



THE GAZETTE

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Building Businesses that are Successful and Humane

- Differentiation and integration are key
- How does it feel to be in **FLOW**
- **FLOW** in construction

Resolving the apparent contradiction between focusing on profit and following your heart can make work interesting and inspire flow.

FLOW, or the idea of being fully engaged in work to a level where you lose track of time, was a guiding principle in the development of LEGO SERIOUS PLAY. The concept of **FLOW** as it relates to an emotional state was coined by the positive psychologist Mihaly Csikszentmihalyi.

One of Csikszentmihalyi's more recent books, [*Good Business, Leadership, Flow, and the Making of Meaning*](#), is more relevant today than when originally published in 2003. The book is based on deep interviews with 39 of the most admired business leaders in the United States, people who combine high achievement with strong moral commitment.

Differentiation and integration are key



These business leaders care about a wide spectrum of factors beyond maximizing profit and shareholder wealth. In the words of Leon Gorman, chairman of L. L. Bean and one of the leaders interviewed, *"we need to fulfill our responsibilities to all our stakeholders, our customers, employees, management group, owners, our communities and the natural environment."* And this complexity is directly aligned with flow and feeling challenged, fulfilled and happy.

According to Csikszentmihalyi, there are two pillars to happiness: differentiation and integration. To differentiate, you need to understand and appreciate your own uniqueness (and the uniqueness of others). To integrate you need to understand that you are completely enmeshed in a network of relationships. In other words, you need to appreciate your own strengths and also appreciate that you are playing a small part in a much larger system.

How does it feel to be in **FLOW**

Using LEGO SERIOUS PLAY to bring a construction team in **FLOW**.

Eight characteristics of **FLOW** are summarized in "Good Business": goals are clear, feedback is immediate, opportunity and capacity are in balance, concentration deepens, the present is what matters, control slips to the background, sense of time is altered, and ego disappears.

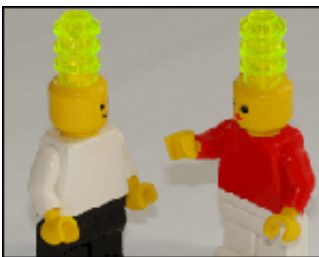
The best way management can help motivate workers to pursue common goals and grow in the process of doing so is by providing opportunities for **FLOW** in the workplace. When goals are clear and challenges high but attainable, the workplace can become as exciting as the final game of World Cup Soccer and as soulful as a



religious experience.

Anyone who has participated in a LEGO SERIOUS PLAY problem-solving workshop of more than two hours will recognize the similarities between being a LEGO SERIOUS PLAY workshop participant and how it feels to be in **FLOW**. Also, in peak work experiences and in LEGO SERIOUS PLAY workshops "the best ideas came from very unlikely places, from people who institutionally were thought to be incapable of having ideas."

FLOW in construction



Interested in becoming a LEGO SERIOUS PLAY facilitator? Click the image for more information.

The images above to the left show a construction team in **FLOW**. Every 35 - 45 days the team has to complete a new OXXO retail store. The owner of the company uses LEGO SERIOUS PLAY to improve construction time, quality of delivery and personal engagement.

Sincerely,

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Rasmussen Consulting specializes in using LEGO SERIOUS PLAY to effectively harvest an organization's collective intelligence to enhance strategic behavior for better and faster decision-making. We are based in Denmark with offices in US, Japan and Singapore. www.rasmussenconsulting.dk.

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