspiring example of how youth entrepreneurship can drive innovation in sustainable practices. By combining creativity, environmental consciousness, and consumer engagement, Loliware contributes to building a more sustainable and circular economy.

Recommended Additional Resources

- Resource Title: How Young Entrepreneurs Are Making a Difference in Sustainability - Forbes Tech Council
<https://www.forbes.com/sites/forbestechcouncil/2022/06/01/how-young-entrepreneurs-are-making-a-difference-in-sustainability/?sh=3a44c44e5ea4>
- The Rise of Eco-Entrepreneurship Among Millennials - HuffPost
<https://www.forbes.com/sites/forbestechcouncil/2022/06/01/how-young-entrepreneurs-are-making-a-difference-in-sustainability/?sh=3a44c44e5ea4>
- How Young Entrepreneurs Are Making a Difference in Sustainability - Forbes Tech Council
<https://www.forbes.com/sites/forbestechcouncil/2022/06/01/how-young-entrepreneurs-are-making-a-difference-in-sustainability/?sh=3a44c44e5ea4>
- The Rise of Eco-Entrepreneurship Among Millennials - HuffPost
https://www.huffpost.com/entry/the-rise-of-ecoentrepren_b_6707642
- The Impact of Sustainable Entrepreneurship on Youth Well-Being - Frontiers in Education Journal
<https://www.frontiersin.org/articles/10.3389/feduc.2021.727506/full>
- The Circular Economy - A platform dedicated to news, insights, and resources on the circular economy
<https://www.circularonline.co.uk/>
- Youth Co: Lab - A regional initiative in Asia and the Pacific empowering young entrepreneurs for sustainable development
<https://www.youthcolab.org/>
- Youth-Led Social Enterprises: Case Studies from Ghana, Kenya, and Rwanda - Youth Business International
<https://www.youth-business.org/wp-content/uploads/2020/06/Youth-led-social-enterprises-Case-studies-from-Ghana-Kenya-and-Rwanda.pdf>
- Sustainable Entrepreneurship and Innovation - InTechOpen book on entrepreneurship education and training
<https://www.intechopen.com/books/entrepreneurship-education-and-training/sustainable-entrepreneurship-and-innovation>
- Chisos Capital invented new funding method that's a better fit for more founders and investors
<https://www.chisos.io/blog-posts/q-a-with-tinia-pina-founder-ceo-of-re-nuble>

9. Digital LEGO® SERIOUS PLAY®: Methodology for evaluating and testing youth business ideas

When it comes to assessing and testing young people's business ideas, LEGO Serious Play (LSP) stands out as a potent and cutting-edge technique that goes beyond traditional brainstorming. Using LEGO bricks as a facilitator, this unique methodology encourages participants to think and communicate in three dimensions. In addition to improving interaction, the LSP process incorporates several tools and processes to carry out a comprehensive analysis of business concepts.



The LEGO Serious Play kit, a complete toolkit that gives players a wide range of bricks and figures, is the foundation of LSP. This kit serves as the foundation for an interactive, visual brainstorming process that enables users to express and investigate many facets of their company thoughts using concrete prototypes. A key role in the LSP process is played by the facilitator's guide, which provides an organised framework to lead participants through a series of difficult and thought-provoking questions about their business concepts. This guarantees that the meeting stays on task, productive, and in line with the workshop's objectives.

The creation of the ideal workshop setting is critical to the success of LSP sessions. The addition of tables and chairs encourages a collaborative and artistic environment in addition to giving participants plenty of room to freely construct their LEGO masterpieces. As participants build storyboards using LEGO models, storytelling takes the stage and effectively captures the complete business journey from the ideation stage to the full realisation of a business.

Using LEGO figures for role-playing gives the investigation of potential business scenarios a dynamic element. This innovative method lets participants assume various roles, which makes it easier to identify problems and come up with original solutions. When a company's strengths, weaknesses, opportunities, and threats are represented in concrete and visual form using LEGO models for a SWOT analysis, the evaluation process gains more depth and clarity.

Participants can quickly turn their abstract concepts into real LEGO models by using the prototyping component of LSP. This feature not only encourages iterative thinking but also helps to visualise ideas for goods or services. The ideation process is dynamic and ever-evolving, as demonstrated by the participants' ability to dynamically modify their models in response to criticism and discussions.

The success of LSP workshops is largely dependent on the role that facilitators play. Beyond simple direction, skilled facilitators foster an environment of active engagement and serve as catalysts for the innovative sharing of ideas. Facilitators can better understand and respond to participants' complex ideas, worries, and criticisms when they have mastered the fundamental skill of active listening.

LEGO® SERIOUS PLAY®: A Revolutionary Tool for Business Growth and Innovation!

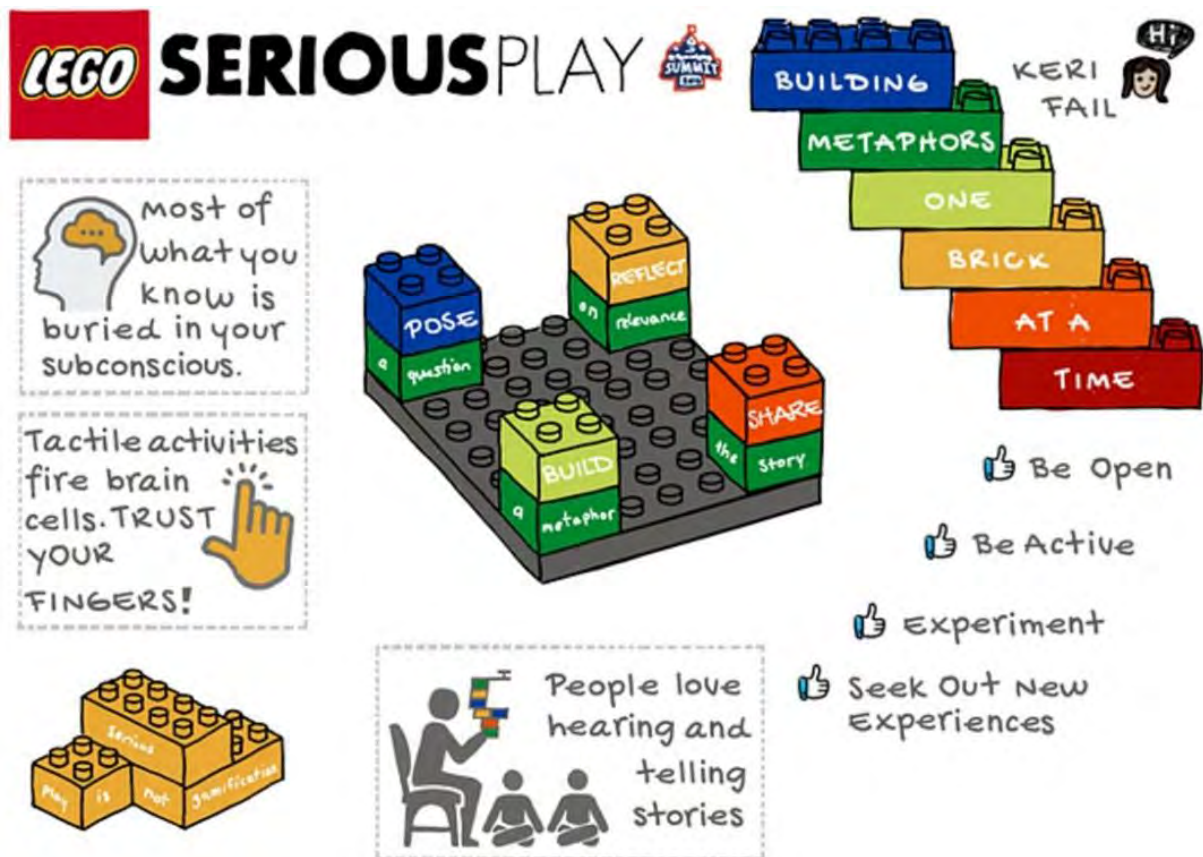


Photo courtesy of LSP

Source: <https://www.linkedin.com/pulse/lego-serious-play-revolutionary-tool-business-growth-faysal/>

In addition to encouraging participants to use LEGO models to depict and solve business challenges, facilitation also involves improving problem-solving skills. Encouraging creativity is also important since it enables participants to communicate

their ideas through creative LEGO constructions. Critical success aspects include keeping engagement levels high, highlighting the iterative nature of the LSP process, developing teams, and deriving meaningful insights from participant creations.

Implementing LSP may provide difficulties, such as time limits or restricted access to LEGO kits. Nevertheless, creative fixes are possible. Even in the lack of conventional LEGO kits, encouraging people to prototype using alternate materials stimulates creativity. Setting important aspects of the business idea in order of importance aids in efficiently managing time restrictions.

Any opposition to the playful nature of LSP can be mitigated by highlighting its strategic and serious applications. Giving participants extra time to reflect and coaching to break down tough thoughts into smaller, more manageable pieces can help to lessen the challenge of turning complicated ideas into LEGO models.

Essentially, the incorporation of LEGO Serious Play into the evaluation and experimentation of young entrepreneurs' concepts produces a dynamic and participatory setting that surpasses conventional techniques. This process not only encourages creativity and improves communication, but it also offers valuable data for collectively and graphically creating and honing creative ideas. LSP is more than simply a tool; it's a comprehensive, enhancing methodology that changes the ideation and business concept validation process from the ground up.

Best practices – 9.1: START Summit

Europe's leading student-run conference for entrepreneurship and technology gathering more than 2000 participants with the aim of connecting relevant stakeholders. Its target is inspiring and educating early-stage founders and students in order to enable innovation. The focus lies on topics guided by today's mega-trends, such as Blockchain, HealthTech, Internet of Things, Augmented Reality and Artificial Intelligence.

The implementation of new methodologies for evaluating and testing youth business ideas plays a crucial role in fostering innovation and entrepreneurship. When considering the specific context of the START Summit, Europe's leading student-run conference for entrepreneurship and technology, the purpose is to inspire and educate early-stage founders and students, enabling innovation in key areas such as Blockchain, HealthTech, Internet of Things, Augmented Reality, and Artificial Intelligence.

The main target groups for these best practices encompass early-stage founders, students, and youth with entrepreneurial aspirations. The summit aims to provide a platform for participants to gain inspiration, education, and networking opportunities, connecting with relevant stakeholders in the fields of entrepreneurship and technology.

Key success factors include the incorporation of interactive workshops and brainstorming sessions during the summit. These activities actively engage participants, encouraging them to explore and refine their business ideas collaboratively.

Leveraging technology and digital platforms aligns with the tech-focused nature of the summit, providing participants with innovative tools and methods for idea evaluation.

Additionally, mentorship programs can enhance the educational aspect of the summit, connecting participants with experienced entrepreneurs and professionals. The emphasis on networking opportunities aligns with the summit's goal of connecting relevant stakeholders, fostering collaborations among participants and creating an environment conducive to knowledge exchange.

However, several challenges may arise in the implementation of these best practices. Adapting to Liechtenstein's regulatory environment could pose challenges, particularly for international participants. Providing clear guidance and information on regulatory aspects during the summit can help participants navigate the local business landscape effectively.

START SUMMIT 2023



Source: <https://www.startglobal.org/start-summit>

Multilingual communication presents another challenge, and ensuring effective communication in a diverse linguistic environment may require strategies such as offering translation services and materials in multiple languages. Cultural sensitivity is crucial, and incorporating training or informational sessions can help participants understand and respect local customs.

Addressing cybersecurity concerns, especially in tech-focused topics, is essential. Implementing robust cybersecurity measures and providing awareness sessions can ensure the secure exchange of information during the summit. Furthermore, tailoring

content to align with current mega-trends is a challenge that requires regularly updating content based on emerging trends and engaging industry experts.

In conclusion, applying these best practices within the context of the START Summit can enhance the experience for youth entrepreneurs, early-stage founders, and students attending the conference. By addressing challenges and leveraging key success factors, the summit can continue to play a pivotal role in inspiring and fostering innovation within the entrepreneurial community.

Best practices – 9.2: Business Plan Contest

This contest takes place once every year. Everyone who has a business idea that is linked with the principality of Liechtenstein, no matter if you are a native, or simply located here – if the country benefits from your idea you can submit your business plan and it will be reviewed by a committee of experts. The winner receives 10,000.00 CHF. But also the 2nd, 3rd and 4th placed will be awarded and receive prize money.

The Business Plan Contest in Liechtenstein serves as a vital component in the implementation of new methodologies for evaluating and testing youth business ideas. Its primary purpose is to stimulate entrepreneurship and innovation within the principality by providing a structured platform for individuals to submit their business plans. The contest invites participation from individuals, irrespective of nationality, emphasizing inclusivity and encouraging ideas that are linked with and beneficial to Liechtenstein.

The main target groups for this initiative include aspiring entrepreneurs and individuals with business ideas related to Liechtenstein. The contest's structure involves the submission of business plans, which are then reviewed by a committee of experts. The involvement of experts ensures a comprehensive evaluation process, adding credibility to the initiative.

Key success factors contributing to the effectiveness of this best practice include the inclusivity of the contest, the involvement of a committee of experts in the evaluation process, the provision of monetary awards as incentives, the annual frequency of the contest, and the opportunities for networking among participants.

Challenges that may arise in the implementation of this best practice include potential limitations in the diversity of ideas submitted, difficulties for participants in accessing necessary resources, ensuring that the ideas genuinely contribute to Liechtenstein, and maintaining a balance between healthy competition and fostering a collaborative entrepreneurial ecosystem.

Solutions to address these challenges involve encouraging outreach and awareness campaigns to attract a broader range of ideas, establishing support mechanisms such as mentorship programs or workshops to assist participants in refining their business plans, incorporating specific criteria in the evaluation process to assess the impact and relevance of ideas to Liechtenstein, and creating platforms for idea exchange and collaboration among participants.

In conclusion, the Business Plan Contest in Liechtenstein stands as an effective best practice in the evaluation and testing of youth business ideas. Its inclusive nature, expert evaluation, prize

Entrepreneurship: competition for a business plan: Competition for a business plan in the Rheintal region - Businessplan Wettbewerb Liechtenstein Rheintal



Source: https://www.uni.li/en/transfer/entrepreneurship-competition-for-a-business-plan?set_language=en

incentives, annual frequency, and networking opportunities contribute to its success in fostering entrepreneurship within the principality. Addressing challenges through strategic solutions further enhances the positive impact of the contest on Liechtenstein's entrepreneurial landscape.

Best practices – 9.3: Venture Kick Zürich

A three-stage funding model, striving to raise the attractiveness of young companies to experts, investors, and industry partners. It was initiated to support Swiss startups with enough funding to kick-start their entrepreneurial business. Startups can qualify to receive up to 130,000 CHF in start capital. After each stage, promising entrepreneurs are also offered professional support and mentoring in developing their business by attending the 2-day Kicker's camps. Furthermore, they are offered connections and a professional network. Selected members of a jury, involving more than 150 leading startup experts in Switzerland, evaluate 20 startup projects of different stages every month on three sessions.

Venture Kick Zürich plays a pivotal role in the implementation of new methodologies for evaluating and testing youth business ideas, specifically within the Swiss startup ecosystem. The purpose of this three-stage funding model is to elevate the appeal of young companies in the eyes of experts, investors, and industry partners. It was

initiated with the overarching goal of providing robust financial support to Swiss startups, enabling them to kick-start their entrepreneurial ventures.

ACHIEVEMENTS OF VENTURE KICK ZÜRICH AT A GLANCE STARTUPS RAISED MORE THAN CHF 7.8 BILLION



Source:

https://www.venturekick.ch/demandit/files/M_BB941CC4DCEF687AD98/dms/File/MAGAZINE_VENTURE_KICK_1000_231011.pdf

The main target groups for Venture Kick Zürich encompass Swiss startups in various stages of development. Through a structured three-stage funding model, startups have the opportunity to qualify for up to 130,000 CHF in start capital. This financial backing is complemented by professional support and mentoring, as entrepreneurs are invited to attend the 2-day Kicker's camps. These camps not only provide guidance in developing their businesses but also offer invaluable connections and access to a professional network.

Key success factors contributing to the effectiveness of Venture Kick Zürich include its multi-stage funding approach, which allows startups to progress incrementally. The integration of professional support and mentoring during the Kicker's camps ensures that entrepreneurs receive not only financial backing but also guidance in refining their business strategies. The establishment of connections and a professional network further enriches the support structure for participating startups.

In the evaluation process, selected members of a jury, comprising over 150 leading startup experts in Switzerland, assess 20 startup projects of different stages each month during three sessions. This involvement of a diverse and experienced jury adds credibility to the evaluation process, offering startups insights and feedback from seasoned professionals deeply ingrained in the Swiss startup landscape.

In summary, Venture Kick Zürich serves as a powerful best practice for evaluating and testing youth business ideas by providing a comprehensive support system that goes beyond financial backing. Its purpose aligns with nurturing Swiss startups, and its main target groups are startups at various developmental stages. Key success factors lie in the multi-stage funding approach, professional support during Kicker's camps, and the involvement of a knowledgeable jury, all contributing to the overall success of the initiative.

Recommended Additional Resources

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- Kristiansen, Per, Poul H.Kyvsgård Hansen and Louise Møller Nielsen (2009). Articulation of tacit and complex knowledge. In P. Schönsleben, M. Vodicka, R. Smeds, & J. Ove Riis (eds.), 13th International Workshop of the IFIP WG 5.7 SIG. Eidgenössische Technische Hochschule Zürich, Laboratorium für LebensmittelVerfahrenstechnik, 77-86. source.
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- Schulz Klaus-peter and Silke Geithner (2011). The development of shared understandings and innovation through metaphorical methods such as LEGO Serious Play™. International Conference on Organizational Learning, Knowledge and Capabilities (OLKC), 12-14 April 2011, Hull University Business School, Hull, UK. PDF



Life is like Lego;
The pieces need to fit
The pieces need to fall in place.

Life is like Lego;
With all it's dazzling and vivid arrays
With all it's forms and sizes.

Life is like Lego;
When one shoulders the other
When one bonds with the other.

Life is like Lego;
Where some pieces fit the part
Where some get abandoned.

– BC

10. Conclusion: The Core of DiSPLAY's Entrepreneurial Ethos

Central to the ethos of using the Digital LEGO® SERIOUS PLAY® within the DiSPLAY project lies a profound commitment to molding the next generation of entrepreneurs into critical thinkers.

The Digital LEGO® SERIOUS PLAY® practice is not a mere additive but an embedded philosophy strategically interwoven into every facet of the project's framework. The deliberate cultivation of critical thinking skills becomes a guiding principle, instilling a culture of thoughtful consideration and analytical depth in every aspiring entrepreneur.

In the crucible of DiSPLAY, critical thinking extends beyond theoretical discourse, becoming a hands-on, iterative process. Youth are not passive recipients but active participants, engaging in real-world scenarios where they scrutinize assumptions, assess risks, and refine business ideas with a discerning lens. This deliberate integration empowers participants not only to navigate the complexities of immediate business ideation but equips them with a lasting skill set, essential for navigating the dynamic landscape of entrepreneurship beyond the confines of the project.

Critical thinking, as applied within Digital LEGO® SERIOUS PLAY®, transcends traditional paradigms. It engages youth in an iterative process where they analyze, evaluate, and refine business ideas with a discerning lens. The methodology encourages a structured approach to problem-solving, enabling participants to dissect challenges, identify assumptions, and envision innovative solutions.

The main DiSPLAY purpose is elevating entrepreneurial excellence through critical thinking. Central to this purpose is the honing of analytical skills using Digital LEGO® SERIOUS PLAY®, where participants engage in a deliberate process of dissecting, scrutinizing, and refining their entrepreneurial concepts. This goes beyond the conventional; it instills in young minds the art of evidence-based decision-making. By immersing participants in a culture of thoughtful consideration, critical thinking becomes a dynamic guiding principle, shaping not only the ideation phase but resonating across every facet of entrepreneurship.

The ultimate goal is not merely the generation of viable business ventures but the incubation of a discerning entrepreneurial mindset. Critical thinking emerges as the compass that guides aspiring entrepreneurs in assessing the intricacies of viability, sustainability, and innovation, thus ensuring that the ideas conceived within DiSPLAY are not merely fleeting concepts but robust foundations for enduring success in the entrepreneurial landscape.

Tailored for young entrepreneurs engaged in the DiSPLAY project, the Digital LEGO® SERIOUS PLAY® is equally beneficial for educators and mentors. It targets those seeking to instill a foundational skill set that goes beyond the immediate project, equipping participants with the ability to critically evaluate and adapt to the ever-evolving business landscape.

The success of Digital LEGO® SERIOUS PLAY® lies in its integration into various stages of the DISPLAY project. Interactive workshops, case studies, and real-world problem-solving scenarios ensure that critical thinking becomes an intrinsic part of the entrepreneurial journey.

Success is measured not only in the quality of business ideas generated but in the participants' ability to apply critical thinking beyond the project's scope.

Common challenges may include initial resistance to analytical thinking and the perceived time investment.

DISPLAY project addresses these challenges by providing engaging, real-world examples, fostering a collaborative learning environment, and showcasing the tangible impact of critical thinking on the overall success of youth-led ventures.

In essence, the intentional integration of critical thinking within the DISPLAY project becomes a beacon guiding young entrepreneurs toward robust decision-making and innovative problem-solving.

Beyond evaluating immediate business ideas, the benefits of using the Digital LEGO® SERIOUS PLAY® lays the groundwork for a lifelong skill set that prepares youth for the challenges and opportunities of a dynamic entrepreneurial landscape.



11. Erasmus Programme

DISPLAY project is implemented thanks to financial support from Erasmus+ programme. Erasmus+ is the EU's programme to support education, training, youth and sport in Europe.

The 2021-2027 programme places a strong focus on social inclusion, the green and digital transitions, and promoting young people's participation in democratic life. It supports priorities and activities set out in the European Education Area, Digital Education Action Plan and the European Skills Agenda. The programme also:

- supports the European Pillar of Social Rights;
- implements the EU Youth Strategy 2019-2027, and
- develops the European dimension in sport.



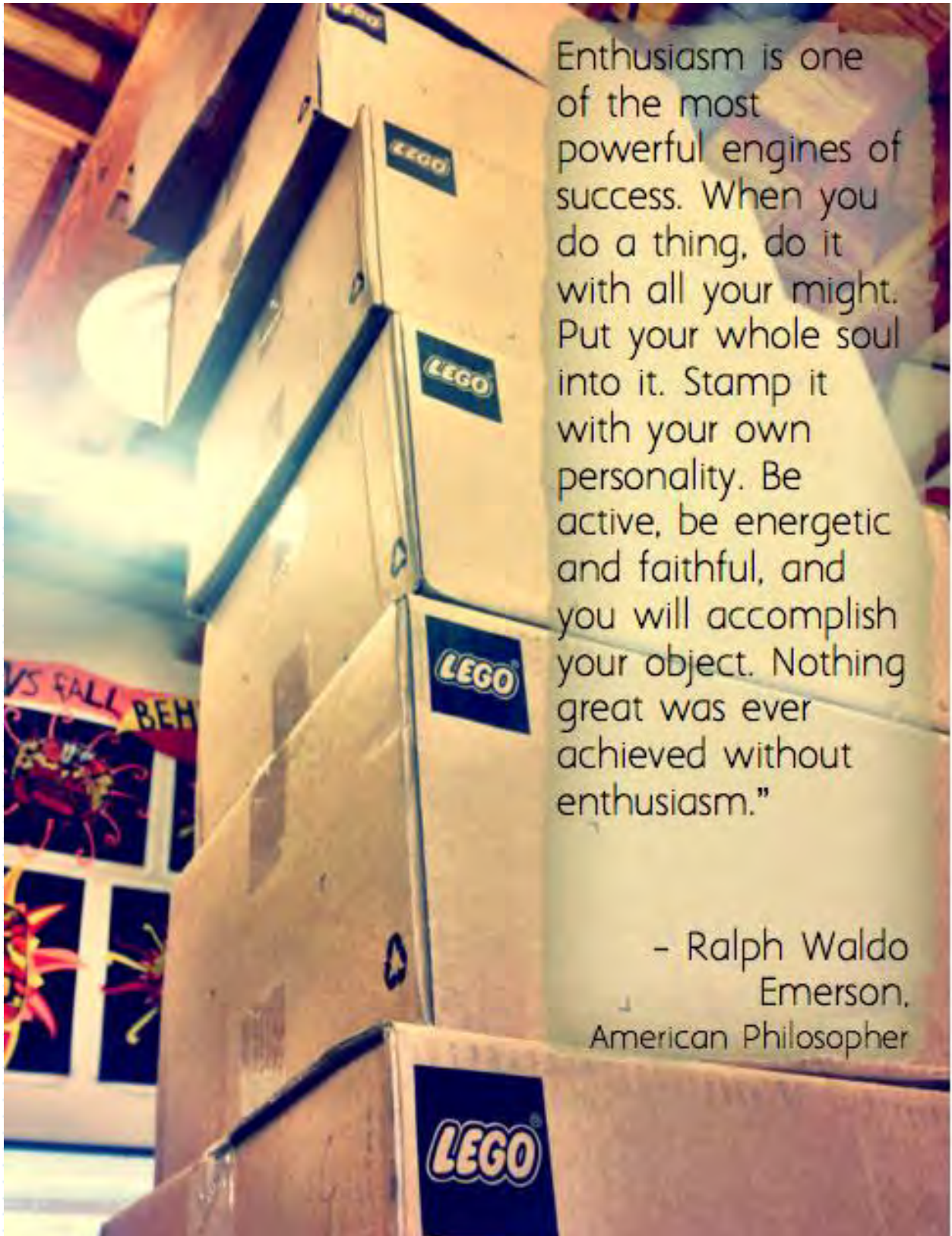
Erasmus+ offers mobility and cooperation opportunities in: higher education; vocational education and training; school education (including early childhood education and care); adult education; youth, and sport.

Detailed information on these opportunities, including eligibility criteria, is available in the Erasmus+ Programme Guide.

The outcomes of Erasmus+ are available in reports and compendia of statistics, as well as through the Erasmus+ Projects Platform. This includes most of the initiatives funded by the programme and a selection of good practices and success stories.

More about Erasmus+ programme and opportunities it provides:

<https://erasmus-plus.ec.europa.eu/about-erasmus/what-is-erasmus>



Enthusiasm is one of the most powerful engines of success. When you do a thing, do it with all your might. Put your whole soul into it. Stamp it with your own personality. Be active, be energetic and faithful, and you will accomplish your object. Nothing great was ever achieved without enthusiasm."

- Ralph Waldo Emerson,
American Philosopher

12. About the DiSPiLAY project

The main aim of Erasmus+ CBY project “Digital Serious Play for Youth Business Ideas Development [DiSPiLAY]” is project is to open employability opportunities and build up the entrepreneurial capacities of youth and youth workers from Europe, third countries associated with the Programme and Western Balkans that are required with innovative tools, resilient management & a solid sense of their ethical boundaries. With core element the digital transformation, the project supports the purposeful use of digital technologies and serious plays in youth business ideas development.

Project partner are:

1. INSTITOYTO KOINONIKIS KAINOTOMIAS KAI SYNOXIS, Greece
2. UDRUZENJE AGENCIJA LOKALNE DEMOKRATIJE IZ MOSTARA, Bosnia and Herzegovina
3. CAPITAL YOUTH ASSOCIATION (CYA) EV, Liechtenstein
4. ASSOCIATION FOR RESEARCH EDUCATION AND DEVELOPMENT MARKETING GATE SKOPJE, North Macedonia
5. LOCAL DEMOCRACY AGENCY OF KOSOVO, Kosovo * UN resolution
6. ASOCIATIA ASEL RO, Romania
7. CENTAR ZA PODRSKU LOKALNOG I REGIONALNOG RAZVOJA CEP, Montenegro
8. ECONOMIC INTELLIGENCE CENTER Albania Partner



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DiSPLAY: DIGITAL LEGO® SERIOUS PLAY®

Project Number: 101093738
www.display-project.eu

Digital Serious Play for Youth Business Ideas Development



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