



Destia

Let's play

Red represents the business and yellow HR. Big lego bricks snap into their places and the tiger takes a big, determined leap on top of the model.

The situation in question is a facilitated workshop based on the Lego® Serious Play® method, in which a significant change in Destia's HR organisation is about to be implemented.

The HR organisation of Destia has been renewed during the last year; it has now been designed as a service that genuinely serves the needs of the business and personnel. The significant change has impact to Destia's business model, as well as to the roles of every single employee in HR.

The orchestrator of this change is Destia's HR director Taru Salo. She tells that the input to this change came from the employee satisfaction survey that revealed overlaps in the processes and that the employees felt the fragmented work unpleasant. "When we discussed the results we decided together to clarify the roles and responsibilities and at the same time revisit all the processes".

"The most important thing was to understand that the employees are our clients and to ask how our work helps the work of the employee or her/his manager. HR shouldn't exist just for the sake of HR but for people", Salo says.

Taru Salo knew Mirjami Sipponen-Damonte from Xpedio through her previous work. When Mirjami called and asked whether Destia might have facilitation needs, the big change process of HR was ready to be implemented. There was need for external help in an important part of the process and the experience and methods offered by Xpedio were an excellent fit to the situation.

Lego® Serious Play®

The facilitation method chosen was Lego® Serious Play®. As the name suggests, it uses as material the toy classics known by everyone, lego bricks. The objective that was set for the workshop was to strengthen the change journey from a support function towards business driven service provider. Other objectives were those of reinforcing team spirit and finding a shared understanding on how does the success look like in 2018.

The Lego® Serious Play® workshop was organised on a ferry from Helsinki to Tallinn and it continued in Tallinn. The day program was tight and the participants weren't informed beforehand about the chosen method. Part of the participants were concerned in advance about the busy program, but the time passed quickly and thanks to the activating method it didn't feel too heavy.

“First we held a round of presentations, in which we exercised the lego building. Everyone gave their own meanings to colours and shapes. First everybody was supposed to build something that described him/herself. We introduced ourselves through the models. Everyone got in the mood of building quickly and nobody remained a silent spectator”, Taru Salo tells and continues: “The first reaction of participants was genuinely delighted; as they were prepared to long power point presentations, seeing legos was a pleasant surprise!”

Also Satu Angervo, responsible of working capacity management in Destia, is supportive of the Lego® Serious Play® method. “Objectives and vision are topics that do not automatically evoke enthusiasm. Oftentimes group work is done forced and artificially, but this was fun and everybody participated. We met our goals very well.”

Even though working with legos happens through play, the subjects handled were genuinely serious and important. Both Satu and Taru give a lot of credit to Mirjami as well: “She knows her job. She doesn’t put herself forward, but gives a say to the participants. Professionally she however takes care of the fact that no one remains alone silent. If someone remained to reflect for too long, she reminded that it’s not worth having meetings with oneself.”

In the Lego® Serious Play® method every participant participates and builds their own view and experience with help of Lego bricks. First there was a moment to work on own vision, after which single models were combined with those of other participants in groups of four, and these were discussed. At the end the models were combined so that two models were created with a group of twenty people. After the vision was created the group started to build the market situation and agents that have an impact on the vision.

The method is such that it is not possible to not participate. When you build something, you create a personal touch with the topic and it’s easy to talk about it” Taru Salo tells and says also that this way of working is very intensive. The time passed quickly and everyone’s contribution was equally valuable.

I noticed that a big change had happened in the way of thinking. I believe that the fact that everyone defined the work and participated strengthened the change. We are still on the journey, but I have had a strong will to build a service-minded group who thinks from the point of view of business and works whole-heartedly. The fact that we work together on our focus areas and our ways of working reinforces and defines our working.

Legos present at work

The visions created through the method didn’t stay just at the stage of building but they are present in the everyday work of Destia. Framed pictures were created both of the vision and the action focus areas to remind of the work done. Both the business plan and the budget will be created based on the focus areas that emerged in the facilitation.

Taru Salo recommends the Lego® Serious Play® method for different change situations and for shared visualization. “I believe that this method works for example in integration of acquired companies, organizational changes, strategyprocesses and everything that requires defining action focus areas. This is a method that truly creates participation. I believe that it could be used to work on some smaller things as well, to gain real insights.”

How did Taru’s own vision look like? “There were many parts: you need to succeed in the trainee program, recruitings and build positive employer image. You need to be an attractive employer both for own employees and for the experts in the field. The place of HR is close to the business.”