

THE LEGO® SERIOUS PLAY® Method

Facilitator Training Program



RASMIUSSEN
CONSULTING

Introduction

Welcome to our facilitator training program for the LEGO® SERIOUS PLAY™ method.

LEGO SERIOUS PLAY is a method for exploring and dealing with real issues and challenges in real time. It is not a training course you attend. It is a science-based process that draws on extensive research from the fields of business, organizational development, psychology and learning.

LEGO SERIOUS PLAY (LSP) is a facilitated process, and the results and impact are directly tied to the quality of the facilitation. It requires a high level of facilitation to be successful:

The objective with our facilitator training program is to provide the facilitator with the insights, confidence and commitments necessary to prepare and facilitate the LEGO SERIOUS PLAY process in a way that gives maximum value to the end-user and has lasting impact for the participants and their organization.

The foundation training program described in this document gives you full and complete training necessary for you to master all aspects of the method and successfully implement the method. There is no additional training or certification required beyond this program.

LEGO SERIOUS PLAY was first launched end of 2002. The idea to use LEGO bricks for business purposes saw its first light in 1995. From 1995 – 1999 Johan Roos and Bart Victor experimented with the idea without much success. In 1999 Robert Rasmussen got involved, which resulted in the development of version 1.0 of the LSP method spearheaded and managed by Robert Rasmussen. In 2006 – 2007 Robert Rasmussen developed version 2.0 of the LSP method. This version is described in the book “Building a Better Business Using the LEGO SERIOUS PLAY Method” by Per Kristiansen and Robert Rasmussen (Wiley, 2014, New Jersey)

Our **facilitator training and certification program** is aimed at people, who have a strong interest in facilitation. Prior experience with facilitation is not a requirement. The program is among other appropriate for facilitators, team/project leaders, trainers, educators, learning and development specialists, consultants, coaches, educators, researchers as well as in-house trainers.

The LEGO SERIOUS PLAY facilitator training program is developed and maintained by The Association of Master Trainers in the LEGO SERIOUS PLAY methodology of which Robert is one of the founding members.

Sincerely,



Kristen Klassen



Robert Rasmussen

A brief introduction to the LEGO® SERIOUS PLAY® Methodology

The LEGO SERIOUS PLAY methodology (LSP) is a facilitated thinking, communication and problem solving technique for use with organizations, teams and individuals. It draws on extensive research from the fields of business, organizational development, psychology and learning, and is based on the concept of “hand knowledge.”

It is based on a set of fundamental beliefs about leadership and organizations

- Leaders don't have all the answers.
- Their success is dependent on hearing all voices in the room
- People naturally want to contribute, be part of something bigger and take ownership
- Allowing each member to contribute and speak out results in a more sustainable business
- All too often, teams work sub optimally leaving knowledge untapped in team members
- We live in a world which best can be described as complex and adaptive

It is based on these beliefs that the methodology has developed into a coherent paradigm based on the core process and the seven application techniques.

The Core Process (fig 1)

The Core Process is as the center of the LEGO SERIOUS PLAY process; it is the source code that in essence defines that something is indeed **LEGO SERIOUS PLAY**. The LSP Process has four essential steps:

Step 1

Posing the Question: The challenge, which should have no obvious or correct solution, is presented to the participants. The framing of the challenge has to be clear and concise for the participant to connect.

Step 2

Construct: The participants make sense of what they know and what they can imagine. They do this by constructing a model using the LEGO materials, and developing a story covering the meaning in the model. Through that process, they construct new knowledge in their minds.

Step 3

Sharing: The meaning of the model and the stories are shared between the participants.

Step 4

Reflect: As a way of internalizing and grounding the story, reflection upon what was heard or seen in the model, is encouraged. For a workshop based on LEGO SERIOUS PLAY to be successful, it is indispensable that the participants are comfortable with the core process.

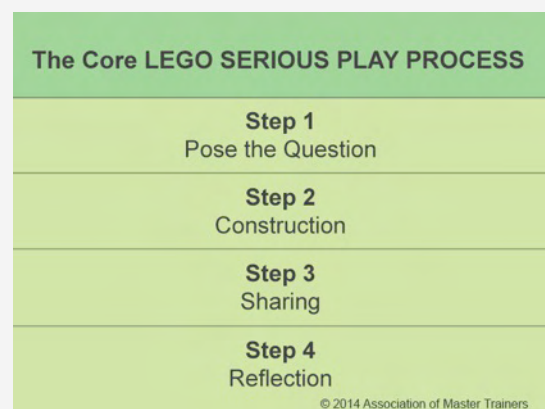


Fig 1

A brief introduction to the LEGO® SERIOUS PLAY® Methodology

The Seven Application Techniques (fig 2)

All applications of the **LEGO SERIOUS PLAY** methodology make use of the above core process and one or more of seven LSP process layers.

Each of the seven application techniques is based on mastering the previous one(s).

The higher the number (1 – 7) the more complex problem the application technique will help you address.

The complexity increases not only in terms of what problem can be addressed, but also in terms of how the core process is applied, i.e. how the facilitator designs and facilitates.

The full facilitator-training program gives you an in-depth training in how to design and facilitate workshops using all seven application techniques.

The LSP Application Techniques

- 1 Building Individual Models and Stories
- 2 Building Shared Models and Stories
- 3 Creating a Landscape
- 4 Making Connections
- 5 Building a System
- 6 Playing Emergence and Decisions
- 7 Extracting Simple Guiding Principles

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Fig 2



Training Objectives

The facilitator training program is designed to provide the trainee, as a skilled facilitator, with sufficient insights, information and experiences to prepare and carry out interventions and workshops using the LEGO SERIOUS PLAY methodology. The training provides the facilitator with hands-on experiences, theory, facilitation guidelines and application ideas.

Objectives

- 1) To experience and learn the LEGO SERIOUS PLAY methodology and its standard applications, Real Time Strategy for the Enterprise and Real Time Strategy for the Team
 - a) Deeper insight into the Core Process and the Seven Application Techniques
 - b) An understanding of the relationship between the methodology and the standard applications
 - c) Experience workshops as end-user participant
- 2) To learn about and experience the theories underpinning the methodology
 - a) Introduction to the theoretical concepts and using the method to demonstrate them
 - b) Learn about user experiences
 - c) Insight into critical parts of the methodology and applications (including what is flexible and what is not)
- 3) To gain the knowledge needed to effectively develop and facilitate workshops using LEGO SERIOUS PLAY
 - a) Become a proficient LEGO builder
 - b) Heed the different styles of facilitation needed
 - c) Recognize and reflect on the artificial nature of training situation
- 4) To practice designing and preparing customized applications of the LEGO SERIOUS PLAY methodology.
 - a) Design a LSP workshop with trainer and peer feedback
 - b) Appreciate the practicalities of using LEGO SERIOUS PLAY
 - c) Become familiar with the Facilitator Manual



Deliverables for the facilitator

Upon completion of the four days of training the facilitator will have:

- 1) A complete set of instructional materials/manuals covering:
 - Introduction to LEGO SERIOUS PLAY incl. history, why and when to use the process
 - Step-by-step instructions for facilitating the LEGO SERIOUS PLAY methodology
 - Guidelines and tools for designing and preparing customized processes
 - The science of the LEGO SERIOUS PLAY methodology
 - Step-by-step instructions for facilitating the standard applications.
- 2) The rights - without any restrictions - to use the LEGO SERIOUS PLAY methodology and the Facilitator Manual in their work with LSP end-users.
- 3) A certificate that documents the facilitator has completed the facilitator training program for LEGO SERIOUS PLAY method provided by Rasmussen Consulting.
- 4) On-going support for preparing and facilitating workshops based on the LEGO SERIOUS PLAY methodology.

About the Trainer



Kirsten Klassen

Kristen Klassen was certified in the LEGO® SERIOUS PLAY® Method under Robert Rasmussen in 2010 and since then, she has used LSP extensively in education, counseling, and business contexts. She qualified as a Trainer of Facilitators in 2018.

Kristen received her Bachelor of Science in Kinesiology in 2004 from Simon Fraser University. She has a Masters of Science in Disability Studies and a Doctorate in Applied Health Sciences, with a specific focus on mental health and trauma. She has a certificate in Play Therapy and is currently working to develop an application of LSP for therapeutic interventions.

Dr. Klassen delivers her workshops, seminars, and keynotes under the business name of Brickstorming. Working with clients worldwide, primarily in Canada and the United States, Kristen is passionate about the power of play to facilitate change, enable inclusion, and help unify teams to benefit from diversity. She has been instrumental in the development of the North American LSP facilitators conference and community.

Kristen lives in Winnipeg, Manitoba with her partner, Christopher and their dog, Remy.

The History of LEGO SERIOUS PLAY

(For more details read the FAQ pages at the end of the program description)

1999 - 2001

The method (version 1.0) is developed with Robert Rasmussen as the main architect and under the auspices of Executive Discovery

2004

LEGO Company takes over the brand and the training of facilitators. Robert Rasmussen leaves the LEGO Company to start his own LSP company

2010

The LEGO Company quits the training of facilitators and leaves it to LSP community to continue the growth

2013

LEGO SERIOUS PLAY has in the last 3 years grown more than the previous 10 years all together

2016

The Association can now offer facilitator training in English, Spanish, Japanese, Italian, German and Portuguese

1995 - 1999

The idea emerges in cooperation between Kjeld Kirk Kristiansen (the owner of LEGO) and Johan Roos and Bart Victor (IMD)

2002

LEGO SERIOUS PLAY is launched globally and Robert Rasmussen trains the first facilitators

2007

Robert Rasmussen further develops the method to what it is today. This is known as version 2.0 and is the full version today

2012

Robert Rasmussen and Per Kristiansen establish the Association of Master Trainer

2014

Robert Rasmussen and Per Kristiansen publish their book about LEGO SERIOUS PLAY

2019

LSP communities are active in all parts of the world with regular global and regional meetings

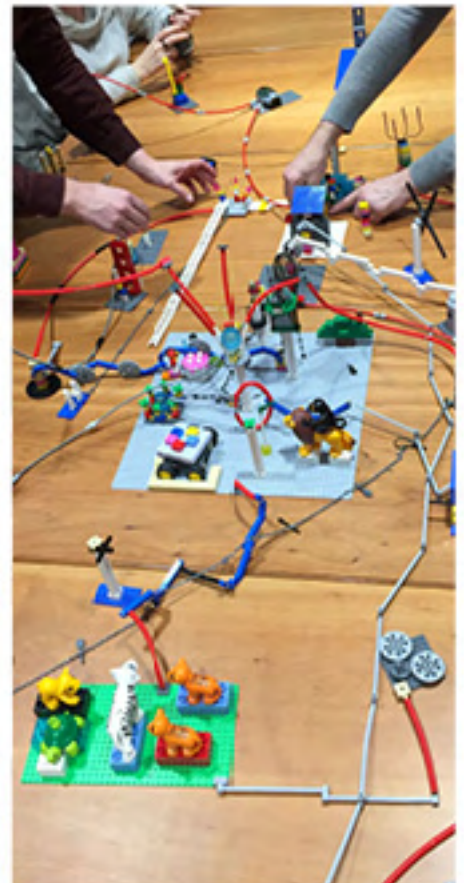


Facilitator Training Process

The **LEGO SERIOUS PLAY** method is a highly powerful and very time-efficient tool for the client, like all things it takes time and practice to master. The training is also the beginning of a journey, where you constantly integrate the LEGO SERIOUS PLAY tool in your everyday business. The **facilitator training** provides the complete preparation to begin this journey.

During the four training days you will:

- Gain a thorough hands-on experience of the LEGO SERIOUS PLAY process. You will experience the tool from the perspective of the end-user. This is done by facilitating you through a number of standard workshop designs. Some of the training may require you to role play a bit – while other parts will be about actual you as a professional and private individual
- Be introduced to the foundations and theory behind the method
- Be given instructions and experience-based recommendations on how to facilitate and conduct a workshop with LEGO SERIOUS PLAY
- Receive a comprehensive facilitator's manual
- Have time to ask questions about all aspects of the methodology incl. both practical and theoretical issues.



Training Program Content

Our 4 -day facilitator training program is a result of 17 years of development, innovation and testing. The delivery of the program is continuously being evaluated and further developed to optimize the use of the methodology. The facilitator training program has three essential components:

Part 1: The Core LEGO SERIOUS PLAY Process

Part 1 is the foundation for everything you do and can do with the LSP process. The stage includes the science of LEGO SERIOUS PLAY, which is necessary insight for facilitators when they customize the process to meet their specific needs.

It also includes the rules and guidelines for how to facilitate LSP, so it delivers its optimal value. The facilitator-training model is experience first – then explanation and debrief, so trainees learn the rationale and science underpinning the process.

The Core LEGO SERIOUS PLAY PROCESS
Step 1 Pose the Question
Step 2 Construction
Step 3 Sharing
Step 4 Reflection

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Part 2: The LEGO SERIOUS PLAY Application Techniques (AT)

Part 2 is training in the 7 unique **LSP APPLICATIONS TECHNIQUES (ATs)**. All of the seven techniques build on the required training in the Core LSP Process.

In addition, each of the seven techniques is based on mastering the previous one(s). Higher numbered techniques progressively tackle more complex problems and challenges. Learning to master techniques 6 and 7, and to some extent number 5, is more challenging than learning to master the previous ones

The LSP Application Techniques	
1	Building Individual Models and Stories
2	Building Shared Models and Stories
3	Creating a Landscape
4	Making Connections
5	Building a System
6	Playing Emergence and Decisions
7	Extracting Simple Guiding Principles

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Training Program Content



A key element of the training is experiencing the LEGO SERIOUS PLAY process through the eyes of an end-user.

□

Part 3: Implementation

Part 3 is preparing the IMPLEMENTATION. The first component is mastering essential LSP standard applications.

The second component gives trainees the necessary tools and knowledge to design customized workshops fully tailored to meet client-specific needs. The second component teaches trainees “the art of asking the right questions in the right sequence” as well as how to avoid traps and pitfalls when designing and facilitating with the process.

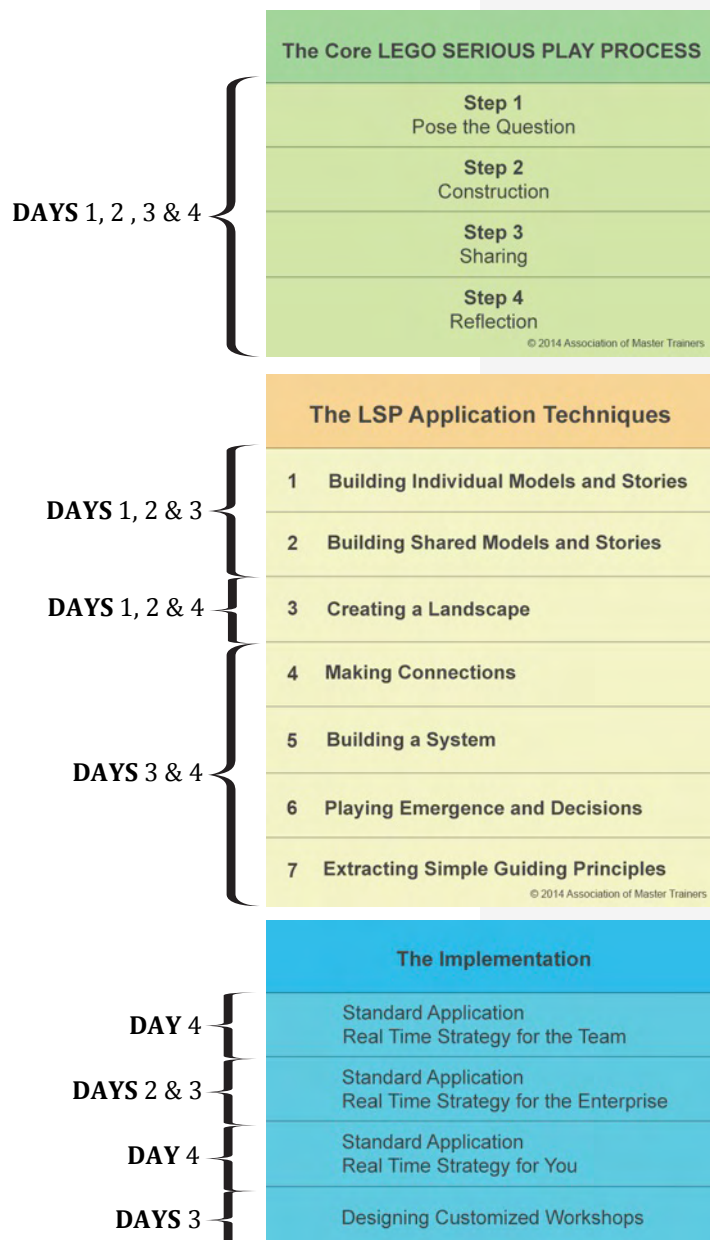
The Implementation
Standard Application Real Time Strategy for the Team
Standard Application Real Time Strategy for the Enterprise
Standard Application Real Time Strategy for You
Designing Customized Workshops

Training Program Structure

*The facilitator training is a **4-day program**. Over the years we have explored if it was possible to do it in less time. The results were negative. Trainees did not feel they were sufficiently prepared and equipped to stand on their own after having taken one of these shorter programs.*

It is possible of course to learn something about LEGO SERIOUS PLAY in less than 4 days. You should be aware though that programs that claim they can train you fully in less than 4 days won't give you the insight necessary to make relevant use of all components of the methodology.

The diagram below gives you a high level overview of the 4 days. For a detailed overview please see next page.



The “4-Days at a Glance” Program Overview

	Day 1	Day 2	Day 3	Day 4
8.30	Introduction to Training	Warm-up act.	Warm-up Act.	Group Presentations
	Introduction to LEGO SERIOUS PLAY	Introduction to Real Time Strategy (RTS)	RTS – Landscape Connections (AT4) & Systems (AT5)	
9.30	LSP Skills Building	RTS – Individual Identity Building (AT1)		
10.30	LSP Essentials I	Debrief - Identity	Debrief - Landscape	
11.30	AT 1. Individual Model Building (AT1 – AT3)	RTS – Aspiration for LEGO SERIOUS PLAY (AT1 – AT2)	RTS – Playing Emergence & Decisions I (AT6)	
				Debrief
12.30	Lunch	Lunch	Lunch	Lunch
	LSP Essentials I Debrief AT1	RTS – Shared Identity (AT2)	Debrief	RTS – Team TeamLife Connections Landscape
13.30	AT 2. Shared Model Building (AT2)		RTS – Playing Emergence & Decisions II (AT6)	
14.30		Debrief – Shared Model Building	Debrief	Debrief
	Debrief AT2	RTS – Landscape (AT3 Agents)	RTS – Extracting Simple Guiding Principles (AT7-SGPs)	RTS – Team Playing the Past and Emergence
	Imagination Game			
16.30				Debrief RTS Team
	Debrief Imagination	Debrief - Agents	Debrief –SGPs Closing of RTS	Closing of Training
17.30	Closing Day 1	Closing Day 2	Design Essentials	
			Group Work Workshop Design	
18.30				
22.00				

Note: The colored boxes indicate where the training is hands-on so participants experience the LEGO SERIOUS PLAY process as an end-user.

Training Schedules and Costs

TRAINING OPTIONS

The latest training schedule for our public sessions is always available at <https://www.rasmussenconsulting.dk/facilitator-training-calendar>

FOR MORE INFORMATION AND REGISTRATION

When you have decided which option(s) might fit your schedule, send an email to Kristen@brickstorming.ca or kristen@rasmussenconsulting.ca

You can also contact Kristen at 153 rue Hebert, Winnipeg, MB R2H 0A5, Tel. 204-232-5446

Standard Training Fees for 2019

	Europe	United States	Central and Latin	Asia
4 Days Training	EURO 2750	USD 3000/3250	USD 4250	USD 3500



The training fees listed above include:

- the training, training materials, certificate that documents complementing of the certification training
- lunch and refreshment during the training days incl. light dinner for the evening with group work
- “after-training support” to prepare your first two workshops

The training fees do not include accommodation, travel and evening meals.

Note: The above fees are standard fees.

Discount may apply to registrations that happen between 60 - 90 days before start of training. The training fee and possible discount for early registration will appear on the application form for the training.

Special rates for multiple participants from same company and for certain academic purposes may be available for some sessions. *Ask for further details, when asking for the registration form.*

Private facilitator trainings on-site can also be arranged. Such sessions are quoted on a case-by-case basis. *Email us for a more information and to receive a quote.*

May 2, 2018

Frequently asked questions about LEGO SERIOUS PLAY!



Q: When was LSP developed?

A: LSP was first launched end of 2001. The idea to use LEGO bricks for business purposes saw its first light in 1995. From 1995 – 1999 Bart Victor, Johan Roos and the owner of the LEGO COMPANY, Kjeld Kirk Kristiansen, experimented with the idea. In 1999 Robert Rasmussen accepts a request to take charge of the development, which resulted in the completion of version 1.0 of the LSP method in 2001, driven and managed by Robert Rasmussen. In 2002 version 1.0 was ready for launch by Executive Discovery LLC.

Q: How was the development and launch of LSP organized and funded?

A: The LEGO Company was not involved in the development of LSP; rather it was one of the companies that were used as a research case in the development. From the beginning in 1995 the development of LSP was funded by a company called Executive Discovery LLC, owned by Kjeld Kirk Kristiansen. From 2002 - 2004 Bart Victor was CEO and Robert Rasmussen COO and President for Executive Discovery, while Per Kristiansen was responsible for sales and distribution in Europe and the Middle-East (EMEA). Robert and Per were also the global trainers of facilitators. Executive Discovery hosted all facilitator certifications; they were delivered in the US or in Denmark. Until 2004 Executive Discovery LLC held all the IP rights to LSP and the LEGO SERIOUS PLAY name.

Q: What happened to Executive Discovery LLC?

A: This company closed in 2004 and the rights to LSP were taken over by the LEGO Company, who has owned them since. From 2004 till 2010 the LEGO Company tried to build a sustainable business unit based on a license model. In 2010 they realized this was not within the scope of their core business (focused on children, and large quantities of smaller boxes) and consequently closed down the internal business unit dedicated to LSP.

When Executive Discovery LLC was bought by the LEGO Company in 2004 Robert and Per left the company. Early in 2005, Per was re-hired by the LEGO Company to turn around the LSP activities. This work included continued development of the method and a new training program for facilitators. Robert became an independent LSP practitioner, in 2006 – 2007, he continued developing the LSP method, and in 2007 version 2.0 had taken form. Robert and Per also worked together on the development of the LEGO SERIOUS PLAY method in this period. In 2008 Robert accepts a part-time position in the LEGO SERIOUS PLAY business unit. His responsibilities are delivering facilitator trainings, supporting the partners and develop a common platform for sharing of workshop applications. Robert leaves this position by end of 2008.

The 2.0 version of LSP is what is described in the book “Building a Better Business Using the LEGO SERIOUS PLAY Method” by Per and Robert (Wiley, 2014, New Jersey).

Q: What is the difference between LSP version 1.0 and LSP version 2.0?

A: Version 1.0 consists of a 3-step skills building section and three applications; Real Time Identity for YOU (1/2 day ws.), Real Time Strategy for the Team (1 day ws.) and Real Time Strategy for the Enterprise (2 day ws.). The goal of the facilitator training programs for version 1.0 was to enable them to sell and deliver these three applications mentioned above.

Version 2.0 developed the LSP method into a methodology that enables the facilitator to design customized workshop for a wide range of applications and for workshops of varying length (2 hrs. to 2 days). It does this by creating a modular system consisting of a 4 step Core Process and 7 Application Techniques. Version 2.0 still includes the three applications developed for version 1.0, but it makes them more flexible by composing them based on the 4-step Core Process and the 7 Application Techniques.

Q: Why does LSP then still exist despite the decision by the LEGO Company in 2010 to “drop it” as a dedicated business unit?

A: By 2010 there was a small, but strongly committed community of LSP practitioners that believed in the method and had built their business around LSP. The LEGO Company did not want to deprive these practitioners of the opportunity to practice LSP; and Kjeld Kirk Kristiansen and new CEO believed in the power of the method. Therefore, it was decided to make the use of the LSP name and the basic method possible for anyone interested under something called the LEGO Company’s Creative Commons License.

Q: What is the LEGO Company's involvement with LEGO SERIOUS PLAY today?

A: Since 2010 their involvement is limited to produce and selling four brick sets developed specifically for use with the LEGO SERIOUS PLAY method. They distribute/sell these via www.lego.com/shop. They do not endorse any of the programs offered with the LSP method or the people offering these programs.

Q: What has the LEGO Company has made available for all under the Creative Commons License?

A: The opportunity to use the name and the method and content of version 1.0. The additional content and methodological elements of version 2.0 was not developed by either Executive Discovery or the LEGO Company any and therefore not for open use under the Creative Commons License. Those elements were originally the intellectual property of Robert Rasmussen, who later assigned them to the Association of Master Trainers.

Q: Who can offer services and programs with LSP after 2010?

A: Anyone can use LSP version 1.0 as part of their business offerings as long as they stay within the scope of the Creative Commons License, obey the LEGO Company’s trademark guidelines for LSP, and respect others IP and copyrights

Q: Who can use offer services and programs based on and version 2.0?

A: A facilitator that has completed the facilitator-training program offered by the Association of Master Trainers

Q: Who had the rights to train LSP facilitators from 2001 till 2010?

A: From 2002 until 2010 first Executive Discovery and then the LEGO Company were the only ones that could train and certify LSP facilitators. Only when you were trained and had paid your license fee to Executive Discovery/LEGO Company could you purchase the special LEGO SERIOUS PLAY kits. Either Robert Rasmussen or Per Kristiansen trained most of the facilitators trained in that period.

Q: Do facilitators trained by the LEGO Company before 2010 hold any special rights today?

A: No, they operate on equal terms with anyone else practicing LSP. The only difference is that they are the only facilitators that are allowed to refer to themselves as “Trained LEGO SERIOUS PLAY Facilitators”.

Q: Does the LEGO Company still train facilitators?

A: No. The LEGO Company does recommend that facilitators participate in a facilitator training before starting to practice with the LSP method.

Q: Is there an official (approved by LEGO) facilitator-training program?

A: No.

Q: Are there any trainer of facilitators that are officially appointed and approved by the LEGO Company?

A: No. There are no LEGO Company officially appointed LEGO® SERIOUS PLAY® master trainers or trainer of facilitators. Since 2010 there has been no LEGO® SERIOUS PLAY® Training Board or Advisory Boards and there are no LEGO® SERIOUS PLAY® partners with a formal or special status or relationship with the LEGO Company. No group or individual facilitator has been endorsed by the LEGO Company.

Q: If there are no LEGO appointed official trainers of facilitators, how can Per and Robert claim to be Master Trainers?

A: Robert and Per are referred to as Master Trainers in the LEGO® SERIOUS PLAY® method, not because they have been appointed by the LEGO Company, but because they historically developed the training programs and for a period of 10 years until 2010 ran the global facilitator training programs on behalf of the LEGO Company.

Q: If there are no LEGO appointed master trainers how can some claim to be Master Trainers appointed by the LEGO Company?

A: The title Master Trainer is not an officially protected title. In the Association we understand master trainers as the trainers who can train other trainers, but others may define it differently.

The historical facts are that in the LEGO SERIOUS PLAY setup BEFORE 2010 in addition to Robert and Per very few people had been trained as Trainers of Facilitators. A few back in 2002 and 2005 as a pilot project, which never materialized. In 2010 Jacqueline Lloyd Smith and Denise Meyerson were trained as Trainers of Facilitators. They were trained and supervised by Per and Robert. The plan was to complete their training in 2011 and for all four to form a Training Advisory Board, which would be advising LEGO, and the members of this board would all have an official title endorsed by LEGO. However, as described above nothing of this materialized, because LEGO changed the distribution. Therefore neither has any official LEGO status today.

Q: Who can offer facilitator training in the LSP method version 1.0 today?

A: As long as they stay within the scope of the Creative Commons License, obey with the LEGO Company's trademark guidelines for LSP and respect others IP and copyrights anyone can offer facilitator training in the LSP method version 1.0.

Q: Who can offer facilitator training in the LSP method both version 1.0 and 2.0 today?

A: Facilitator training in the full scope of LSP (version 1.0 and 2.0) can only be offered by a trainer authorized by the Association of Master Trainers. The list of authorized trainers can be viewed at www.seriousplay.training. The reason for this is that the version 2.0 includes IP and copyrights (the 4 steps core process and 7 application techniques) belonging only to the Association of Master Trainers. This content is not part of the Creative Commons License.

Q: When there is no official facilitator-training program, how can I compare the different offerings?

A: That is a challenge. Our advice is to check if a trainer authorized by the Association of Master Trainers offers the session. If that is the case you will get a training, documentation and on-going support that is a result of 14 years of experience training people in the use of the LSP method. And the content will cover all aspects of the LSP method as briefly described in "Building a Better Business Using the LEGO SERIOUS PLAY Method" by Per Kristiansen and Robert Rasmussen.

If you are considering one of the other facilitator training programs our advice is to study the content offered and the background experience of the trainer. And if possible talk to someone, who has completed one of these programs.

Q: What qualifies a trainer to offer facilitator-training programs in the LSP method version 2.0?

A: Trainers authorized by the Association of Master Trainers have all gone through 3 – 4 years "apprenticeship style" training starting after minimum 2 years of proven end-user deliveries. They are continuously being supervised and monitored for quality.

Regarding the qualifications of the trainers offering facilitator-training programs in content allowed under the Creative Commons License there are no general standards. Either Per Kristiansen or Robert Rasmussen trained most of the people offering the version 1.0 facilitator-trainings before 2010. Others are self-proclaimed experts