



HR Role in Leading Crisis Through Serious Play

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October 2021

CONTENT

- Who Am I?
- What Crisis?
- Why Change?
- What Change?
- How Change?
- Why Play?
- How Navigate Change?
- Q&A

About Me



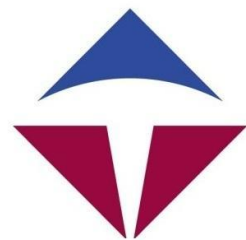
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TAKACHIHO UNIVERSITY SUGINAMI TOKYO



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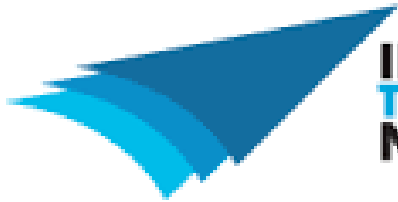
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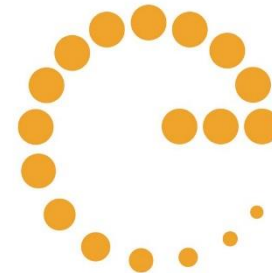
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Tools for Action.
Actions for Results.



Certified Facilitator
LEGO® SERIOUS PLAY®

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the future of business learning



Play Learn
بازی یادگیری
Grow







What Crisis?



What Crisis?



What Crisis?

COVID-19 & VUCA



VOLATILITY



UNCERTAINTY



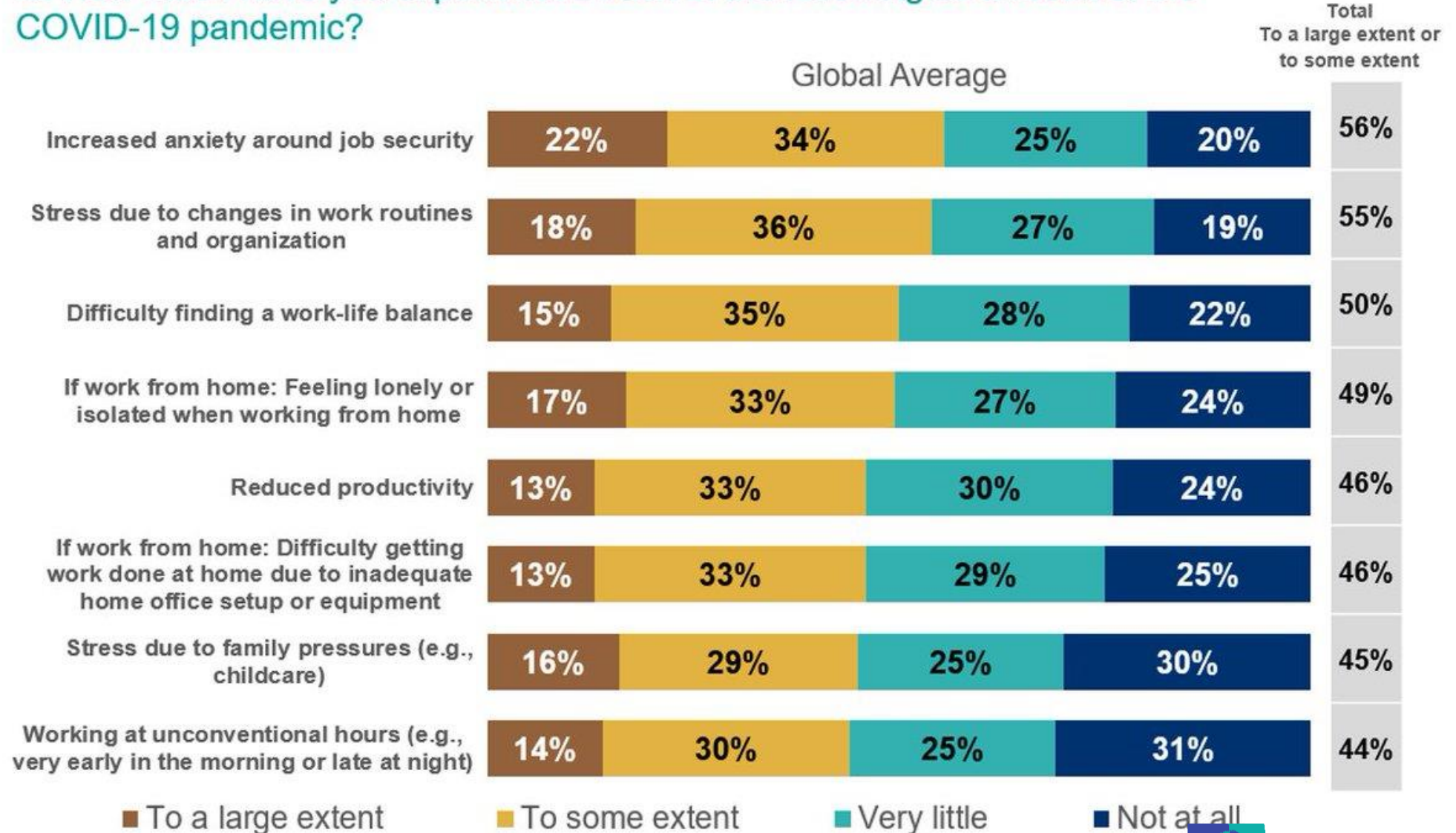
COMPLEXITY



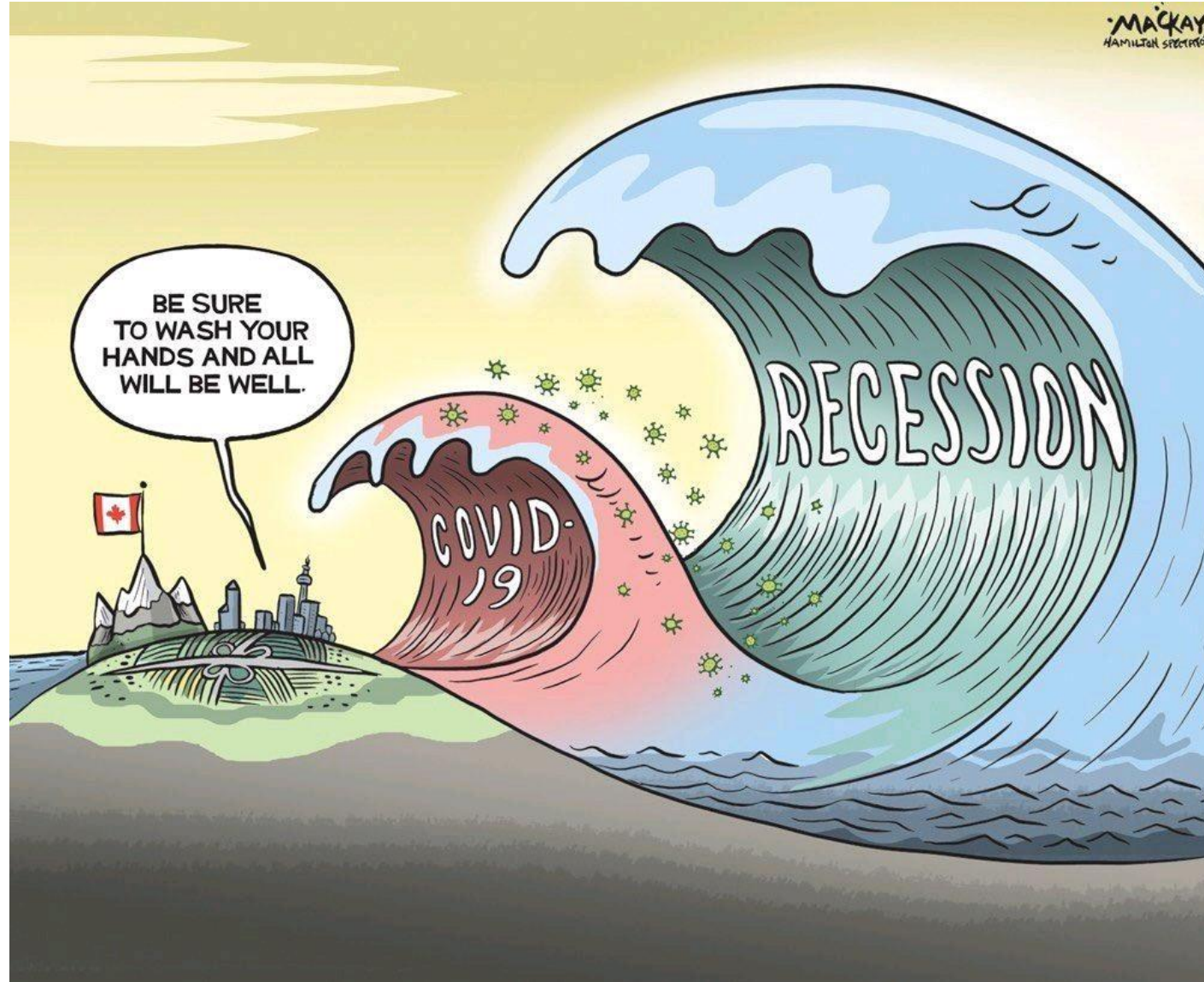
AMBIGUITY

Why Change?

Q. How much have you experienced each of the following as a result of the COVID-19 pandemic?

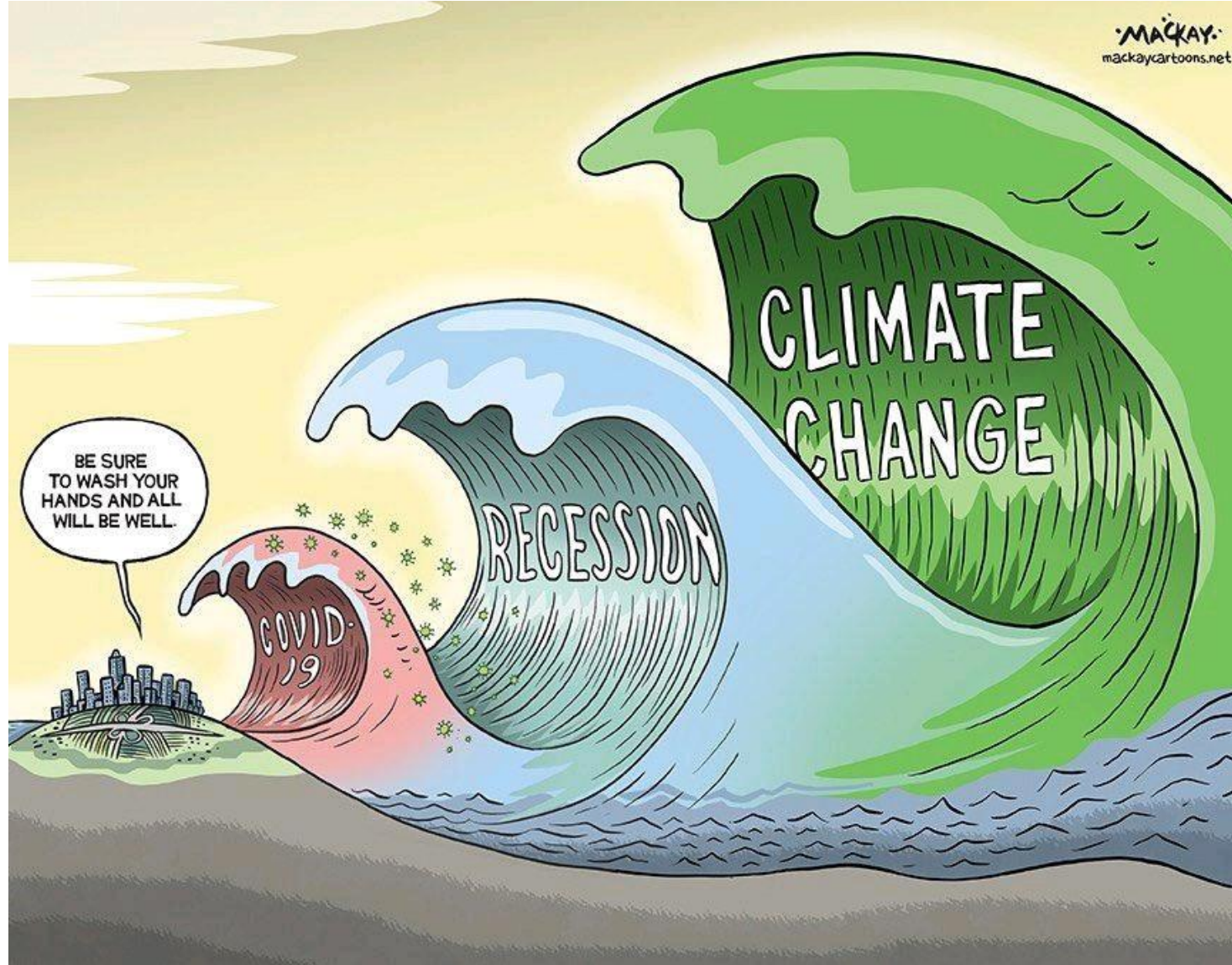


Why Change?



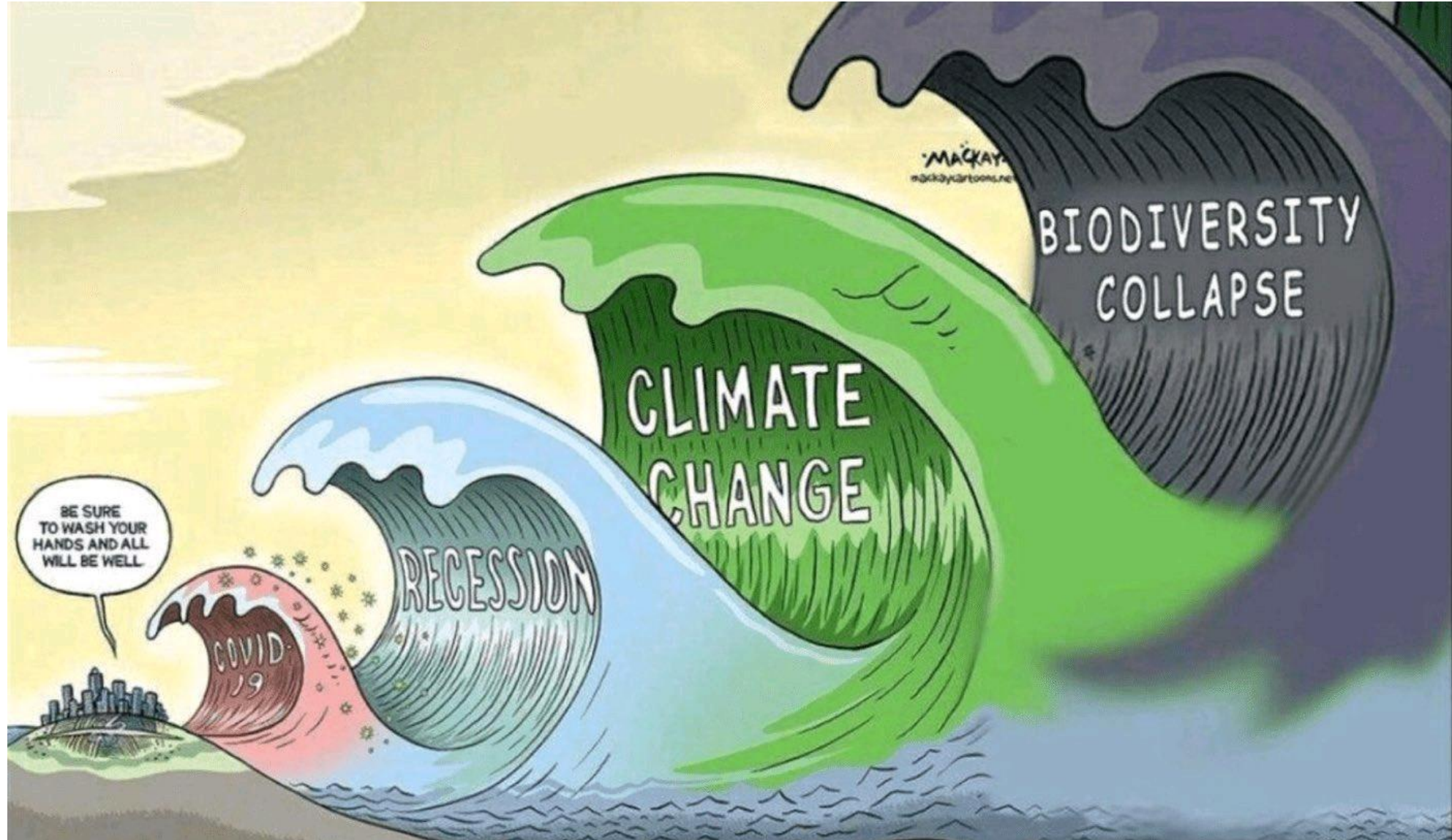
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Why Change?



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Why Change?



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Why Change?



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Why Change?

Crisis

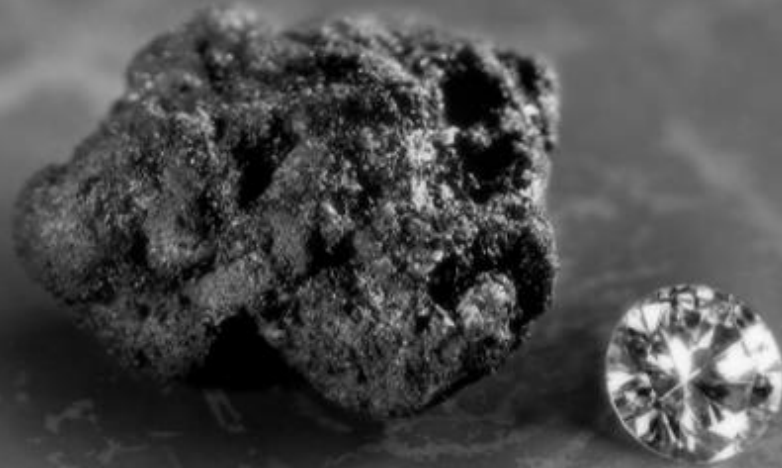
危機

Danger

Opportunity

Why Change?

A DIAMOND IS A CHUNK OF COAL
THAT DID REALLY WELL UNDER PRESSURE.
- HENRY KISSINGER



Are you ready?



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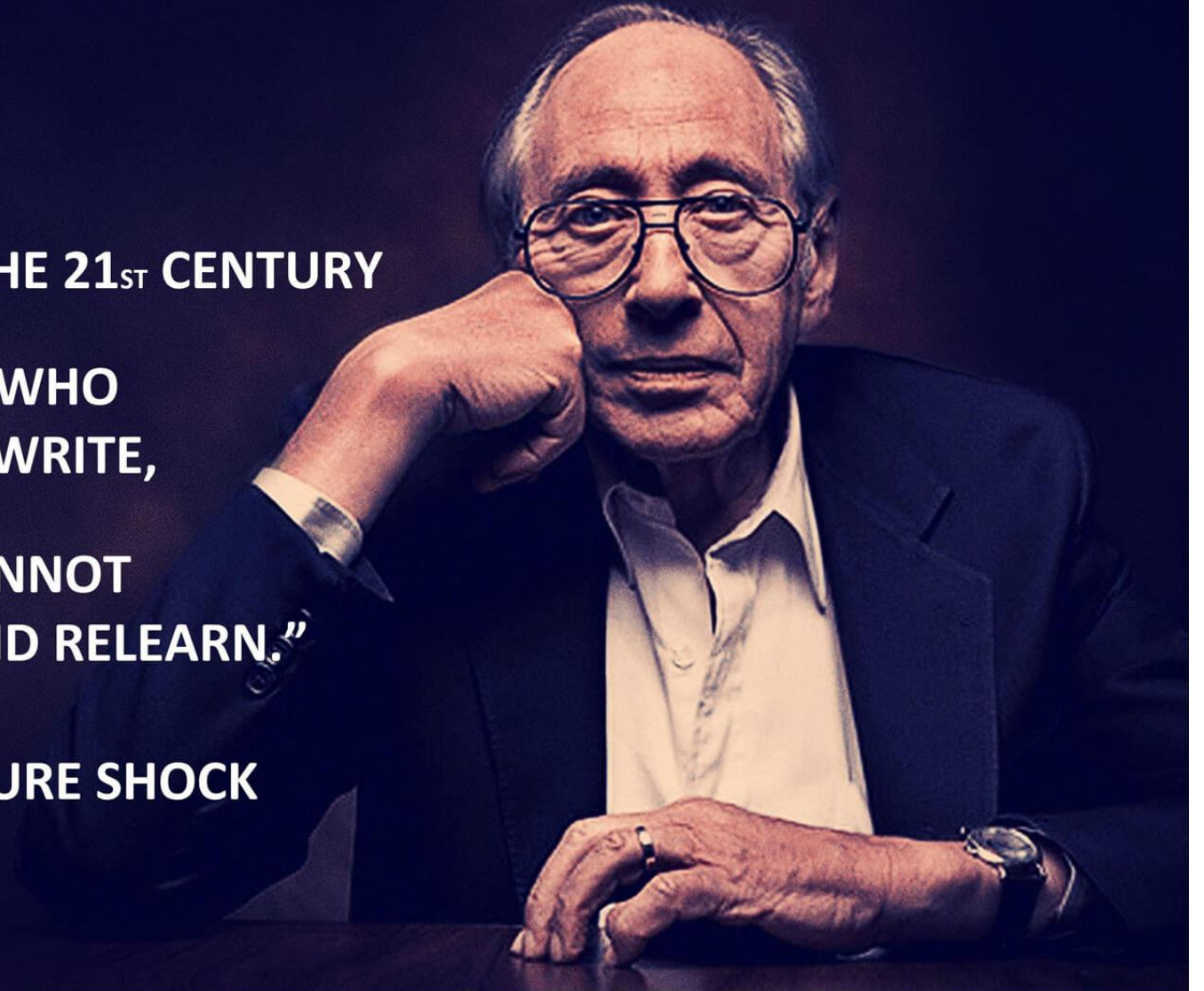
What Change?



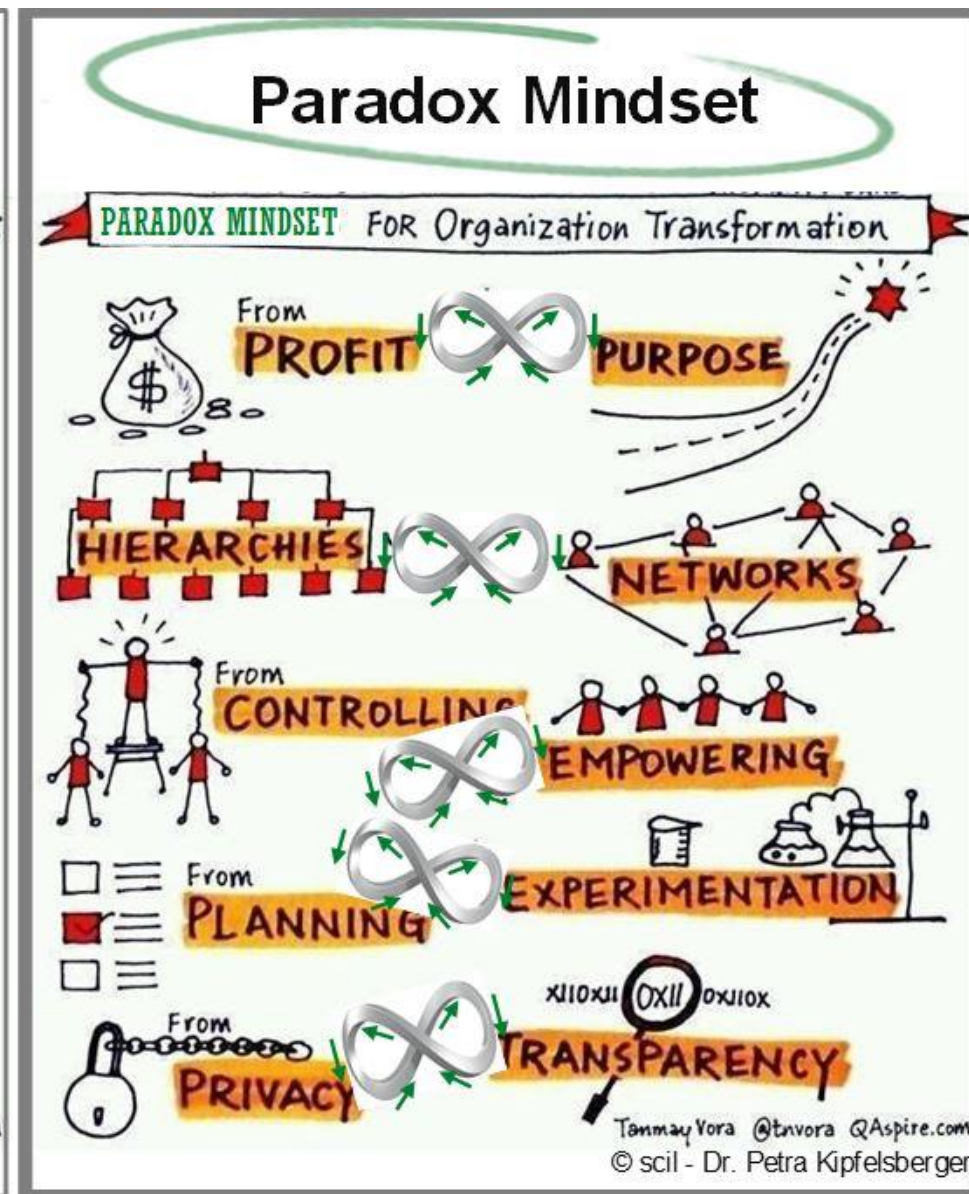
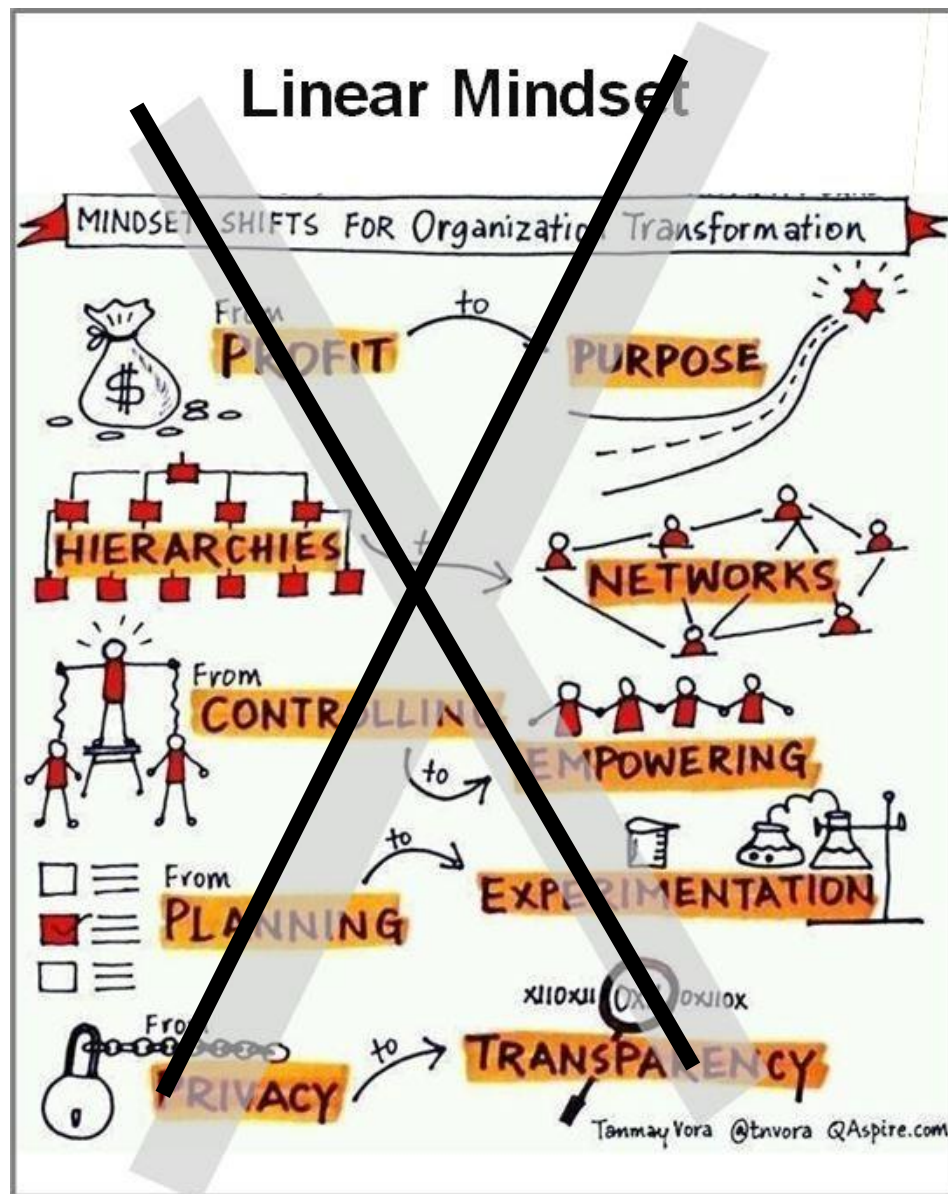
What Change?

**“THE ILLITERATE OF THE 21ST CENTURY
WILL NOT BE THOSE WHO
CANNOT READ AND WRITE,
BUT THOSE WHO CANNOT
LEARN, UNLEARN AND RELEARN.”**

~ALVIN TOFFLER, FUTURE SHOCK

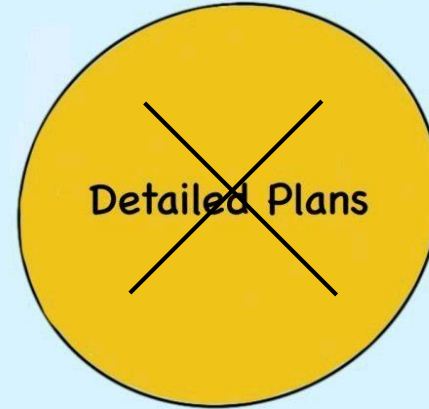


What Change?

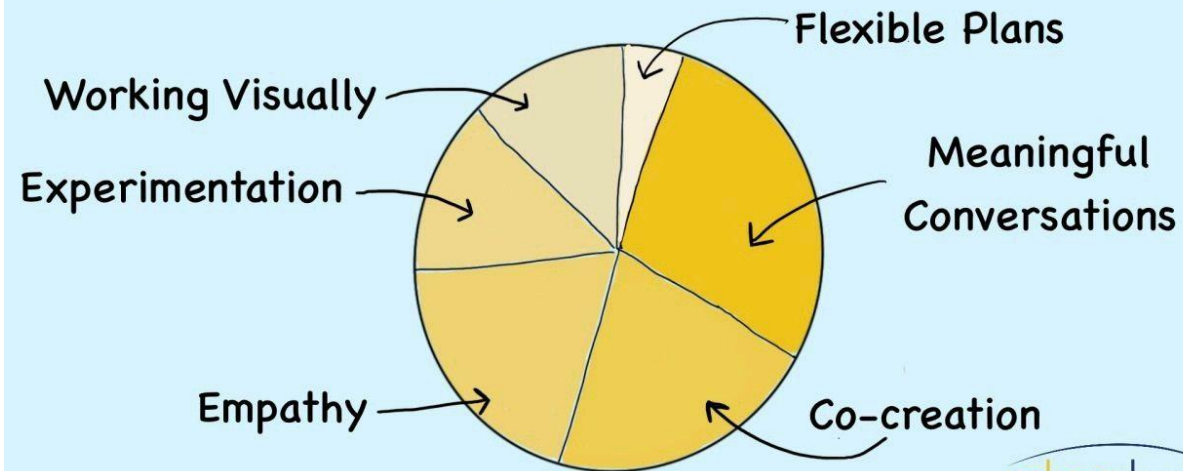


What Change?

WHAT I USED TO THINK WAS
REQUIRED FOR SUCCESSFUL CHANGE



WHAT ACTUALLY WORKS



idealeap

What Change?



4 Phases of an Emergency/Accident as Applied to Crisis



ACCIDENT:
First Aid/First Responder

- React quickly
- Stop the “bleeding”
- Render aid/do triage



AMBULANCE:
Transition

- Provide emotional support
- Diagnose underlying cause
- Source experts



HOSPITAL:
Expert care

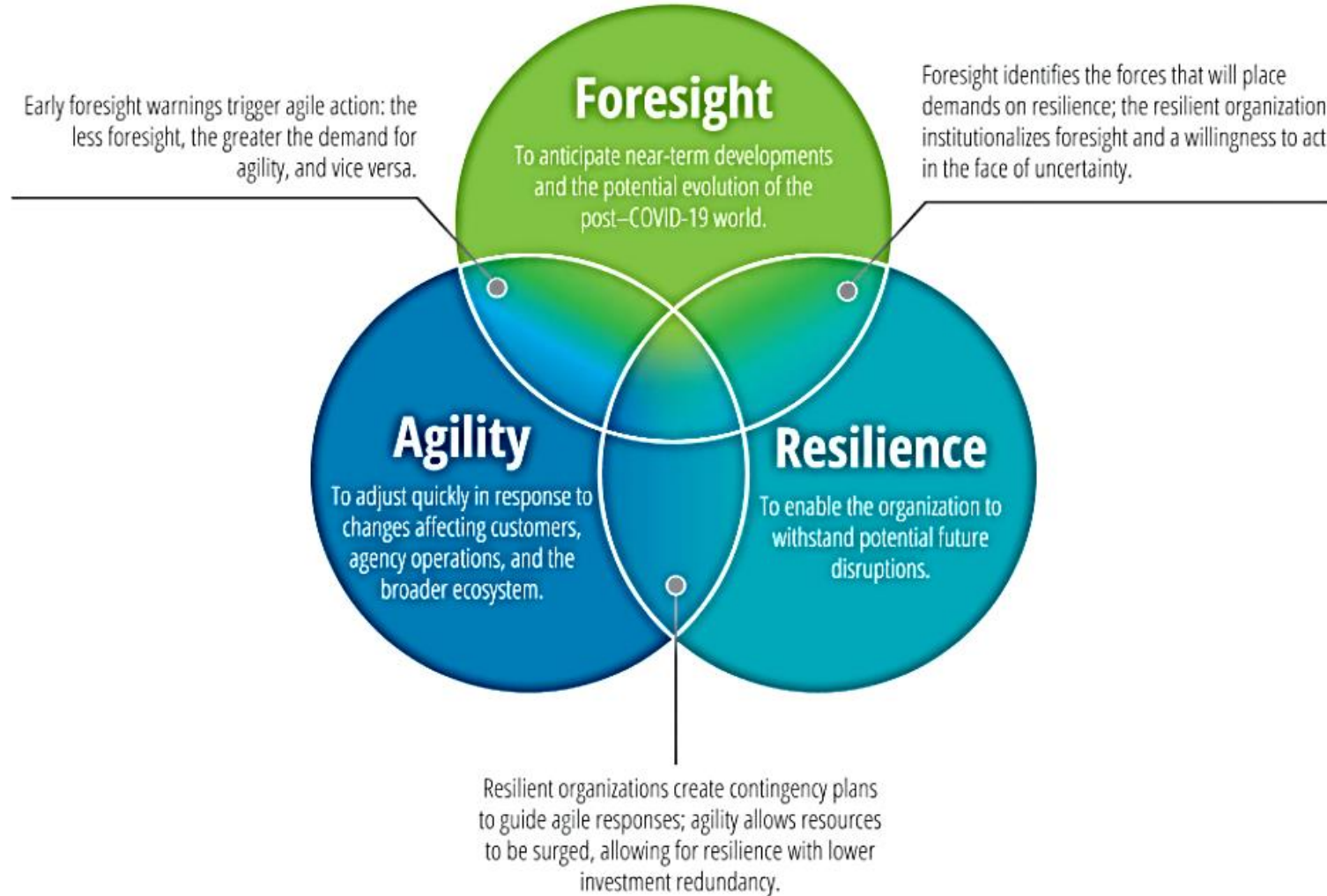
- Access deep expertise
- Provide integrated solutions
- Improve processes



HOME:
Embed new normal

- Change identity
- Adapt new insights
- Make “it” last

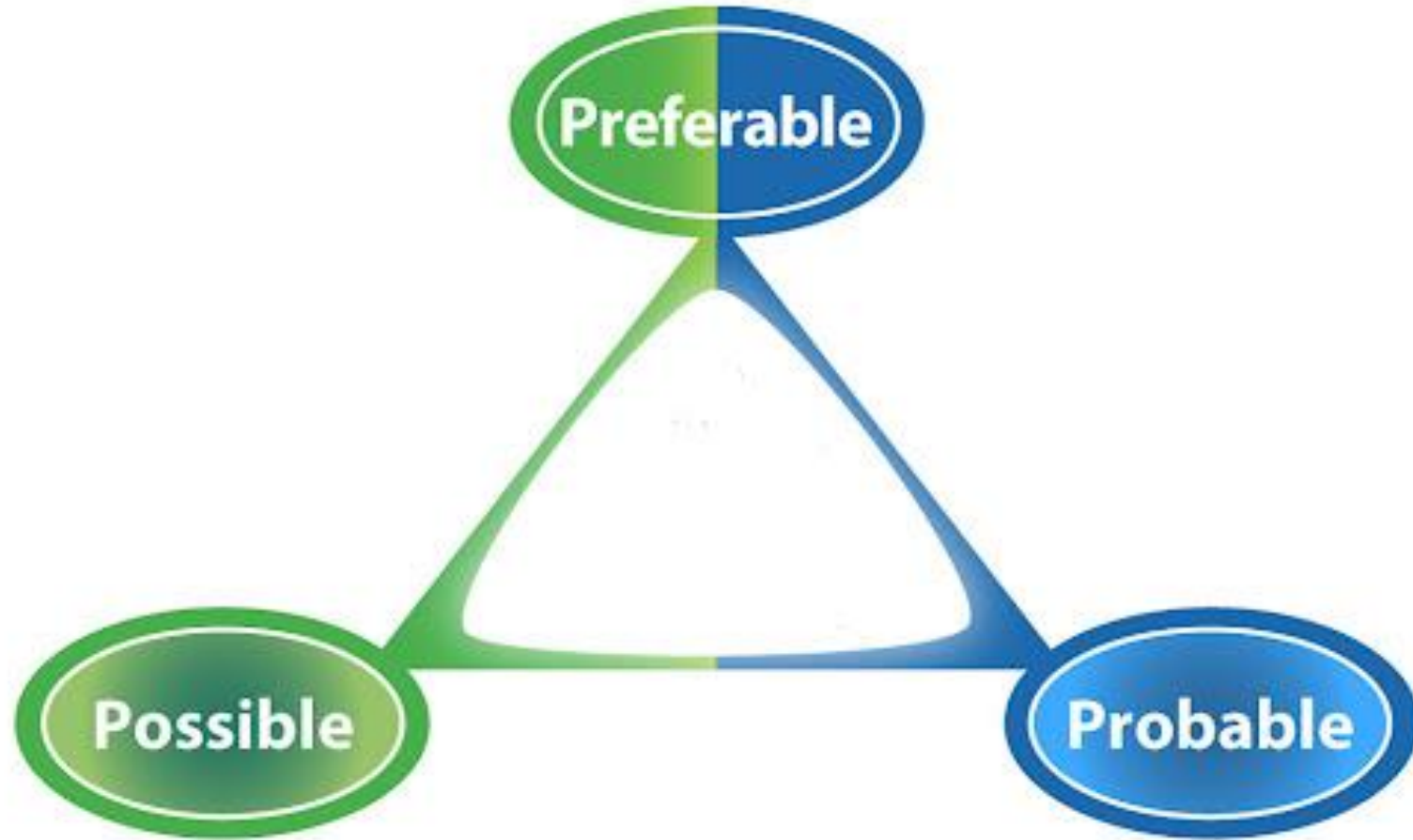
Navigating Disruption in Today's World



Source: Deloitte analysis.

Elvin Toffler's Three Foresight Skills

Strategy, Analysis



Innovation, Entrepreneurship

Forecast, Risk Management

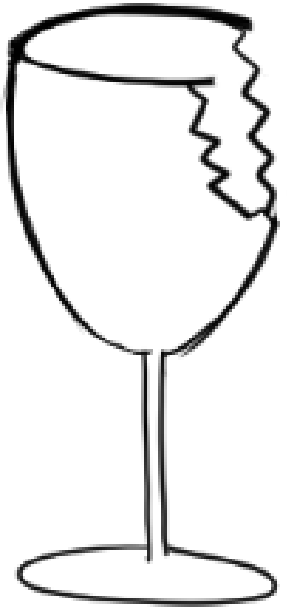


Agile Mindset: mental, people, change and result agility

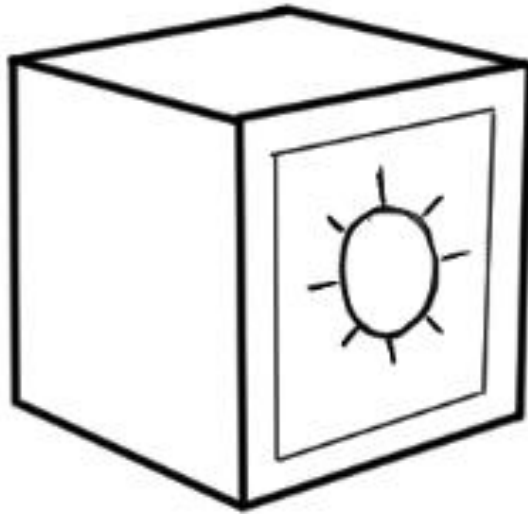


Resilience:

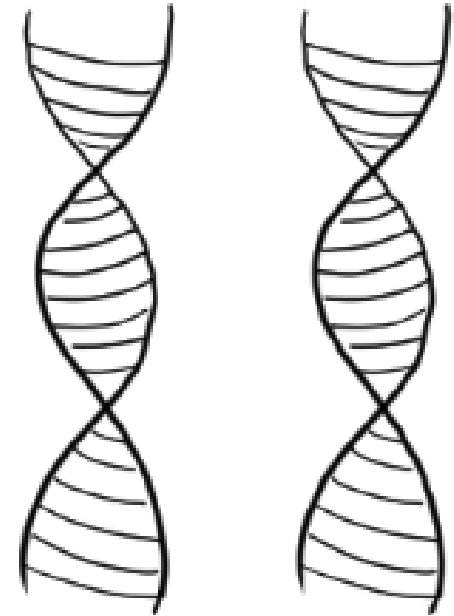
Survive and Thrive in the Age of Disruption



FRAGILE
(HARMED
BY TENSION)

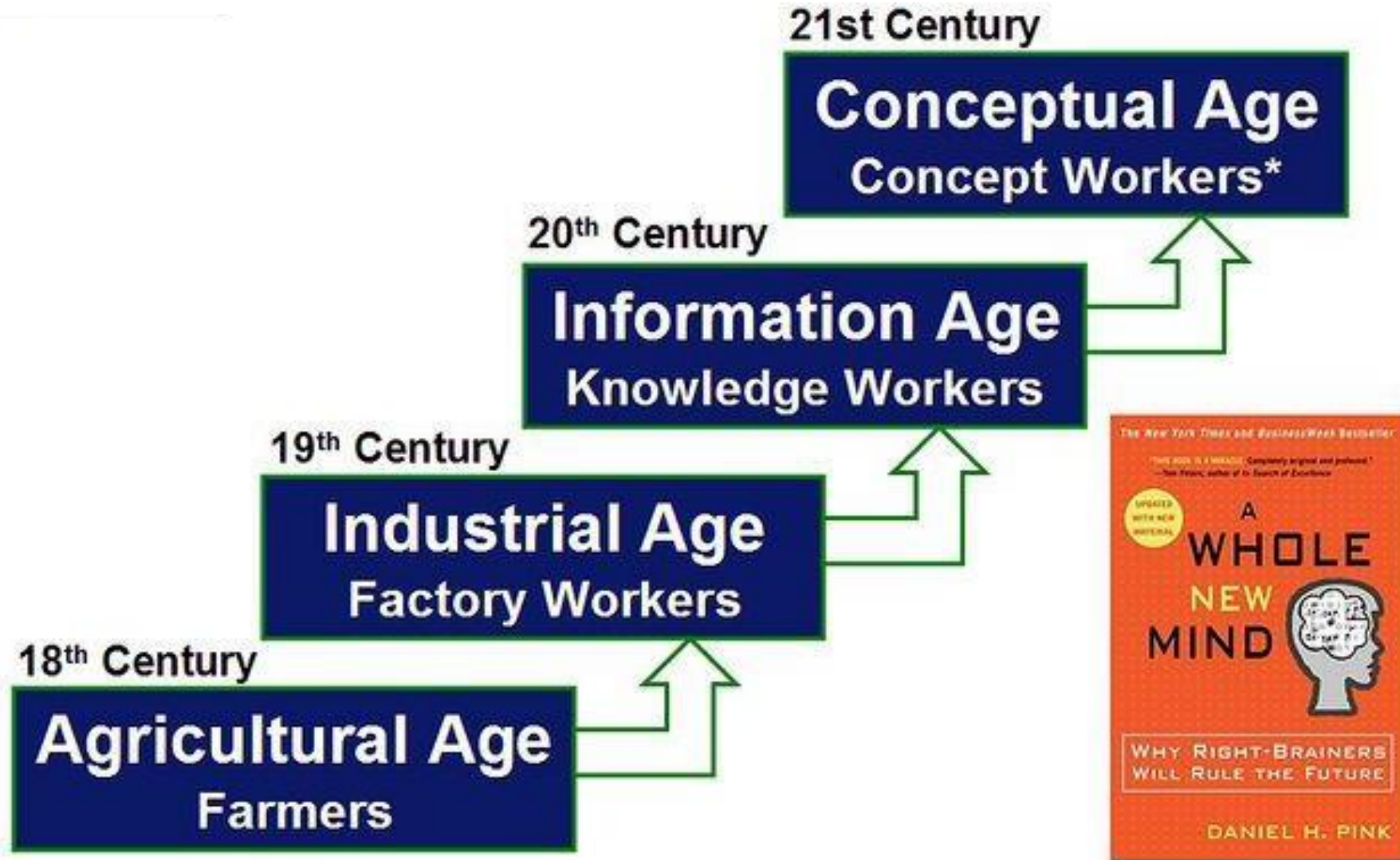


ROBUST
(STAYS SAME
UNDER TENSION)



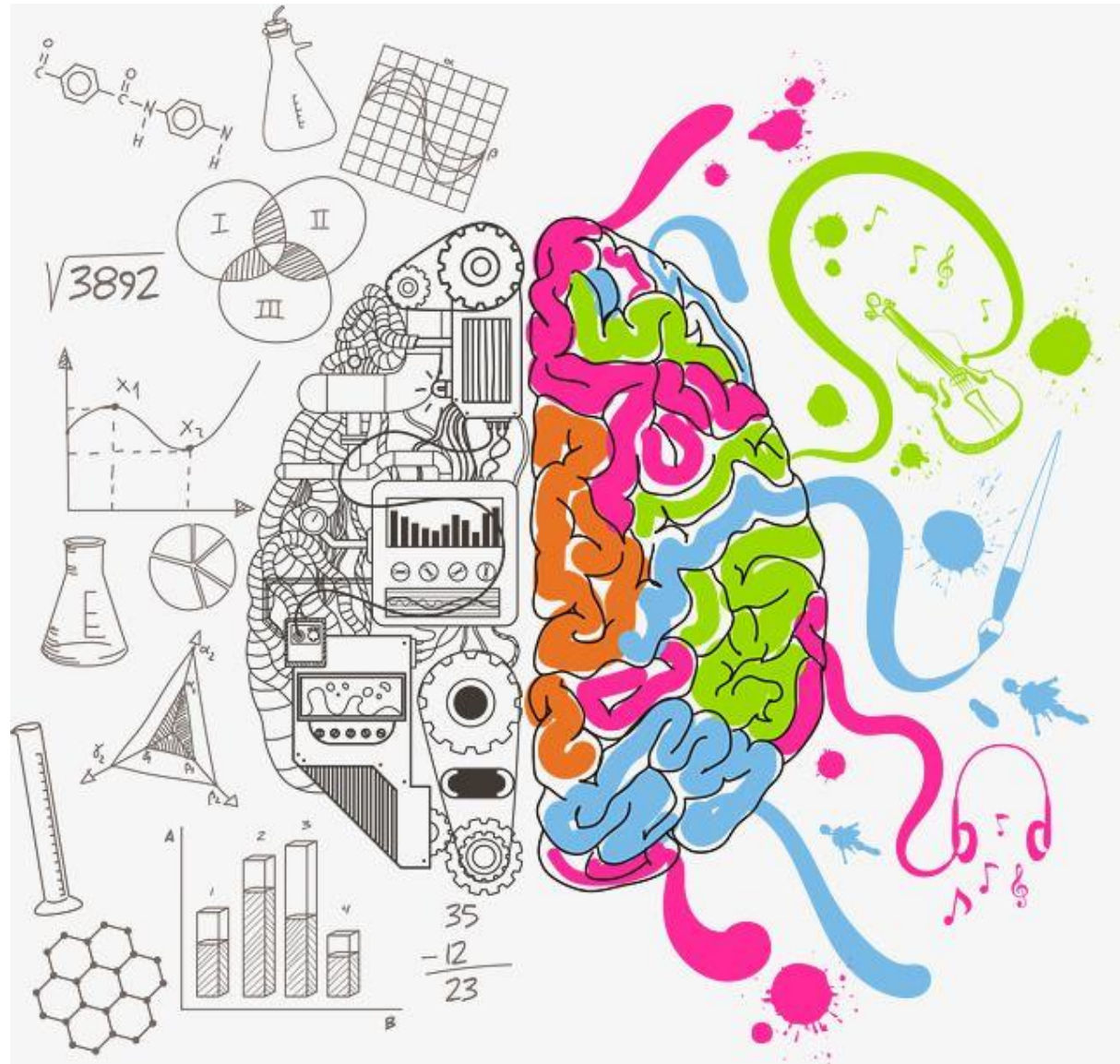
ANTIFRAGILE
(BENEFITS
FROM TENSION)

How Change?



How Change?

Left Brain vs Right Brain



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Conceptual Age: Six Right Brain Functions



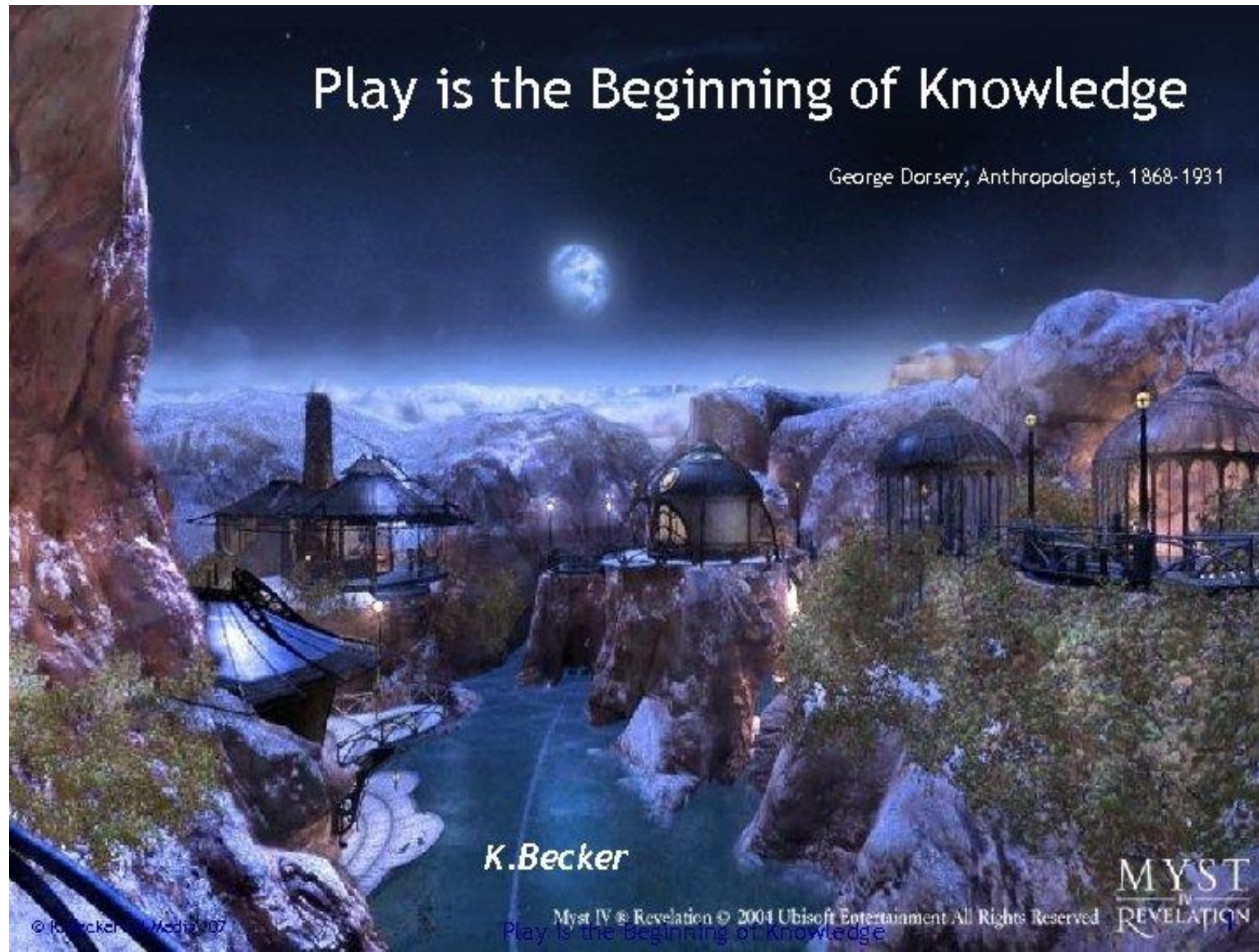
Conscious Leadership: Life Below and Above The Line



Why Play?



Why Play?



Why Play?

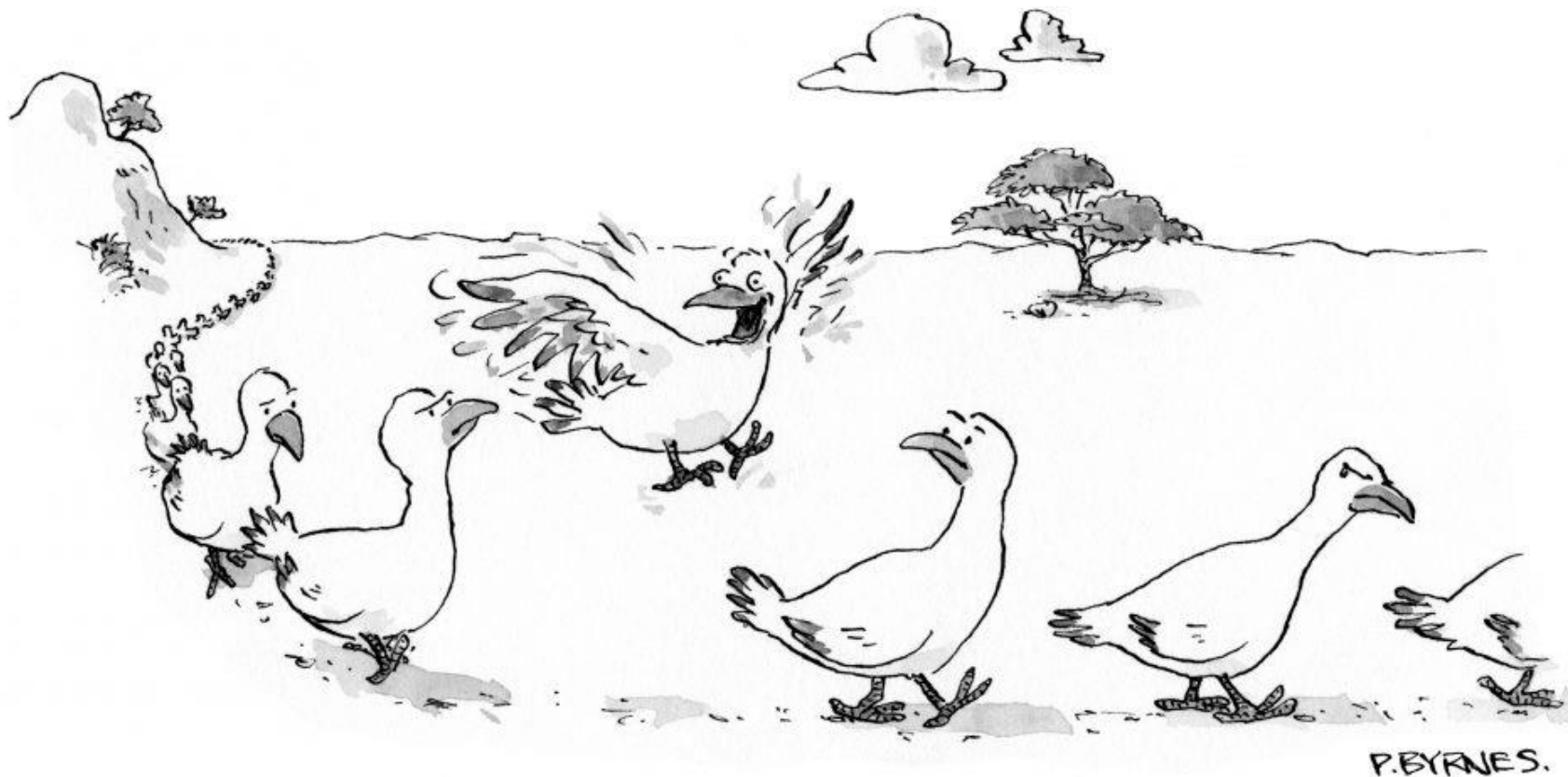


Why Play?

Play will be to **the 21st century**
what work was to the Industrial
Age – our dominant way of knowing,
doing and creating value



Why Play?



"HEY! HAVE ANY OF YOU GUYS EVER TRIED THIS?"

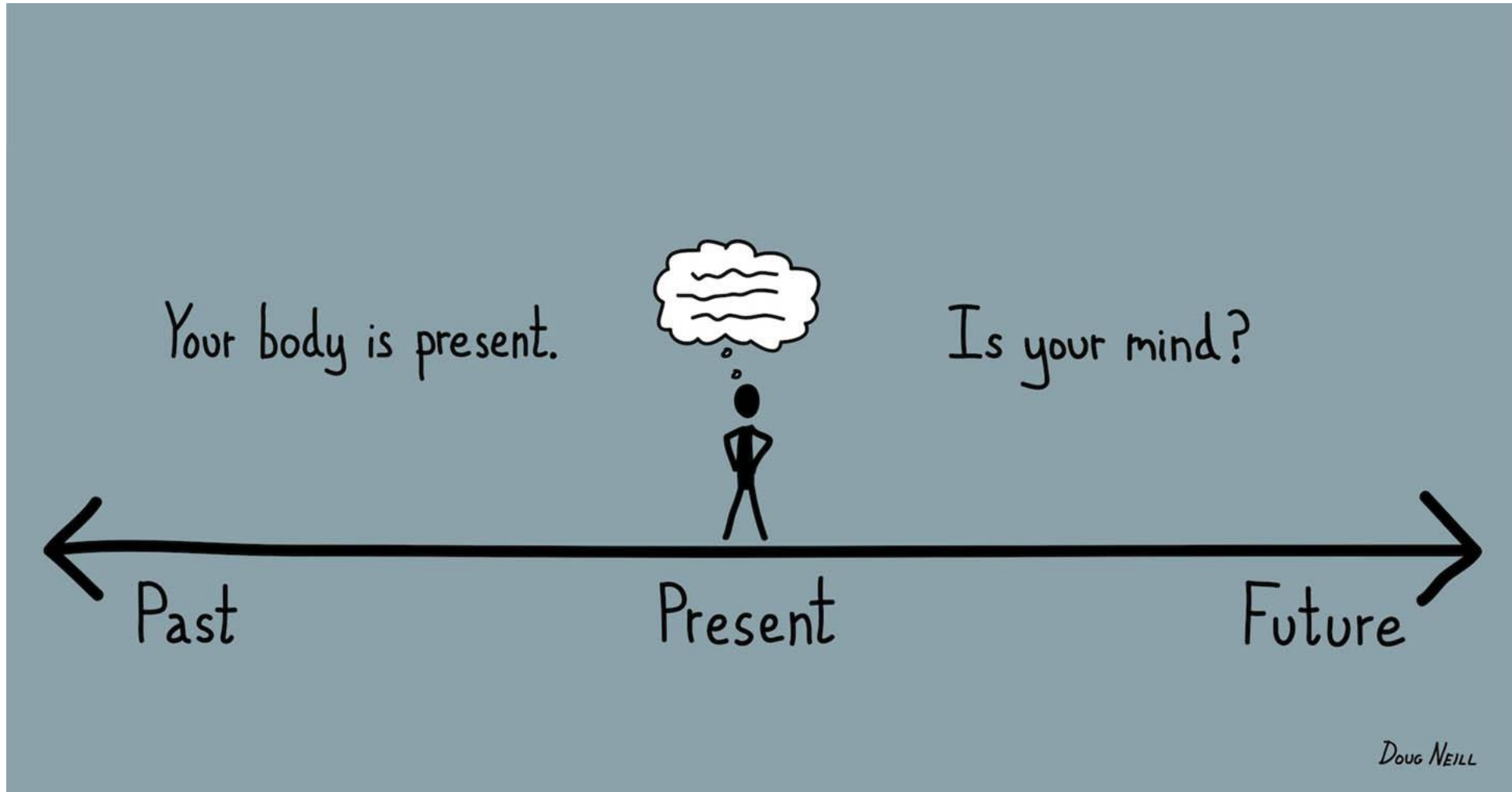
Why Play?



Why Play?



Why Play?



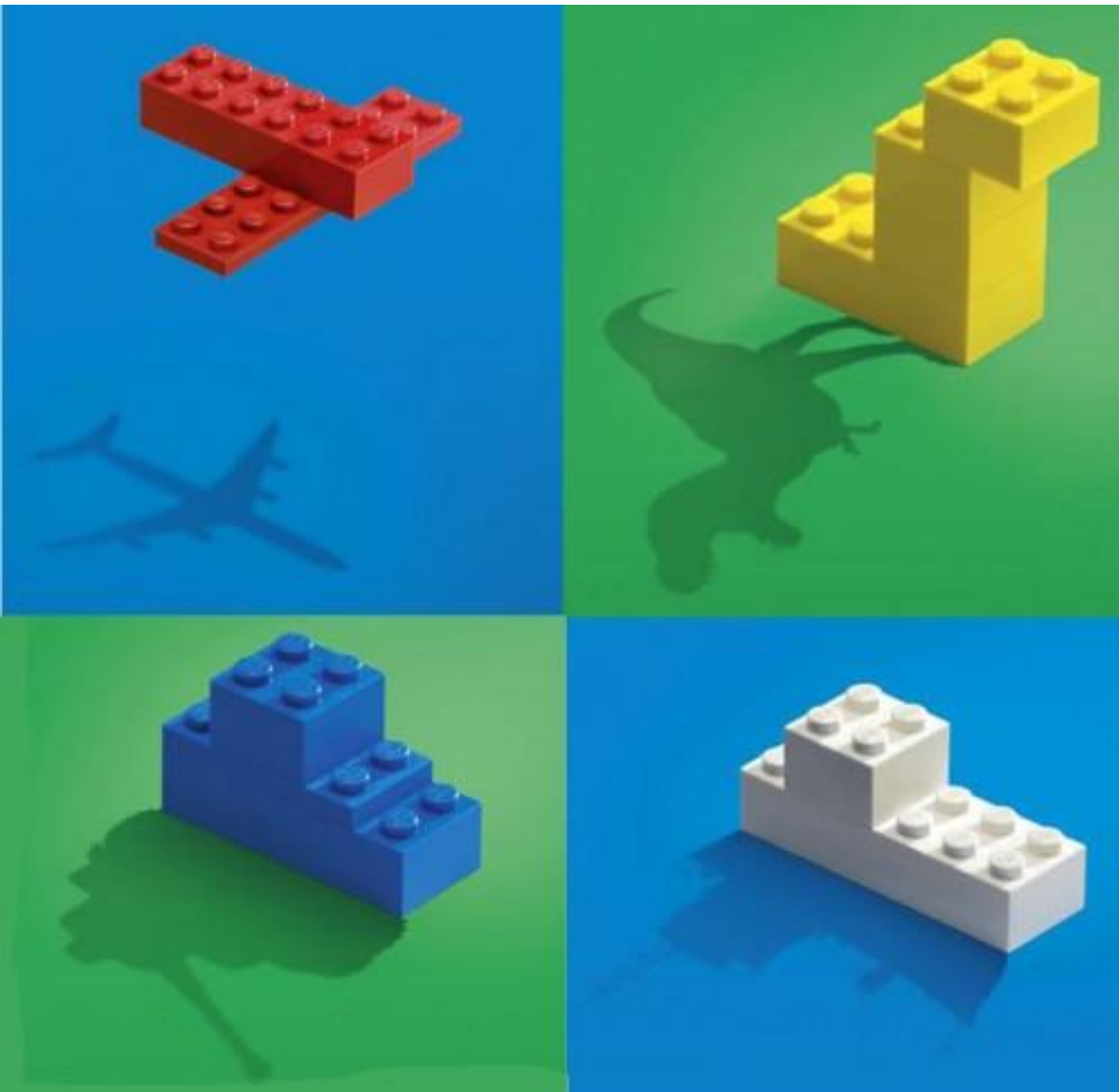
Why Play?



Why Play?



Connecting People | Connecting Business



Why Play?

Why Play?



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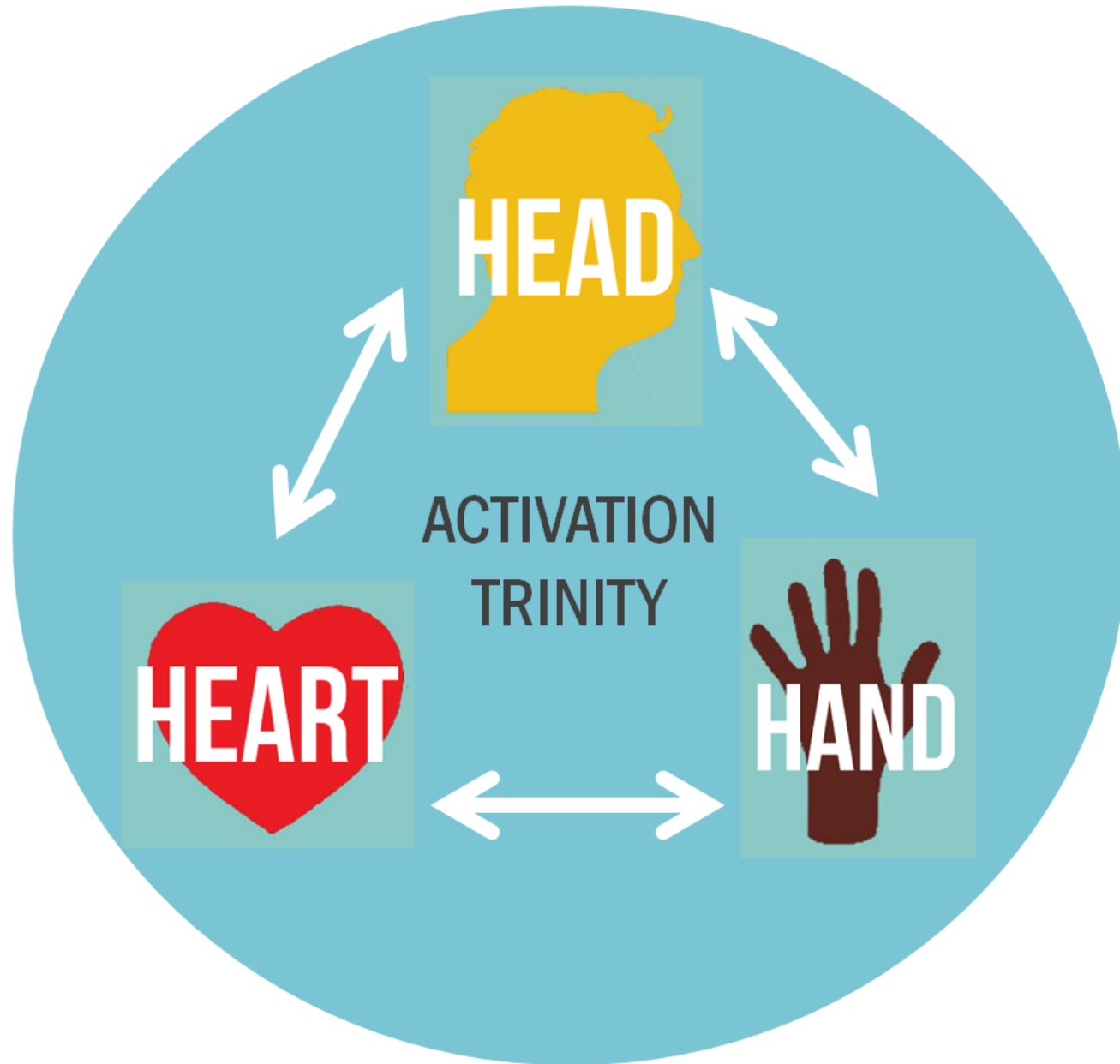
Why Play?

Hand Mind Connection

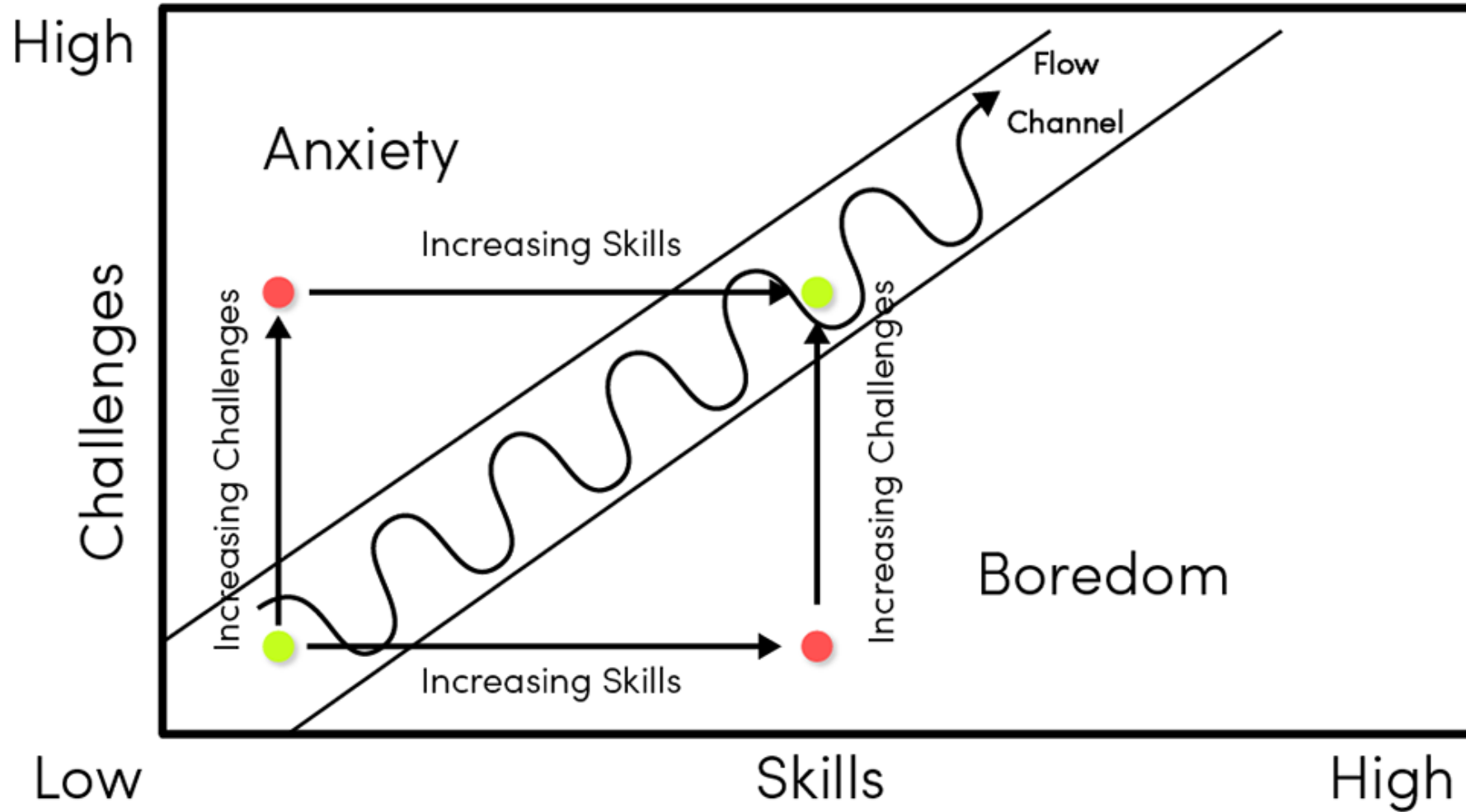
- 80-90% Cortex areas are devoted to the hands
- Using your hands engages both sides of your brain
- Your hands “know” more than you know



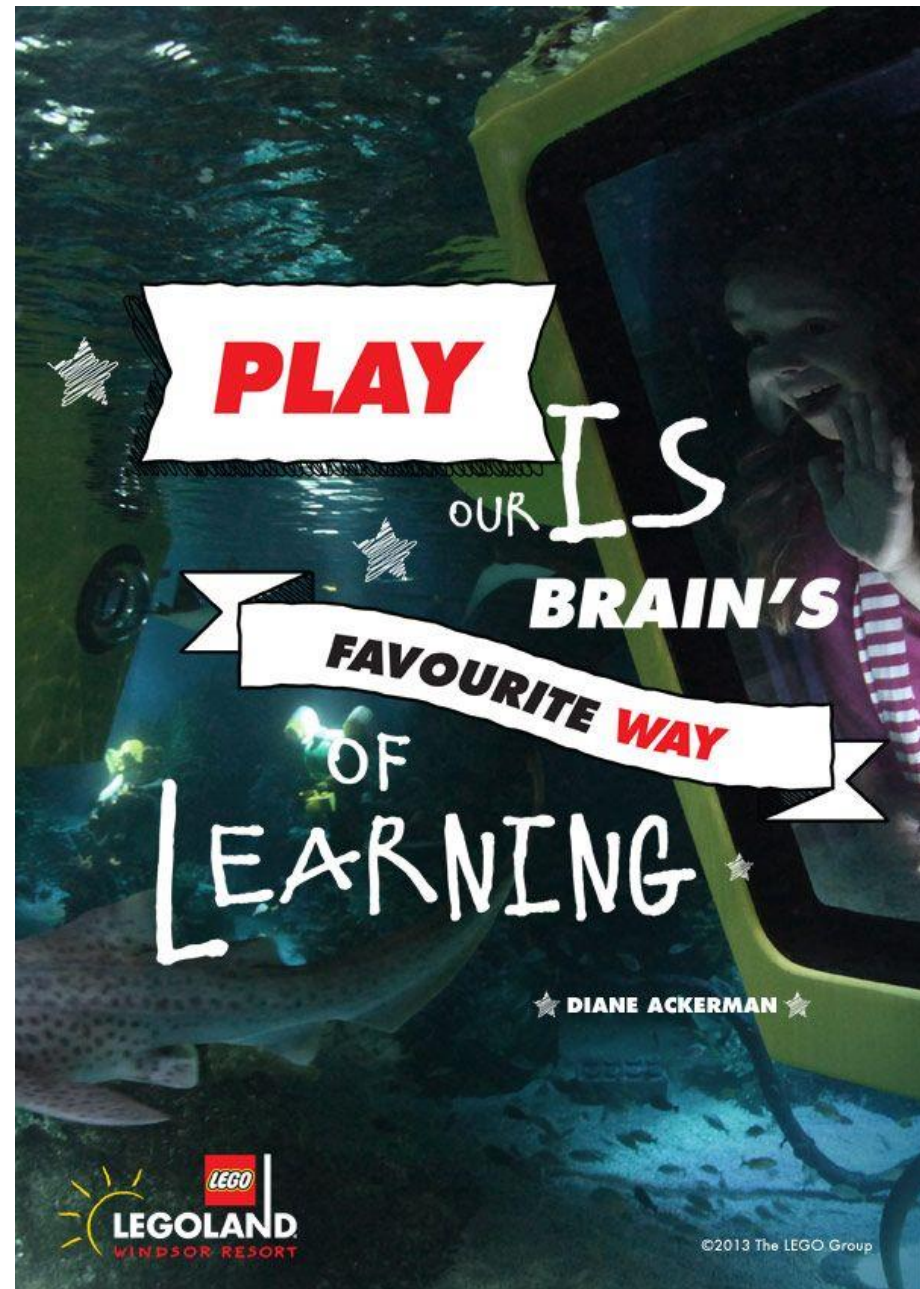
Why Play?



Why Play?



Why Play?



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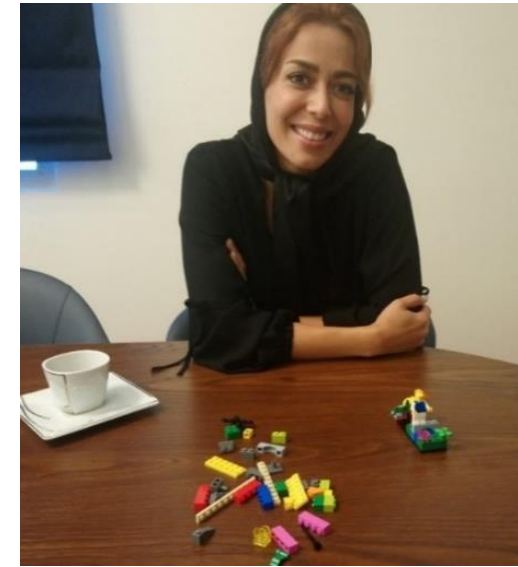
Why Play?





Fun Play

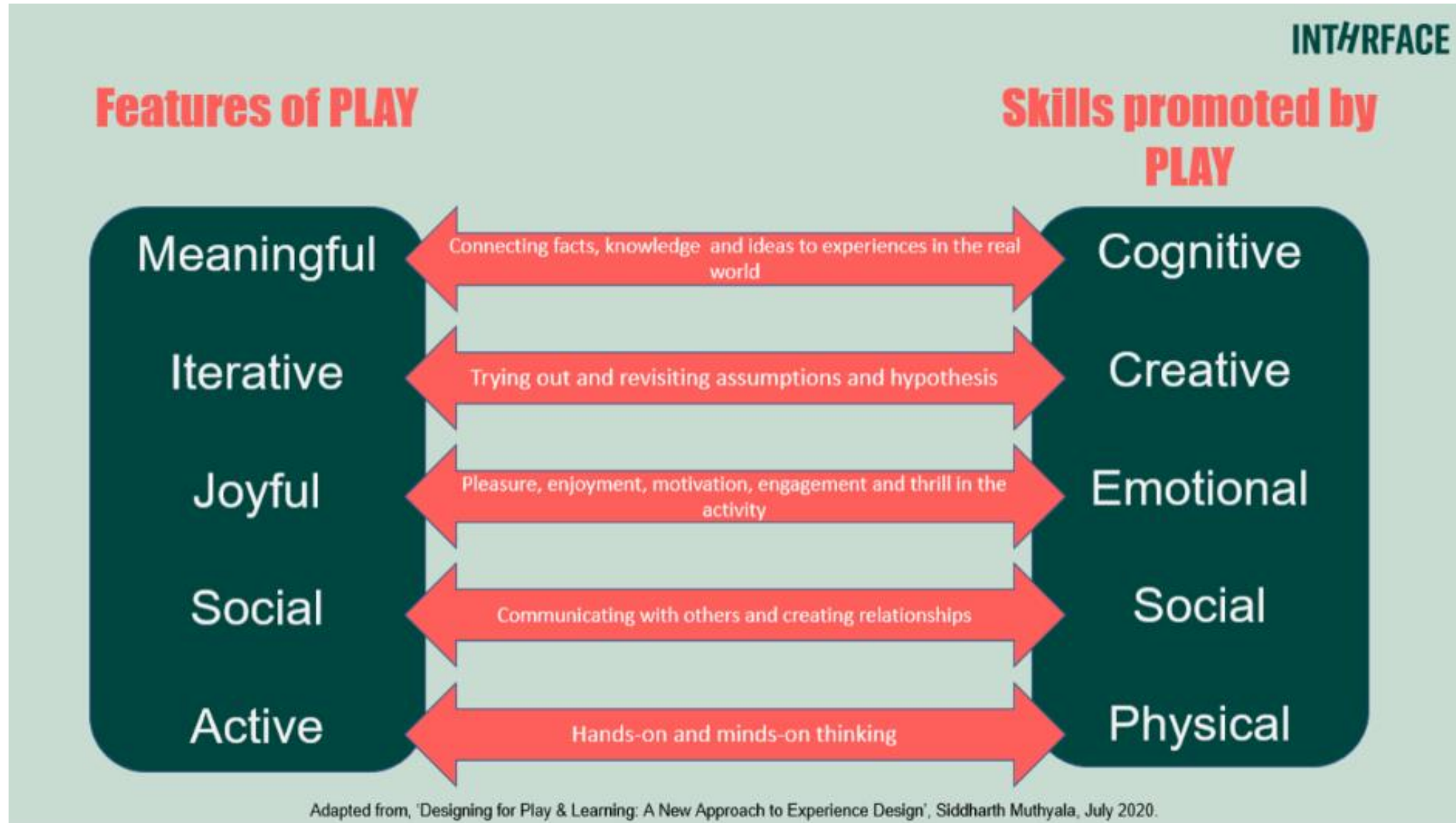
- Entertainment
- Winning game
- Design relied on game developer preferences
- Complicated
- Reinforce negative mindset



Serious Play

- Learning
- Changing behavior
- Design relied on players preferences
- Simple
- Reinforce positive mindset

Skills Promoted by Serious Play

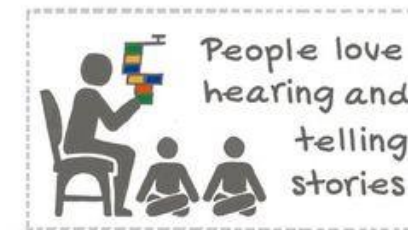
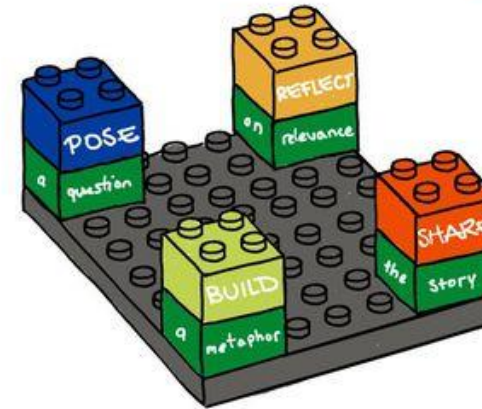
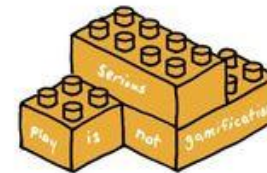


Lego Serious Play



Most of what you know is buried in your subconscious.

Tactile activities fire brain cells. TRUST YOUR FINGERS!



Be Open

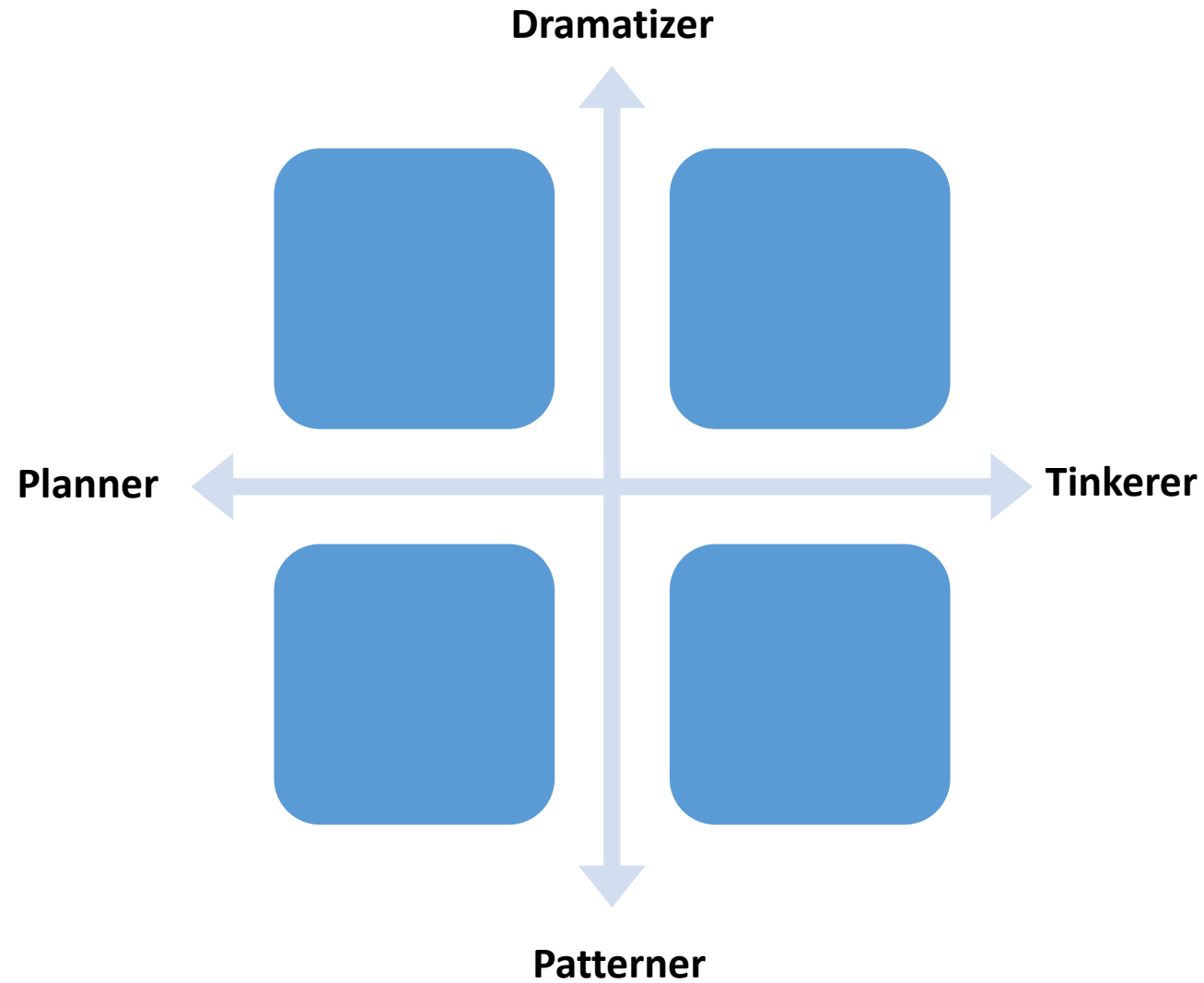
Be Active

Experiment

Seek Out New Experiences



Playsonality Model



Playsonality Dimensions

Planning

- Do it once, do it right
- Targeted
- Top down
- Activities
- Design then build

Tinkering

- Iterate, iterate, iterate
- Open-ended
- Bottom up
- Free play
- Build while designing

Playsonality Dimensions

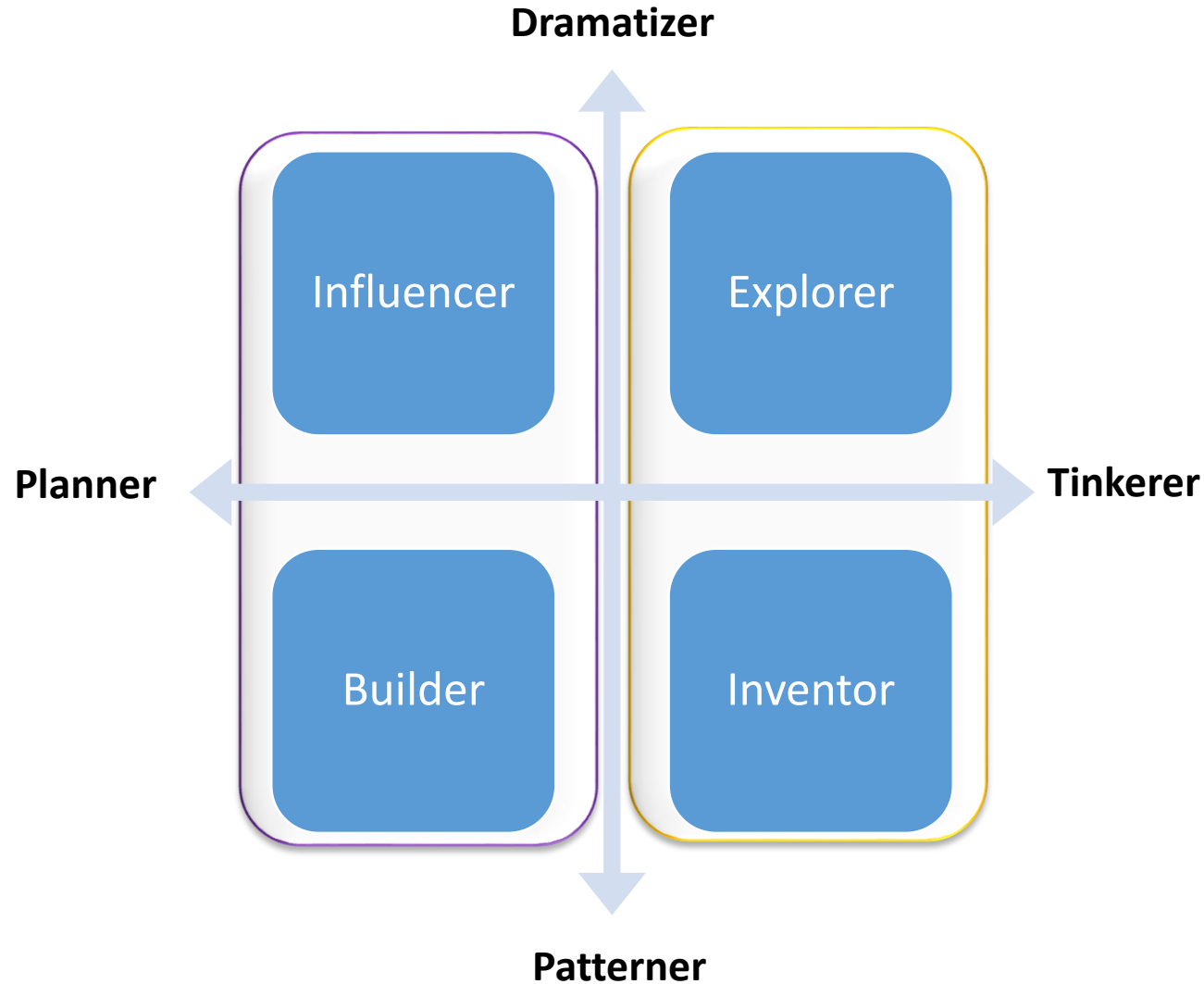
Patterner

- Fascinated by structure
- Play with blocks and bricks
- Express themselves through image
- Appearance matter
- What others love about my work

Dramatizer

- Story
- Social interaction
- Express themselves through text
- Characters matter
- What I love about my work

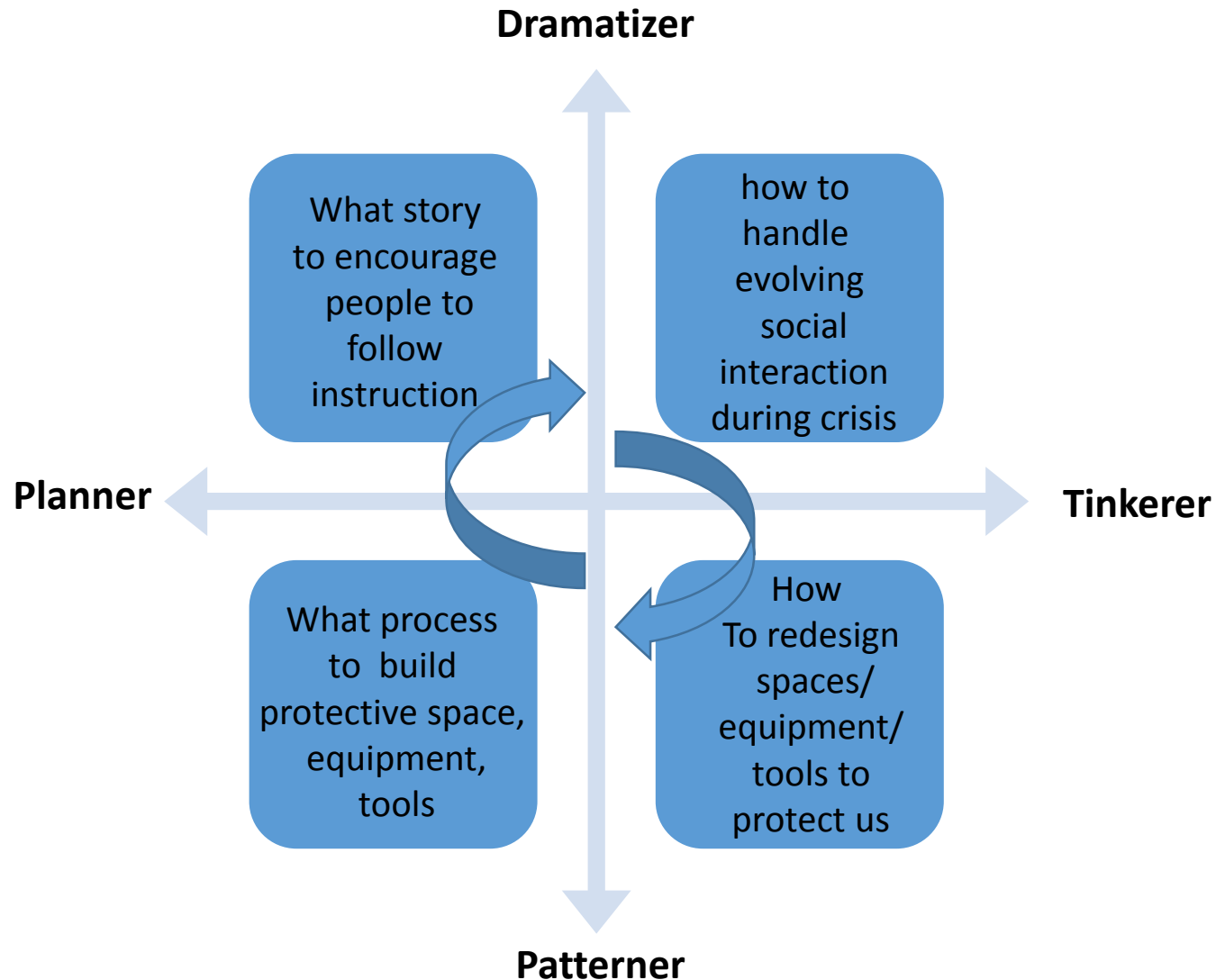
Playsonality Model



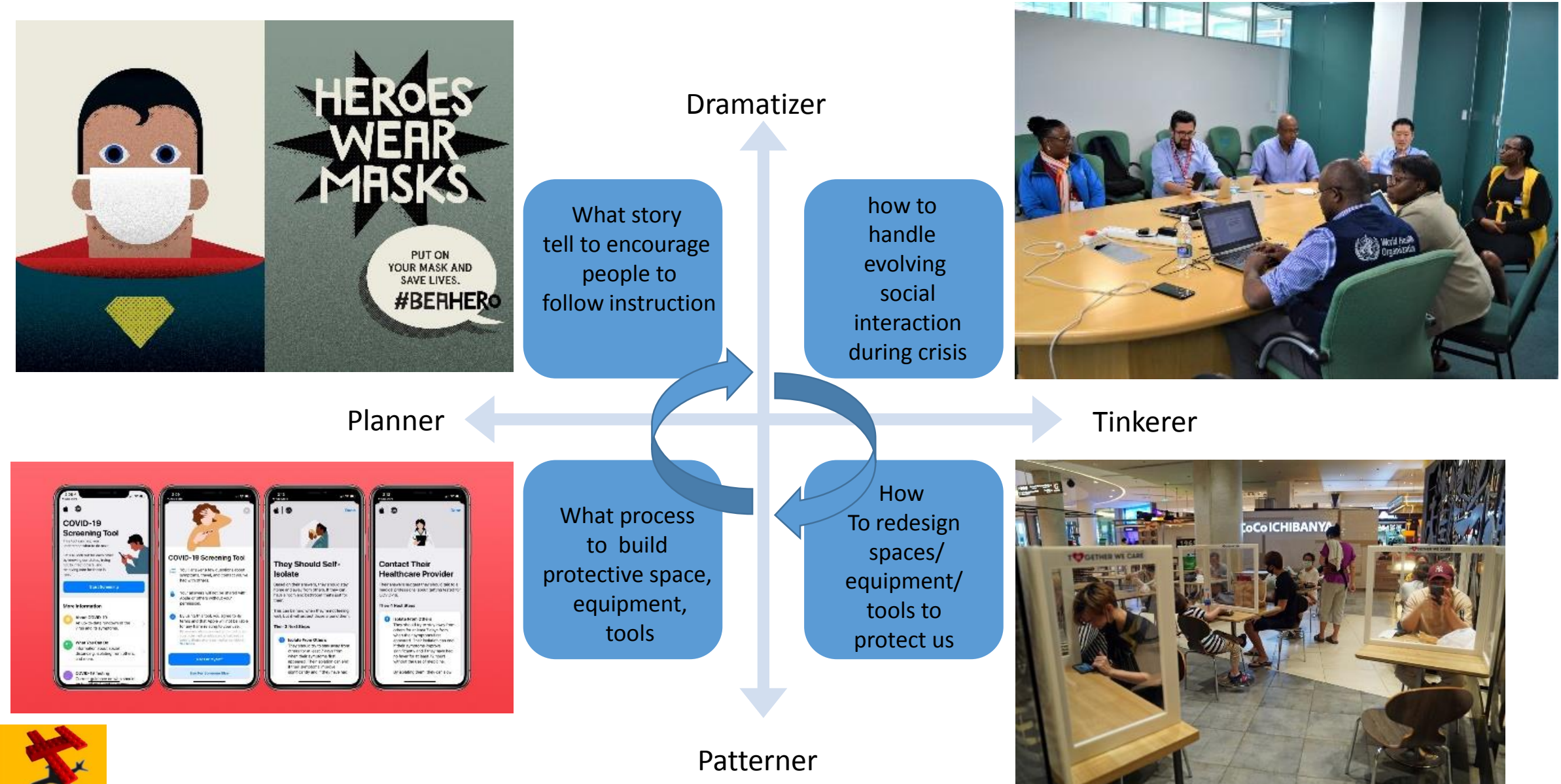
Explorers and inventors are more driven by creating something unique and original.
Builders and influencers are more driven by achieving result.

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Playsonality in Covid-19 World



Crisis Management in General: Case of Covid-19 Worldwide



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Leading Crisis in Harry Potter Story

1

Predict
future crisis



Identify antifragility
simple guiding principles
(SGPs)

2



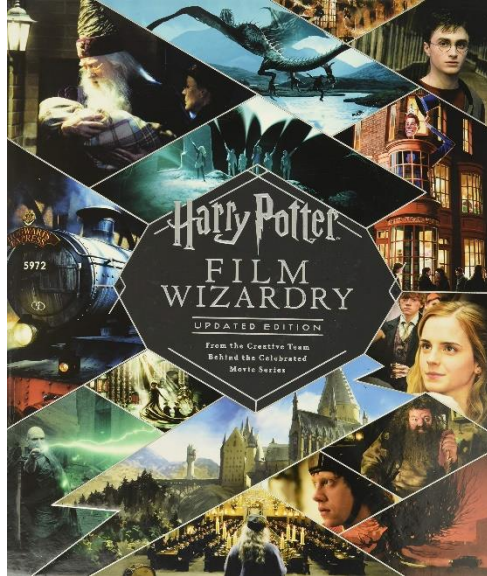
Convert the SGPs
Into a minimum viable
model of life

3



Design minimum
viable model of
life

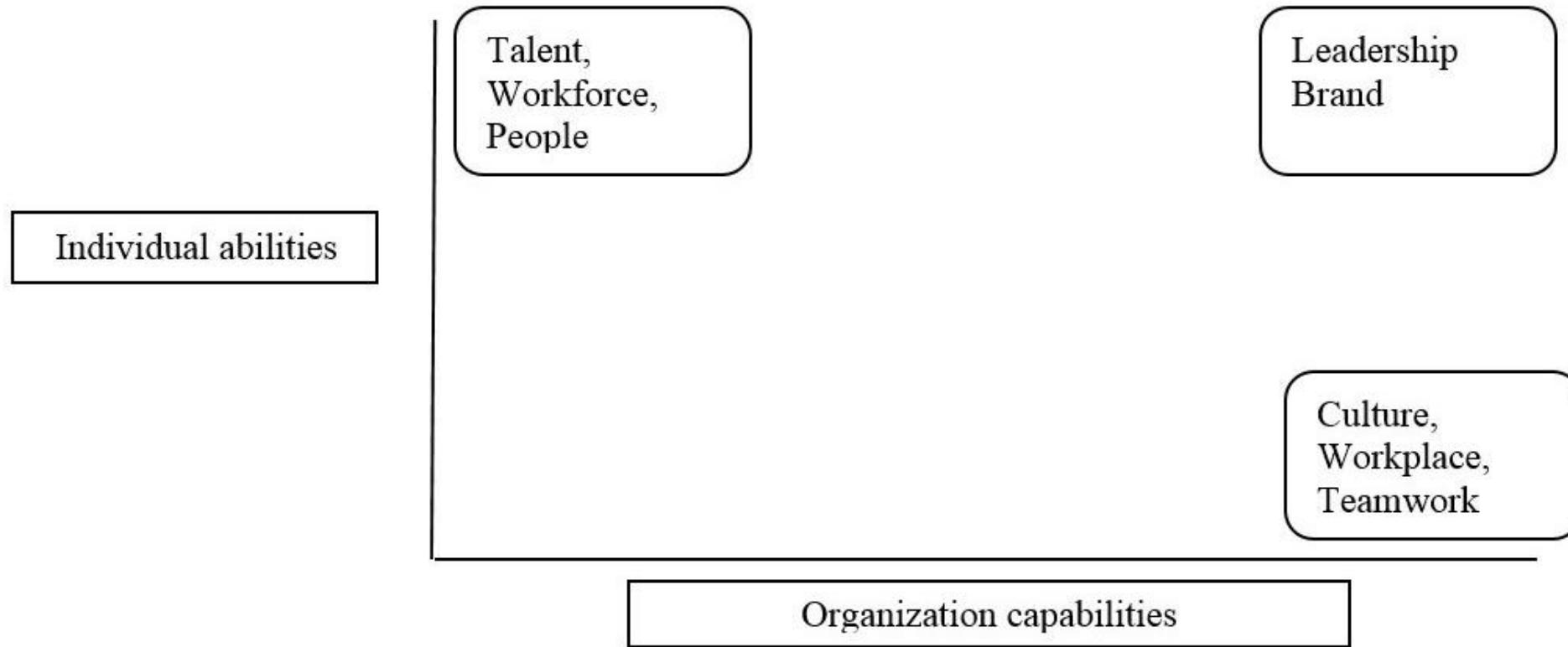
4



5

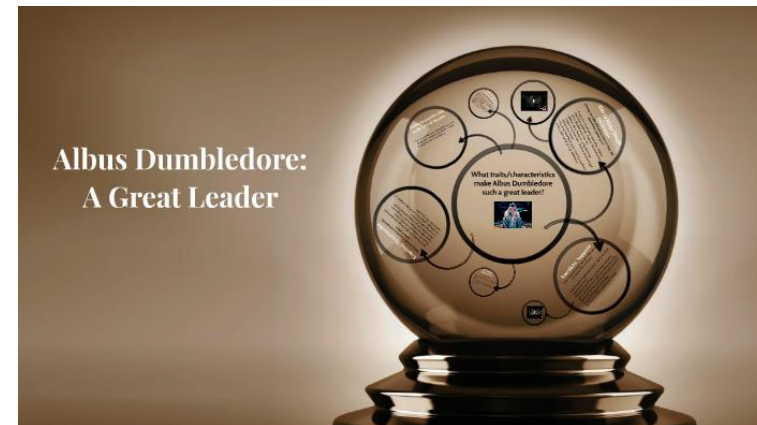
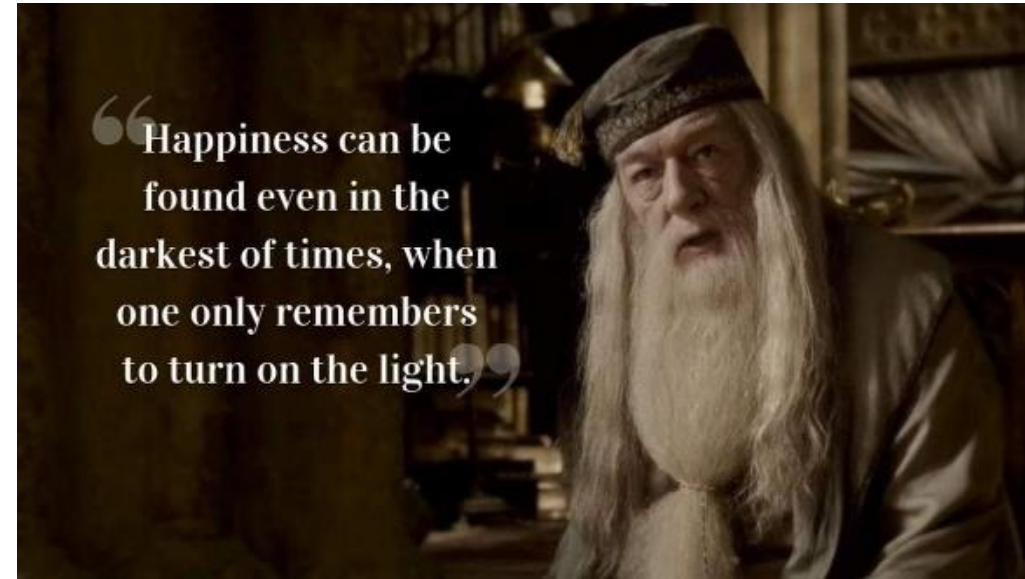
Sell new normal

Dimensions of Organizations and Outcome of HR work





Leadership



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Simple Guiding Principles for Culture Transformation



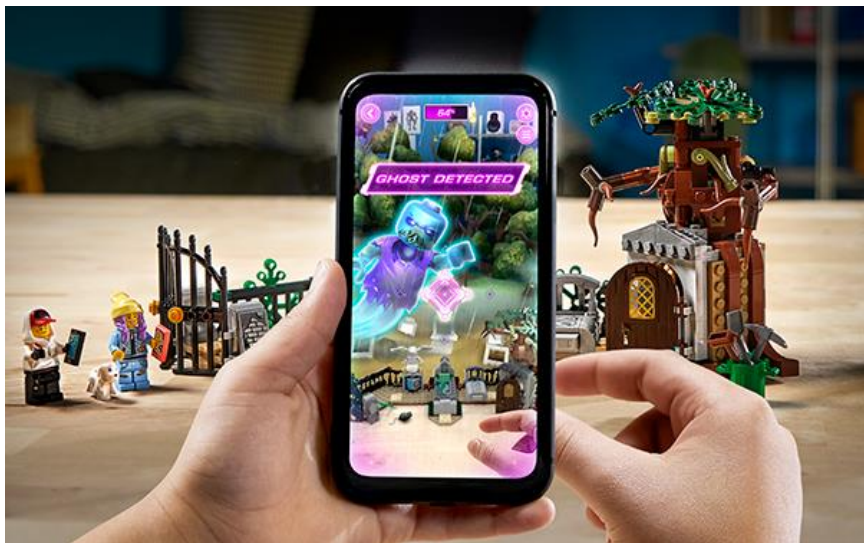
Simple Guiding Principles for Leadership Transformation



Simple Guiding Principles for Talent Transformation



Cross Any Crisis Through Serious Play



Planner



Dramatizer

Encourage people to Live new future

Do strategic foresight to find SPGs of preferred future

4

1

3

2

Define rout to New organization models

Redesign New culture, leadership, Talent models

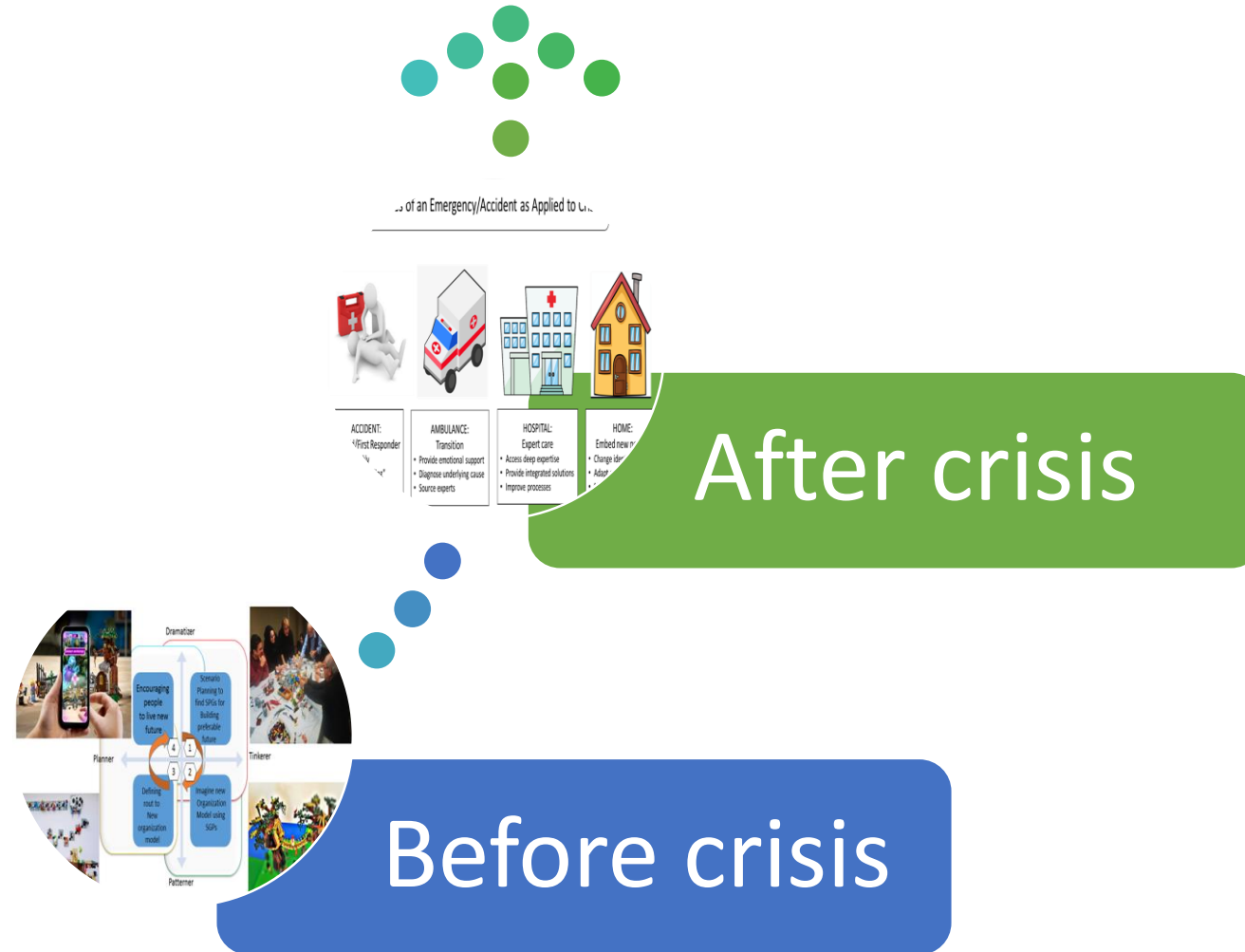
Patterner



Tinkerer



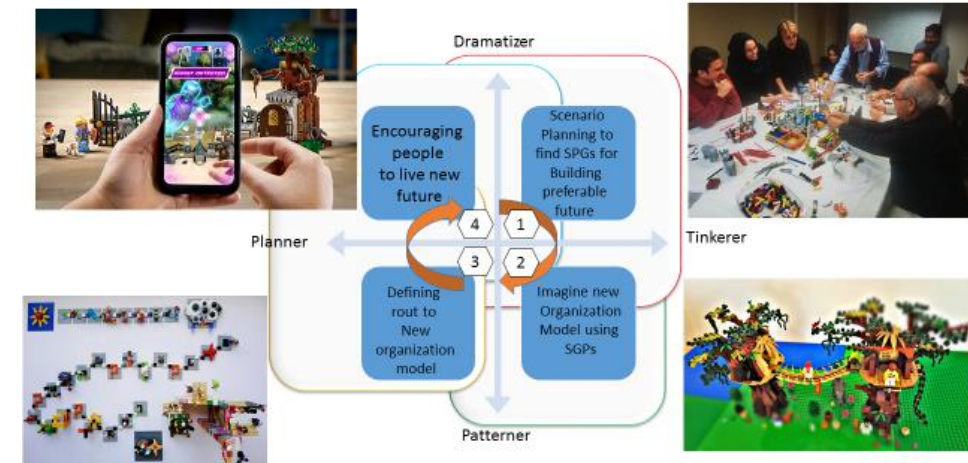
Combining 2 models into an integrated model



Suggestions for Future-proofing your organization's culture, leaders and talents using Lego Serious Play

Before Crisis:

- Be comfortable with VUCA and imagine the future crisis and its implications on your corporate leaders, talents and culture
- Discover solid antifragility SGPs to help your leaders, talents and culture thrive even during crisis
- Build resilience through experimenting, experimenting, experimenting till you find a minimum viable model (MVM) for leadership, talent and culture transformation that reflect antifragility SGPs
- Defining rout to the new organization model

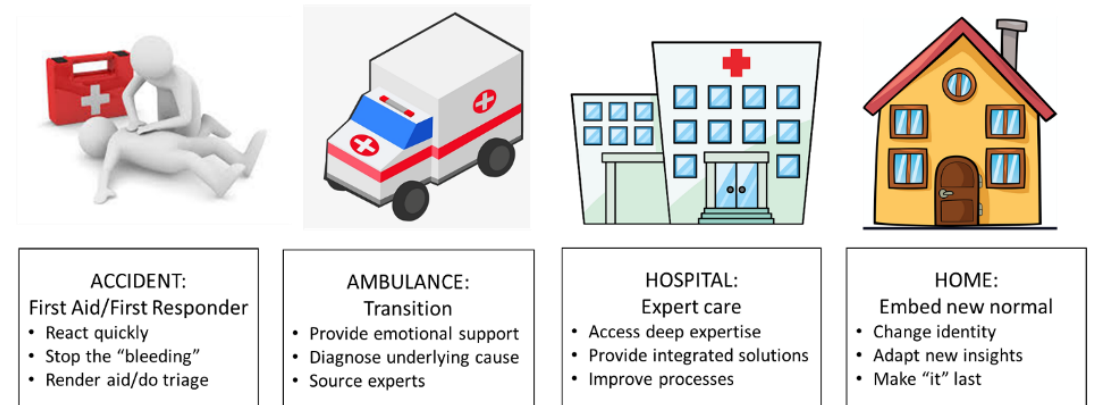


Suggestions for Future-proofing your organization's culture, leaders and talents using Lego Serious Play

During Crisis:

- Confront crisis head-to-head
- Quickly adjust the minimum viable model of preferred leaders, talents and culture if necessary
- Encourage people to live the adjusted model of preferred leaders, talents and culture

4 Phases of an Emergency/Accident as Applied to Crisis





**"In thinking about
the future, it is
better to err on the
side of daring than
the side of caution"**

— Alvin Toffler —

QuoteParrot.com

Talent Scarcity Coming Soon!



Q&A

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Happy Antifragility Journey!

THANK YOU!

<https://t.me/iseriousplay>



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