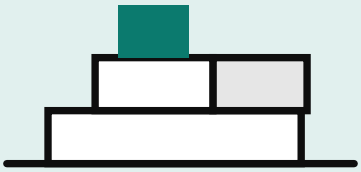
Method

LEGO® Serious Play®

A workshop method in which each person answers a question by building a metaphorical model with LEGO bricks and then explains what it means.



Origin

Roos and Victor, with LEGO (late 1990s)

Output

Models made of bricks that give shape to each person's ideas, and a conversation in which everyone takes part

What it's for

In many meetings the same people always talk; building before speaking gives everyone something of their own to show and explain.

Key elements

An open question

The facilitator poses a challenge with no right answer.

Build to think

Hands help find ideas that do not have words yet.

Metaphors, not scale models

The bricks stand for ideas: a tower can be a goal or an obstacle.

The model belongs to its builder

Only the person who built it says what it means; the others ask about the model.

Everyone takes part

Each person builds and shares, whatever their position.

How it's done

1 

Set the question or challenge.

2 

Build each person their own model, in a few minutes.

3 

Share and reflect tell the story of the model, listen, and repeat the cycle with another question.

Applications in design

When to use it

For topics that are hard to put into words: a team's identity, a strategy or a shared vision.

Avoid

Interpreting someone else's model or correcting it.

Don't fall for it

It is not just an icebreaker: it needs a good question, time and someone experienced in facilitation.

Connections

Related to

- Co-design
- Generative tools
- Prototyping
- Six Thinking Hats

Authors and works

1996–1997	**Johan Roos and Bart Victor, with Kjeld Kirk Kristiansen**	Starting from an executive program for LEGO, they tried the bricks as an alternative to traditional strategic planning. Sources give slightly different dates and protagonists.
2004	**Johan Roos, Bart Victor and Matt Statler**	They called thinking about strategy with imagination and three-dimensional bricks "serious play"; in four companies they saw it can bring new ideas if people play willingly.
2010	**LEGO Group**	Released the method's principles and materials under a Creative Commons licence, so anyone can use and adapt it.
2014	**Per Kristiansen and Robert Rasmussen**	Wrote a practical guide to the method; the publisher presents Rasmussen as its main architect.

Sources

Original sources

- Roos, J., Victor, B., & Statler, M. (2004). Playing seriously with strategy. Long Range Planning, 37(6), 549–568. View source (https://doi.org/10.1016/j.lrp.2004.09.005)
- LEGO Group (2010). Open-source introduction to LEGO Serious Play. Publicado con licencia Creative Commons Attribution-ShareAlike 3.0.

Secondary sources

- LEGO Group (n.d.). What is LEGO Serious Play? LEGO.com. View source (https://www.lego.com/themes/serious-play/background)
- Kristiansen, P., & Rasmussen, R. (2014). Building a better business using the LEGO Serious Play method. Wiley.

Last reviewed: October 26, 2026

Atlas público de diseño, de Adriana Ojeda. Texto e ilustraciones bajo licencia CC BY 4.0.