

Introduction & Session Portfolio for



by

Robert Griffiths



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COVER NOTE & INTRODUCTION

Dear Ace Mamun and the Culture Vitale Team,

I am delighted to submit my application as a Culturist for your network.

With over 20 years' experience designing and facilitating interactive workshops in leadership development, team dynamics and wellbeing, I help organisations create engaging, high-impact learning experiences that strengthen cohesion, trust and performance across their teams.

My work spans three delivery formats: short, off-the-shelf mini-experiences (45 minutes to 5 hours), fully tailored design-and-facilitate engagements (typically 1–3 days), and customised L&D programmes delivered face-to-face, online or in hybrid formats. This flexibility allows sessions to be integrated into existing initiatives or used as stand-alone interventions for specific teams or events.

I have designed and delivered sessions for multinational teams across sectors, combining measurable outcomes with authentic human connection—very much in line with Culture Vitale's philosophy.

Trilingual facilitation in English, Spanish and French enables seamless delivery across your European markets, particularly in Spain, France, Benelux and the UK.

My portfolio for Culture Vitale focuses on game-based creative team dynamics and leadership development, as well as wellbeing (meditation, breathwork and yoga), **aligning primarily with your Development/Coaching and Well-being/Health pillars**, with some overlap into Creative/Culture.

The following pages outline a selection of sessions designed for groups, with clear objectives, formats and practical requirements.

Additional information on my broader professional background and corporate client portfolio is available via my LinkedIn profile and website.

I would be pleased to explore how these sessions can support Culture Vitale's mission to bring transformative cultural and wellness experiences to your client network.

Yours sincerely,

Robert Griffiths

Madrid, Spain.

ABOUT ME

20+ years of experience in delivering Leadership & Development services as an independent facilitator, trainer and team-coach for large multinational companies, SME's and International Business Schools.

I am a certified Facilitator in Team Dynamics for the Airbus Leadership University in Toulouse, France.

Associate Professor at various Business Schools, including ESCP Business School (Paris, Madrid, Berlin, London), ESIC Business & Marketing School (Spain), KEDGE Business School (France).

Tri-lingual English, French and Spanish

I have always been passionate about teamwork, whether in sports, business or life.

My services support a wide range of topics involved with Leadership development, Team Dynamics and Change Management: these are primarily building and maintaining effective relationships, trust, and team cohesion.

My focus is also around developing specific leadership and teamwork skills such as optimising collective intelligence and energy through facilitation, coaching and design-thinking skills, in order to empower team members and maximise team innovation and performance.

The success of Leaders and Teams, especially in a VUCA & BANI environment, is also based on the ability to communicate effectively, and to have the necessary difficult conversations and feedback required to anticipate, address and resolve conflicts. This requires resilience, and finding a balance between empathy and assertiveness, empowerment / delegation and timely decision-making, high performance and well-being.

Approach / Methodology

My approach, based on High-Performance Principles (such as Choice, Responsibility, Excellence, Respect and Integrity) is primarily through experiential learning (learn by doing), through the use of team games, exercises and challenges, as well as paired-sharing, role-plays, and trios of influencers-influenced-observers.

Although many of my workshops or courses are usually 1.5-3 days in duration, several of my games, exercises and team challenges can be and have been used for short and impactful interventions of between 45-90-120 minutes.

Portfolio of potential sessions for Culture Vitale

These sessions (mini workshops), explained in more detail in the attached portfolio document, are largely aligned with the Culture Vitale Pillar of Development,

but could also be used for Creativity and Wellbeing.

In the case of Wellbeing I can offer a 45-75-minute session on Kundalini Yoga techniques for breathing and meditation, ideal for managing stress and energies.

I can also provide public speaking engagements,

(for example, a 45-minute presentation on why the All-Blacks are probably the best example of a sustained high-performance team, and the lessons we can learn from them for life and business).

Key Values & Characteristics

Integrity – I do what I say.

Courage - I follow my convictions. Prepared to take risks.

Flexible – I try new ways of doing things.

Responsible – I respond to challenges and get things done.

Self-motivated.

Articulate and experienced in public speaking.

I listen and ask questions to understand.

Pleasantly tenacious.

Multi-disciplinary.

Previous experiences & education

Ex-Director of Citibank Corporate & Investment Bank in Europe (based in London and Madrid)

Organised and led a 9-month expedition across Africa (from London to Cape Town) in a 4x4 vehicle.

Part-owner of a farming venture in South Africa

BA Honours in French & European Literature

Masters in Transpersonal Psychology & NLP
Kundalini Yoga Instructor

Father of 3 children (now adults)

Resident in Madrid, Spain since 1991

Dual nationality: British & French

Born in Cape Town, South Africa

Legal entity:

Paladin Partners S.L.

Registered in Madrid, Spain

B16418501



PORTFOLIO SUMMARY (& alignment with pillars)

SHORT SESSIONS & MINI WORKSHOPS (30-90mins)

DEVELOPMENT/COACHING	CREATIVE/CULTURE	WELL-BEING/HEALTH
<p>1. BALLS IN A BASKET (50-75 mins) An exercise in High-Performance and Innovation. Challenge limiting beliefs, how goals are linked to motivation, performance and results. Resource and process innovation. A great test in leadership, teamwork and what High-Performance really means.</p>		<p>1. BREATHING & MEDITATION TECHNIQUES (30-45m) For managing stress and energies and building resilience</p>
<p>2. BUILDING THE TOY (60-90 mins) A simulation game about Leading Change: Effective Communication & Resilience</p>		<p>2. A FULL KUNDALINI YOGA CLASS (1h45m) An introduction to the yoga of consciousness.</p>
<p>3. COVERING NEEDS (45-60 mins) A game about competition vs collaboration, Interdependence and Mutual Support</p>		<p>3. MINDFUL LISTENING & OPEN EXPRESSION (40-45m) Presence, Active Listening & Trust</p>
<p>4. TRUST (45-60m) A reflection and 3 physical challenges to trust yourself and choose to trust others.</p>		
<p>5. COLOUR-BLIND CHALLENGE (40-60m) A game about Communication for understanding, clarity and precision to achieve common objectives.</p>		
<p>6. MATS (40-50m) A team challenge about Autonomy, Leadership and Collaborative Problem-Solving</p>		
<p>7. TOOTHPICKS (& AUTO-PILOT) (45-60m) A game about Feedback, Asking for Help & Achieving Results</p>		
<p>8. ESSENTIAL CONVERSATIONS (35-50m) Exercise in Discovery and Building Trust Through Authentic Dialogue</p>		
<p>9. MATCHSTICKS (30m) Problem-solving: Finding Simple Solutions to Complex Challenges</p>		
<p>10. THE JUGGLER (30-45m) A game about Excellence and where we focus our attention. About our Circle of Influence.</p>		
<p>11. THE CORRAL (60-80m) A team challenge about overcoming limiting beliefs, Interdependence and Team Support.</p>		
<p>12. THE MARSHMALLOW CHALLENGE (45-60m) A team game about Prototyping, Innovation, Agility & Hidden Assumptions.</p>		

LONGER SESSIONS – 4-5 HOURS

DEVELOPMENT/COACHING	CREATIVE/CULTURE	WELL-BEING/HEALTH
1. THE IDENTICAL BRIDGES A team challenge for international project teams: lessons in leadership, planning, communication, stakeholder management and innovation under tight deadlines.		

There are multiple other potential sessions, often using design-thinking or visual mapping tools, for example:

- Exercise Strategic Visioning
- Strategic Speed Networking: Integrate new members, encourage cross-functional dialogue, and surface strategic perspectives.
- Strategy Gallery Walk: Stimulate creative thinking, movement, and open dialogue about the company's future.
- Exercise for joint development of Company or Team Mission / Vision Statement, including a short video "Elevator Speech" for communicating the Mission / Vision to different audiences.
- Human Value Chain exercise for connecting values with Company or Team Mission / Vision
- Bridge-Building Metaphor Game to encourage collaboration, break down silos, and set the tone for cross-functional teamwork.
- Stakeholder analysis and relationship improvement using the GROW and Empathetic models.
- Addressing obstacles and issues and developing solutions and action plans, using the GROW model in small groups.

PUBLIC SPEAKING – PRESENTATION

DEVELOPMENT/COACHING	CREATIVE/CULTURE	WELL-BEING/HEALTH
THE ALL BLACKS Lessons in Leadership & High-Performance		

If you require information on my workshops, courses and programs, for potential promotion and partnerships, I will be happy to provide this separately.


Workshops and training courses range from 1-3 days, in some cases more.


**SHORT SESSIONS & MINI WORKSHOPS –
Development / Creativity Pillars (30-90mins)**

1 – BALLS IN A BASKET

An exercise in High-Performance



 **Duration:** 50–75 minutes

 **Optimal:** 8-12 participants

(Min 6 – Max 14. For 15 or more, 2 separate facilitators and groups strongly recommended).

 **Purpose:** A great test in leadership, teamwork and what High-Performance really means.

- Review how the team currently sets and uses objectives (before, during and after achieving them).
- Learn to set ambitious goals that stretch motivation and performance, rather than “safe” objectives.
- Challenge limiting beliefs and paradigms about what is possible and how resources may be used.

 **Key Topics:**

- Individual responsibility and choice when facing demanding goals.
- Excellence as an attitude (giving 100% in the present) versus a result.
- Limiting beliefs, “impossible” targets and paradigm shifting.
- Creativity and innovation under resource constraints.
- Team cooperation, communication and collective ownership of ideas.

Key Benefits

- High-energy game in which teams typically achieve results they initially considered impossible.
- Debrief links objective-setting to motivation, performance and learning from failure; explores “Double Creation” (planning vs. execution).
- Highlights how beliefs, attitudes and use of resources impact both individual and team effectiveness.
- Debrief explores high performance principles (if not already reviewed before the game).
- Explores how innovations and radical improvements are realised.

How it works

- The team’s mission is to put all the balls into a basket as fast as possible, respecting four simple rules (fixed “no-go” zone, static basket, one ball per person, etc.).
- Across several rounds, participants set progressively more ambitious time targets, plan briefly, then execute while being observed.
- Part-way through, key resources are unexpectedly removed “for ecological reasons”, forcing teams to question assumptions and invent new solutions.

 **Space & Materials:**

- Require an empty open space of minimum 5x5m / 25m²: indoors or outdoors.
- All materials for the game itself will be provided by me (balls, basket, PVC tubes, rope, cones, bag, stopwatch, etc.) **
- If outdoors, space needs to be flat (i.e. not on a slope or hillside).

** If air travel is required to reach workshop, extra and special luggage (PVC tubes) allowances need to be made.

2 – BUILDING THE TOY

A simulation game about Leading Change: Effective Communication & Resilience



Duration: 60 minutes (90 minutes if extended “Empathy Map” debrief is used).

Optimal: 12–20 participants

(Production teams of 3–5 people, with 1–2 “leaders” per team. Larger groups can be split into parallel streams.)

- Purpose:** A powerful experiential lab on communication, trust and leading organizational change.
- Explore how vision is translated into execution when leaders and doers live in “different worlds”.
 - Experience the emotional impact of changing objectives, ambiguity and frustration.
 - Practise feedback-rich communication protocols between leadership and the operational base.

Key Topics:

- Managing and leading change under uncertainty.
- Communication between leaders (vision) and doers (execution).
- Trust, resilience and handling frustration.
- Feedback as a core High-Performance tool (Responsibility, Choice, Excellence, Integrity, Respect).

Key Benefits

- Makes visible the real tensions between “those who decide” and “those who execute” when goals shift midstream.
- Provides a vivid, low-risk way to explore communication protocols, role clarity and accountability before/after change.
- Creates a strong platform for debriefing how participants’ own organizations handle change, feedback and trust.

How it works

- Group is split into two worlds:
 - Blindfolded “Doers” who can talk but cannot see and physically build the LEGO/duplo toy.
 - Silent “Leaders” who can see the prototype but cannot speak or touch materials/people.
- Teams must produce identical toys across all production teams using only their agreed non-verbal communication protocols.
- Midway through, the prototype silently changes, forcing leaders and doers to adapt while managing confusion, emotion and trust.

Extended Debrief Option

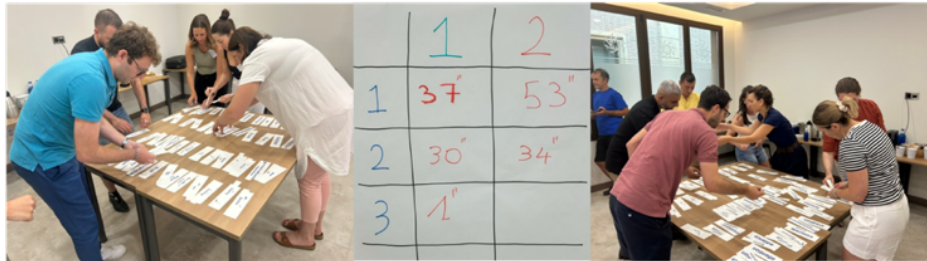
In order to help teams understand and use design-thinking tools, in this case an “Empathy Map”, the “Doers” and “Leaders” can each complete an Empathy Map exercise: Doers empathise on Leaders, and vice-versa.


Space & Materials:


- Medium-sized room with enough space to seat several small teams at tables or on the floor, separated so they cannot see each other’s constructions.
- All game materials can be brought by the facilitator
- Client provides the room, basic furniture and the following materials: 2-3 flipcharts (depending on number of groups) or whiteboards, coloured markers, Post-its of different colours.

3 - COVERING NEEDS

A game about competition vs collaboration, Interdependence and Mutual Support



 **Duration:** 45-60 minutes (3 rounds per team plus debrief)

 **Optimal:** 10–20 participants

(Two balanced teams of 5–10 people each. Works well with intact teams and cross-functional groups.)

 **Purpose:** Reveal how collaboration across “silos” radically improves performance.

- Experience interdependence between teams that at first appear to be in competition.
- Practise shifting from local optimisation (my team’s time) to shared global objectives.
- Strengthen habits of asking for help and listening carefully to others’ needs.

 **Key Topics:**


- Interdependence and mutual support between units.
- Systems / big-picture thinking vs. silo mentality.
- Communication of requests and active listening.
- STOP–LOOK–GO: pausing to see the broader system before acting.

Key Benefits

- Creates a simple but powerful “aha” moment when teams realise that by coordinating card order, both can dramatically improve their times.
- Offers a low-risk metaphor for supply chain, handovers and upstream/downstream impacts in organisations.
- Opens a rich debrief on KPIs, incentives and how local targets can block collective success.

How it works

- Two teams work alternately, each with three timed rounds to place small cards onto matching large cards as fast as possible.
- After each round, small cards are handed to the facilitator, who secretly passes them to the other team in exactly the order received, linking both teams’ performance.
- If teams complete all rounds without discovering collaboration, a final round is run in which each team’s goal explicitly includes beating or matching the other team’s best time—triggering joint planning and mutual support.


 **Space & Materials:**


- One or two tables in a medium room where both teams can observe the timing board.
- All game materials can be provided by the facilitator
- Client provides room, table(s), one flipchart or whiteboard.


4 - TRUST

A challenge to trust yourself and others



 **Duration:** 45-60 minutes

 **Optimal:** 10–20 participants

 **Purpose:** To explore the notion of trust and to experience what trust means and looks like. Facing our fears and limiting beliefs...

- Explore why it's so critical to relationships and success.
- The relationship between trusting yourself and trusting others. The notion of trustworthiness.
- 3 simple physical exercises (pairs, groups and individual v team) to experience the act of trusting.

 **Key Topics:**


- Trusting yourself: what does that mean?
- What is Trust in the context of the High-Performance Principles (Choice, Responsibility, Integrity...)?
- The direct link to Integrity("I trust myself to do what I say I will do).
- Trusting others? Do others have to earn your trust? Or do you trust from the start and take it away if appropriate?
- Instead of focussing on the complex definition of trust, why not focus on "Trustworthiness".

Key Benefits

- Allows individuals and the team to reflect on what trust and trustworthiness means for them, and depending on their beliefs about trust / trustworthiness, what the consequences might be for themselves as an individual and for the team.
- Fun and challenging experience for participants. Allows participants to confront their limiting beliefs and fears.

How it works

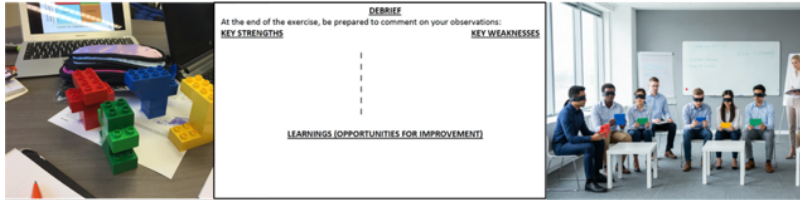
- Reflection-Discussion: Initially the team will be asked to reflect on what trust means, and the facilitator will guide a brief discussion on the topic.
- For exercises see pictures below
- Exercise 1 ("The Fall" - falling backwards into the hands of someone behind you): In pairs
- Exercise 2 ("the Cradle"): In groups of 4-7
- Exercise 3 (the Tunnel): Each person in turn will run through the tunnel made by the team members with their arms outstretched.
- Debrief: what did we feel, think and learn?


 **Space & Materials:**


- Medium to large flat open space (outdoors or indoors): at least 15 metres in length.
- No materials or equipment required, other than one flipchart, coloured markers and post-its with black felt tips for debrief.

5 - COLOUR-BLIND CHALLENGE


A game in Communication & Collective Intelligence



 **Duration:** 40–60 minutes (incl. debrief)

 **Optimal:** 10-16 participants

(6–12 blindfolded team members plus 3–6 observers.)

 **Purpose:** Make the impact of communication quality visible and measurable.

- Experience how clear, explicit protocols enable a blindfolded team to solve a complex task.
- Explore leadership, coordination and emotional management under uncertainty and time pressure.
- Practise observation, feedback and debrief skills through a structured observer role.

 **Key Topics:**

- Communication protocols, listening and checking for understanding.
- Emergent leadership, facilitation and decision-making.
- Managing stress, emotions and assumptions in teams.
- Observer skills: noticing behaviours, giving concrete feedback, leading debriefs.

Key Benefits

- Creates a strong metaphor for cross-functional communication where information is incomplete and questions are limited.
- Surfaces hidden habits (assuming understanding, not rephrasing, unclear leadership) and turns them into concrete improvement commitments.
- Builds capability in internal facilitators/observers to run high-quality debriefs that harness collective intelligence.

How it works

- Blindfolded participants each receive 1–2 LEGO structures; two structures are secretly held back by the facilitator.
- Within 30 minutes and with only two “ask the facilitator” questions (“What is the colour of the structure I am holding in my hand?”), the team must agree on the colours of the two missing pieces.
- Observers watch silently, capturing how the team plans, communicates, leads and decides, then lead a debrief on strengths, weaknesses and learnings.


 **Space & Materials:**


- One medium room where team and observers can work without external noise.
- All game materials provided by the facilitator (4 different LEGO structures, each in a distinct colour; enough pieces so each participant has 1–2 structures, plus 2 extra structures kept by the facilitator. Blindfolds for all team members)
- Client to provide flipchart/whiteboard, post-its, coloured markers, felt tips for observers’ feedback and key learnings.

6 - MATS

A team challenge about Autonomy, Leadership and Collaborative Problem-Solving



 **Duration:** 40–50 minutes

 **Optimal:** 10–20 participants

(Two balanced groups standing on mats; works well with intact teams and mixed functions.)

 **Purpose:** Experience the journey from dependence on the leader to shared autonomy.

- Practise moving from confusion to clarity through experimentation and reflection.
- Explore how leadership style, communication and participation shape engagement and results.
- Strengthen individual responsibility for execution within a clear framework of rules.

 **Key Topics:**


- Autonomy, ownership and personal responsibility.
- Leader-as-coach vs. directive leadership.
- Team learning through trial, error and reflection.
- Clarity of rules, roles and objectives.
- Participation and commitment (“people commit to what they help create”).

Key Benefits

- Provides a concrete metaphor for how teams get “stuck” when rules are unclear or leadership is over-directive.
- Demonstrates how involving everyone, clarifying principles and then stepping back generates faster, more elegant solutions.
- Offers a robust debrief on how to build autonomy: define the goal, communicate rules, teach the process, give trust, use mistakes as learning.

How it works

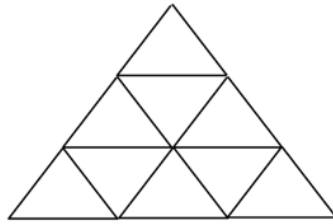
- Carpets/mats are laid out in an arrow shape with one free mat between two facing teams; objective is for Team A and Team B to swap sides without touching the floor, respecting strict movement rules.
- Phase 1: Teams experiment freely, get stuck, and analyse what is really blocking them (symptom vs. problem).
- Phase 2: One participant leads and directs all moves, revealing effects of highly directive leadership.
- Phase 3: In silence, everyone knows the logic (interleaved moves, no two same-team members adjacent) and executes autonomously, usually achieving a fast “dance-like” solution.

 **Space & Materials:**

- Indoor or outdoor flat space large enough for two lines of people plus one free mat between them.
- One carpet/mat (or sheet of cardboard/A4 paper) per participant, plus one additional free mat.
- Optional: sweets or marbles if you wish to simulate “production flow”; flipchart to capture timings and learning points.

7 - TOOTHPICKS (& AUTO-PILOT)

Learning to Ask for & Use Feedback Effectively



Duration: 45–60 minutes (including debrief) – (extra 15 minutes for Auto-pilot option)

Optimal: 8–20 participants – (Works with groups from 6 to 20+; larger groups require co-facilitators to provide timely feedback during Phase 2.)

Purpose: Experience the power of feedback as the fastest route to achieving objectives.

- Challenge beliefs that asking for help is a weakness or that “doing it alone” proves capability.
- Practise asking for, listening to and acting on feedback in real time.
- Explore what blocks people from seeking feedback (pride, fear of looking foolish, etc).
- Demonstrate that success depends on commitment to results, not on being right or independent.

Key Topics:

- Feedback as the most powerful tool for success.
- Internal vs. external feedback; reasons for giving and not giving feedback.
- Effective vs. ineffective ways of receiving feedback (ignoring, arguing, or adapting).
- Individual responsibility and choice: commitment to results vs. commitment to “being right.”
- How feedback gives direction and accelerates achievement of objectives.

Key Benefits

- Participants experience firsthand that asking for and using feedback is fast, efficient and smart—not a sign of weakness.
- Makes visible the cost of pride, stubbornness or “going it alone” when trying to achieve a goal.
- Provides a low-risk, playful environment to practise receiving feedback without defensiveness.
- Strong debrief links the toothpick challenge to real workplace objectives, communication and performance improvement.

How it works

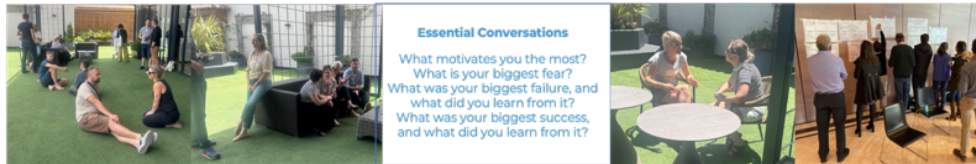
- Phase 1 (Silence): Solve toothpick puzzle individually (form 3 triangles of different sizes by removing specific toothpicks). Raise hand to check solution; facilitator responds silently (shuffle = correct; head shake = try again).
- Phase 2 (Feedback): Participants may ask for real-time clapping feedback (clap = correct toothpick; silence = incorrect). Use feedback to solve puzzle quickly.
- Optional warm-up: “Auto-Pilot” exercise (10–15 min): walk toward partner who says YES/NO, demonstrating ways people receive feedback.


Space & Materials:

- Room large enough for participants to spread out and work individually without seeing each other’s solutions (tables optional; floor work is fine).
- Tooth-picks / matchsticks can be provided by facilitator (20 per participant).
- Flipchart or whiteboard with coloured markers to capture debrief.


8 - ESSENTIAL CONVERSATIONS


Exercise in Discovery and Building Trust Through Authentic Dialogue



 **Duration:** 35–50 minutes (core exercise including debrief)

Alternative version: “How Did We Get Here?”

 **Optimal:** 6–20 participants (larger groups require more time)

 **Purpose:** Deepen interpersonal knowledge and build trust through structured vulnerability.

- Move beyond surface-level work conversations to discover the person behind the role.
- Create psychological safety by sharing motivations, fears, failures and successes.
- Practise active listening and empathy in a time-bounded, guided format.
- Recognise shared humanity: “we are not so different in the essentials.”

 **Key Topics:**

- Trust-building through authentic self-disclosure.
- Active listening and holding space for others’ stories.
- Vulnerability as a leadership and team strength.
- Discovering commonalities beyond professional roles.
- Moving from transactional to relational team culture.

Key Benefits

- Rapidly accelerates trust and connection in new or established teams.
- Surfaces the “wonderful people” behind job titles and functional expertise.
- Breaks down silos and assumptions by revealing shared fears, dreams and values.
- Provides a template for ongoing authentic conversations in the workplace.
- Simple, scalable structure adaptable to any team size or context.

How it works

- **Core version:** Participants form small groups (2–5 people). Facilitator announces a topic; each person has 1 minute to share their response (timed). After everyone speaks, facilitator announces the next topic. Four topics: (1) What motivates you / your passion / what makes you tick? (2) Your biggest fear. (3) Your biggest failure or most recent failure, and what you learned. (4) Your biggest success or what you’re most proud of. Brief debrief: What strikes you most? What did you discover?
- **Visual version:** Participants individually capture answers on flipchart or notebook under 6 headings: My Motivations / My Dreams / My Fears / My Hobbies / My Favourite Dish / Things I’m Proud Of. Post to wall. Participants use sticky notes to flag answers that resonate. Small-group dialogue (3–5 people) to explore themes, commonalities and surprises.
- **Alternative:** “How Did We Get Here?” Participants write briefly (5 min) about their professional and personal journey. In trios, each person shares their story (3 min each). Full circle: two members of each trio tell the group what surprised them about their partner’s journey. Applause for everyone.

 **Space & Materials:**


- Room or outdoor space with flexible seating for small-group breakouts (no tables needed).
- Visual version: Flipchart paper or large notebooks, markers, sticky notes, wall space or flipchart stands for posting.
- Alternative version: Notebooks/paper and pens for individual reflection.


9 - MATCHSTICKS

Problem-solving: Finding Simple Solutions to Complex Challenges

Make the equation work by moving only one match.



 **Duration:** 30 minutes

 **Optimal:** 6-18 participants (Can be scaled to larger groups)

 **Purpose:** Shift mindset from “the one right answer” to “multiple possible solutions.”

- Demonstrate that solutions are often simpler than we think.
- Experience that you don’t need to change everything to solve a problem—sometimes one small change is enough.
- Discover that finding solutions as a team is faster and easier than working alone.
- Release pressure by recognising: it’s not about finding *the* solution, but *a* solution.

 **Key Topics:**

- Creative problem-solving and lateral thinking.
- Challenging assumptions (“there’s only one right way”).
- Simplicity vs. over-complication in decision-making.
- Collaboration and collective intelligence.
- Growth mindset: multiple paths to success.

Key Benefits

- Quick, accessible exercise that delivers a powerful “aha” moment when participants discover there are 7 different solutions.
- Reduces perfectionism and fear of failure by normalising multiple valid answers.
- Creates immediate metaphor for workplace problem-solving: stop searching for the “perfect” answer and start testing solutions.
- Encourages peer learning and sharing of diverse thinking styles.

How it works

- Each participant receives a set of 18 matchsticks (or toothpicks) and is asked to replicate the equation $6 + 4 = 4$ using the matches to form the numbers and symbols.
- The challenge: Make the equation work by moving only ONE match.
- Participants work individually at first, then may be invited to collaborate or share ideas.
- Facilitator does not reveal at the start that there are multiple solutions (7 in total), allowing participants to experience the discovery themselves.
- Debrief focuses on how many solutions were found, what made it hard or easy, and how this mirrors real-world problem-solving (overthinking, tunnel vision, relief when simplicity emerges).


 **Space & Materials:**


- Room with tables or flat working surfaces (including the floor) where participants can manipulate matchsticks individually and comfortably.
- Projector and screen to project solutions at the end of the exercise (preferable). If not, can be done on a flichart or whiteboard (with coloured markers)
- 18 matchsticks (or toothpicks/ small wooden sticks) per participant.

10 - THE JUGGLER

Excellence, Responsibility & Circle of Influence



 **Duration:** 30–45 minutes

 **Optimal:** 8–16 participants

 **Purpose:** Experience the profound difference between "going through the motions" and giving 100%.

- Understand that excellence is an *attitude* (choice to give your best) not a *result*.
- Apply Circle of Influence vs. Circle of Concern in real time.
- Challenge limiting beliefs when stakes are raised.
- Recognise that *people are eggs, not balls*: they require thoughtful handling.

 **Key Topics:**

- Excellence: giving 100% regardless of external conditions.
- Responsibility & Circle of Influence: focus on what you control.
- Trust, motivation and managing distractions.
- How beliefs shape behaviour and performance.

Key Benefits

- Visceral lesson: participants *feel* the shift in engagement when eggs replace balls.
- Makes abstract concepts (excellence, responsibility) tangible and emotionally resonant.
- Powerful metaphor: treat colleagues and customers like eggs (fragile, valuable) not balls (disposable).
- Strong foundation for discussing motivation, care, attention to detail and psychological safety.

How it works

- Participants form a circle and create a throwing sequence: each person touches a ball once (facilitator twice—starts and ends); ball must be thrown, not handed.
- Challenge: "How many balls can we keep in the air at once?" Multiple rounds with progressive targets and debriefs on Circle of Influence ("focus only on who you receive from / throw to").
- "Have you given 100%?" Usually not. "What do you need?" Response: "Motivation." Facilitator introduces eggs.
- Egg phase: Participants set (usually lower) targets. Practice safe receiving technique. Often believe eggs are boiled—until one breaks.
- Through multiple rounds, participants discover they can move nearly as many eggs as balls
- Closing: "How many balls could you have moved with the *egg attitude*?"
- Final message: "People are eggs, not balls—treat them with your 100%."


 **Space & Materials:**

- Open space (indoor or outdoor, minimum 4x4 m per group) with flat surface.
- Large thin plastic mat for the group to stand on to avoid eggs staining the floor (approx 5x5m)
- Rubber, foam or tennis balls (12-18) & Fresh eggs (12-18 eggs)
- Towels or cleaning materials for egg clean-up.
- Flipchart & markers preferable


11 - THE CORRAL

A team challenge about Interdependence, Team Support and overcoming limiting beliefs.



 **Duration:** 50–80 minutes

 **Optimal:** 6–15 participants (Minimum 6 required for effective teamwork and physical support.)

 **Purpose:** Experience how "insurmountable" limitations can be overcome with team support.

- Recognise that most limitations are self-imposed beliefs, not reality.
- Understand that overcoming limitations requires first *acknowledging* them, then *asking for help*.
- Challenge the myth of independence and discover the power of interdependence.
- Practise excellence: giving your best in supporting others to achieve collective goals.

 **Key Topics:**


- Limitations and limiting beliefs (individual and team).
- Dependence vs. Independence vs. Interdependence.
- Excellence: doing one's best to support the team.
- Teamwork, organization and mutual support.
- Vulnerability: communicating limitations rather than hiding them.

Key Benefits

- Powerful physical metaphor: the corral/wall represents internal limitations standing between participants and their goals.
- Participants experience that limitations feel bigger in their heads than in reality—once overcome, "it wasn't such a big deal."
- Opens honest conversation about asking for help and rejecting the "hero" mentality of doing everything alone.
- Strong debrief on interdependence as the true organisational value (vs. toxic independence or dependence).
- Builds trust, psychological safety and mutual support within teams.

How it works

- Pre-challenge reflection: "What is a limitation? Where do they come from? Why do they limit us?"
Core insight: limitations grow when we don't address them *and* when we try to overcome them alone.
- Participants share one real personal limitation (professional or personal) before entering the corral.
- Challenge: The entire team must exit the corral *from above* (over the rope triangle) respecting the rules. Only resource: a wooden pole/bar inside the corral.


 **Space & Materials (IMPORTANT):**


- This team challenge requires a specific set-up for either indoors or outdoors.
- Would need to discuss location specifications before deciding if possible.


12 - THE MARSHMALLOW CHALLENGE

Prototyping, Innovation & Hidden Assumptions



 **Duration:** 45–60 minutes (*Optional add-on: 15–20 min TED Talk viewing*)

 **Optimal:** 8–12 participants minimum (Teams of 4; scalable to larger groups with sufficient tables and kits.)

 **Purpose:** Challenge planning-heavy mindsets and discover the power of rapid prototyping.

- Experience that innovation comes from testing assumptions early and often—not from perfect planning.
- Discover that "the marshmallow is a metaphor for hidden assumptions" in every project.
- Explore agility, creativity and collaboration under time pressure and resource constraints.
- Learn that kindergarteners outperform business students (because they prototype, not plan endlessly).

 **Key Topics:**

- Prototyping vs. planning: iteration beats perfection.
- Hidden assumptions in projects (customer needs, costs, timelines).
- Agility and adaptability when reality doesn't match expectations.
- Excellence, responsibility and managing emotions under pressure.
- Collaboration, facilitation skills and common language in teams.

Key Benefits

- Visceral lesson: teams that spend 17 minutes planning and 1 minute building usually fail when the marshmallow collapses the structure.
- Surfaces how assumptions (e.g., "marshmallows are light") can derail projects if not tested early.
- Creates immediate metaphor for organisational change: test assumptions, iterate fast, embrace failure as learning.
- High-energy, competitive format generates engagement and memorable insights.
- Directly applicable to product development, project management and innovation processes.

How it works

- **Teams of 4 receive identical kits:** (spaghetti, string, masking tape, marshmallow, scissors).
- **Challenge (18 minutes):** Build the tallest freestanding structure with the entire marshmallow on top.
- **Optional mid-challenge disruption:** Facilitator stops clock and introduces change.
- **Measure all standing structures from shortest to tallest; identify winning team.**
- **Debrief:** Keys to success: agility, iteration, positive outlook, managing emotions.
- **Additional Option:** Watch Tom Wujec TED Talk on Marshmallow Challenge (6 min).

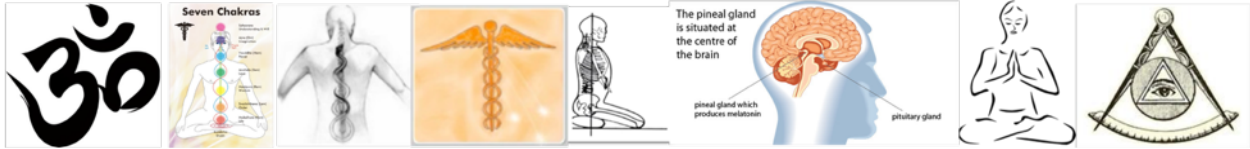
 **Space & Materials:**


- Room with one table per team (teams of 4).
- Per team: 20 spaghetti sticks, 1 m masking tape, 1 m string, 1 marshmallow, scissors, paper bag. (Facilitator can provide for groups ≤12 pax.)
- Optional: Video projector (TED Talk), music playlist, flipchart & markers, prizes.


SHORT SESSIONS & MINI WORKSHOPS – WELLBEING PILLAR (30-90mins)

1 - BREATHING & MEDITATION TECHNIQUES

For managing stress and energies and building resilience



 **Duration:** 30-45 minutes

 **Optimal:** 3 –18 participants

 **Purpose:** Introduce participants to 2 key breathing techniques and 1 meditation technique.

Key Techniques:

- One breathing technique for energising: “fire-breathing”. (10-15 mins)
- One deep-breathing technique for relaxation and reducing stress (10-15 mins)
- One meditation technique involving the use of mantra (sung) and hand-movement (15 mins)

Key Benefits

- 2 practical breathing techniques for managing energy levels, stress, and with regular practice, build resilience.
- 1 meditation technique that will require music, mantra-singing and movement to help reach a mindful or meditative state. Practised daily for 40 days this meditation will have demonstrable effects on one’s state of mind and ability to overcome obstacles.

Optional: If desired, an introduction of 10-15 minutes on the physiology of stress. This includes how yoga breathing, mantra and meditation techniques affects your body, mind and energy levels.

Space & Materials:

- One quiet, empty room large enough for the number of participants to stand and sit on the floor.
- It would be preferable to have yoga mats, but not essential.
- Yoga cushions are preferable, but the meditation can also be done without cushions or sitting in a chair or stool.
- Participants should wear comfortable clothing and be prepared to take their shoes off.
- The facilitator can bring a bluetooth speaker for the music / mantra, but a good sound system in the room would be ideal, especially if the room is large
- The room should not be cold, and the lighting should preferably be dimmable.

2 - A FULL KUNDALINI YOGA CLASS

An introduction to the yoga of consciousness.



Duration: 30-45 minutes

Optimal: 3 –18 participants

Purpose: An introduction to Kundalini Yoga, an ancient and holistic form of yoga, known as the yoga of consciousness.

Key Techniques:

- This involves breathing, posture, stretching & dynamic exercise, relaxation & visualisation, meditation and mantra.
- Before the class begins, participants will be introduced to some key breathing and other physical practices that will be used in the exercises.
- The class is highly structured with 6 different set parts:
 - Opening Mantra, Warm up physical exercises (including breath and stretching), Kriya (set piece of dynamic physical exercises, of which there are many options and combinations), Relaxation and visualisation (with the use of music), Meditation (various options: in silence or sung, in movement or still, etc), Closing mantra.

Key Benefits

- Participants will be introduced to a different and more holistic form of yoga than is generally practised.
- Participants who engage will experience beneficial changes in energy and stress levels.
- If time is available, the instructor will offer participants verbal and written information on some of the key aspects of yoga, and physiology of stress, and how this can help them in their personal and professional lives.
- Practised daily for 40 days (Sadhana) this practice will have very demonstrable and beneficial effects on one's body, mind and energy levels.

Space & Materials:

- One quiet, empty room large enough for the number of participants to stand, sit and lie down on the floor.
- Yoga mats and cushions are essential.
- Participants must come with appropriate clothing (sports wear which allows for exercise, stretching and sweating). The exercises will be practised without shoes (socks or barefoot).
- The facilitator can bring a bluetooth speaker for the music / mantra, but a good sound system in the room would be ideal, especially if the room is large.
- The room should not be cold, and the lighting should preferably be dimmable.
- After the class, participants will probably wish to shower and change.



3 - MINDFUL LISTENING & OPEN EXPRESSION

Presence, Active Listening & Trust



Duration: 40–45 minutes (Including 10–15 min mindfulness introduction)

Optimal: 6–20 participants (Works in pairs; scalable to any even number.)

Purpose: Cultivate mindful presence, deep listening and psychological safety through structured silence.

- Experience non-judgmental listening: holding space without interruption, advice or reaction.
- Practice open expression: speaking authentically without censoring or performing.
- Strengthen trust and connection through vulnerability and full attention.
- Introduce mindfulness as a practical leadership and wellbeing tool (stress reduction, focus, emotional regulation).

Key Topics:

- Mindfulness: present-moment awareness without judgment.
- Active listening as a leadership and teamwork skill.
- Trust-building through vulnerability and attentive presence.
- Stress physiology and the benefits of mindfulness (cortisol reduction, immune function, focus).
- Creating "a gap of awareness" between stimulus and response.

Key Benefits:

- Participants experience the rarity and power of being *truly heard* without interruption or judgment.
- Surfaces how often we listen to respond (not to understand) in everyday work and relationships.
- Provides tangible experience of mindfulness beyond theory—grounded in interpersonal connection.
- Builds psychological safety: practicing holding space for others' emotions and thoughts without fixing or reacting.
- Accessible entry point to meditation/breathing techniques for teams unfamiliar with mindfulness.

How it works:

- Introduction to mindfulness (10–15 min): stress reduction, immune function, etc.
- Deep breathing demonstration & practice (3 min)
- Paired meditation (2–3 min): Pairs sit facing each other (knees almost touching, backs straight), eyes closed, focus on third eye/breath, present moment.
- Round 1 (2 min): Person A speaks openly about whatever is on their mind. Person B listens in total silence—no words, no interruptions, no judgments.
- Round 2 (2 min): Roles reverse.
- Closing meditation (1–2 min): Eyes closed, observe feelings, emotions, sensations without judgment.
- Free dialogue (1–2 min): Pairs briefly share reactions.
- Group debrief (5–10 min):

Space & Materials:


- Quiet room with enough space for pairs to sit facing each other without distraction (chairs or floor cushions).
- Optional: Flipchart & markers for debrief insights.


LONGER SESSIONS –DEVELOPMENT PILLAR (4-5 HOURS)


1 - THE IDENTICAL BRIDGES

An International Project Team Simulation and Leadership Challenge



 **Duration:** 4h-4h30m (including Debrief session)

 **Optimal:** 12-18 participants (3-4 site teams of 3-4 players each; one observer for each site-team)

 **Purpose:** Experience the complexity of leading and managing interdependent project teams under pressure.

- Navigate communication, coordination and collaboration across "remote" sites with limited time and resources.
- Balance planning/organising with execution—and learn from failure in real time.
- Manage critical stakeholders (e.g. the customer) and deliver on committed deadlines.
- Apply STOP-LOOK-GO, empathy, facilitation skills and visual mapping/design thinking tools.
- Work in interdependent teams based on trust, not control.

Key Topics:

- International Project Management: remote collaboration, alignment and accountability.
- Communication protocols and information flow across dispersed teams.
- Stakeholder management and managing customer expectations.
- Planning vs. execution: when to stop planning and start doing.
- Collective intelligence and facilitation skills.
- Financial discipline: consolidated budgeting, forecasting and P&L reporting.
- Learning from failure and adapting under pressure.

Key Benefits:

- Realistic simulation of project dynamics: miscommunication, misalignment, time pressure and resource constraints.
- Surfaces tensions between local optimisation (my site's bridge) and global objectives (identical, profitable bridges).
- Participants experience the cost of over-planning, poor coordination and assumption-making.
- Strong debrief using observer feedback and visual tools (skills spider chart, project charter, strategic roadmap).
- Directly applicable to matrix organisations, cross-functional projects and virtual teams.

How it works

- Introduction and Project Brief (including Rules and Penalties)

(Continued on next page)...

- Phase 1 – Kick-off (35 min, all together): Global team plans game-plan, protocols, roles, responsibilities. Must agree Phase 2 time limit (≤ 45 min) with customer. Deliverable: agreed game-plan and Phase 2 commitment.
- Phase 2 – Design & Budget (≤ 45 min, separate sites): Site teams work remotely to agree identical bridge design and consolidated budget forecast (costs, revenues, profit). Deliverable: final design + consolidated budget in agreed format.
- Phase 3 – Execution (30 min, separate sites): Build 3-4 identical bridges from scratch. Generate revenue by transporting LEGO across bridges using vehicle provided (not hand-powered). Deliverable: 3-4 identical profitable bridges + consolidated P&L (forecast vs. actual). *Penalties apply for non-identical bridges, collapses, lateness, etc.*
- Debrief (30–40 min): Observer-facilitated reflection on leadership, communication, planning, interdependence, skills spider chart, lessons learned.

Space & Materials:

- 1 main plenary room with 2-3 break-out rooms for site teams, where they cannot see/hear each other directly. Break-out rooms should not be more than 1-minute walk away from the plenary room.
- All LEGO sets provided by facilitator.
- Detailed written Project Brief and Instructions for Participants and Observers will need to be printed by the client (1 per participant & observer respectively)
- 3-4 Flipcharts & markers for planning, design sketches and financial reporting.

