

Welcome: Teamwork & Leadership

KTSofSkills - Soft Skills for Knowledge Transfer
Project n. 2022-1-IT02-KA220-HED-000089663



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By the end of this session, you will be able to...

Apply situational leadership approaches to guide diverse stakeholders toward shared knowledge transfer goals.

Analyze how different leadership styles and Fiedler's Contingency Model apply to various knowledge transfer scenarios.

Apply Herzberg's Two-Factor Theory to design motivation strategies tailored for professionals involved in research, innovation, and commercialization.

Create a goal-setting framework using the "Why-How-What" model to align diverse team members around shared project outcomes.

Let's play!

Telephone Pictionary





1. Start with a Sentence: Each player writes a sentence or phrase at the top of a sheet of paper.
2. Pass and Draw: Pass the paper to the next player, who reads the sentence and draws a picture representing it.
3. Fold and Pass: Fold the paper to hide the original sentence, showing only the drawing, and pass it to the next player.
4. Guess the Drawing: The new player writes a sentence describing the drawing.
5. Repeat: Continue alternating between drawing and writing, folding the paper each time to conceal previous entries, until it returns to the original player.
6. Reveal: Unfold the papers to reveal the transformation from the original sentence through the series of drawings and interpretations.

Agenda

Time	Topic	
30 min	Introduction & Icebreaker Game	Group Exercise
30 min	Theories on teamwork, leadership and motivation	Mini-lecture & Q&A
15 min	Break	
30 min	Simulation Preparation	Group Activity
45 min	"From Lab to Market" Simulation	Role Play Activity
45 min	Debriefing	Group Discussion
15 min	Wrap up	Group Discussion

What is *teamwork*?

In general

Teamwork is working collaboratively to achieve a particular goal

More specifically

Teamwork refers to the *coordinated effort* of a group of individuals working collaboratively toward a *shared goal*, where each member contributes *complementary skills*, participates in *mutual support*, responsibility, and *decision-making* to achieve *collective goals* more effectively than individuals working alone

Effective *teamwork*

Contextual factors

Resources
Leadership style
Trust

Composition factors

Personalities
Roles
Diversity
Preferences

Process factors

Clear objectives
Common goals
Conflict management

Leadership



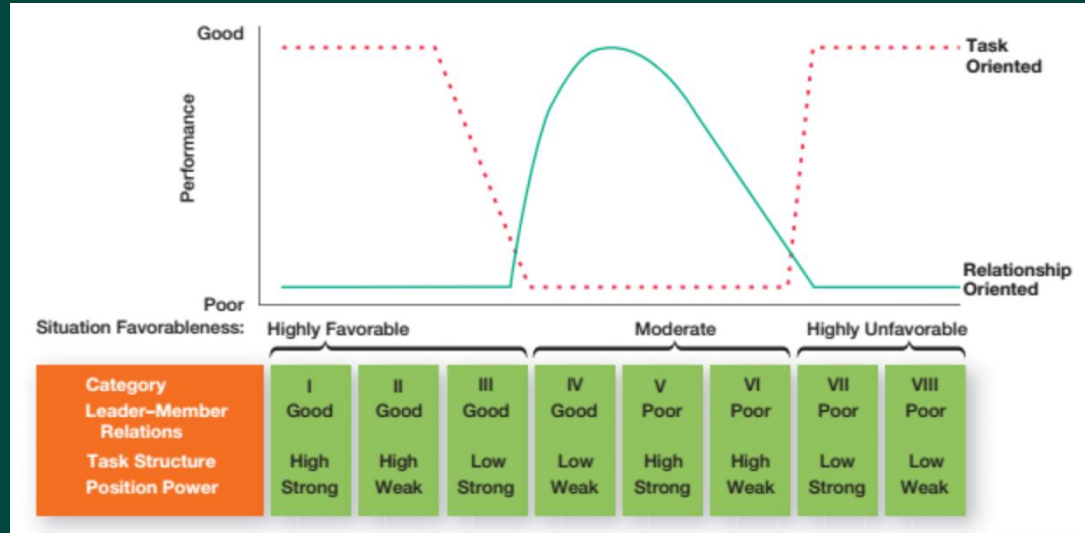
Leadership is the ability to influence a group toward the achievement of an idea, a vision, or a set of goals

Leadership style

Contingency theories say that leadership styles comes from

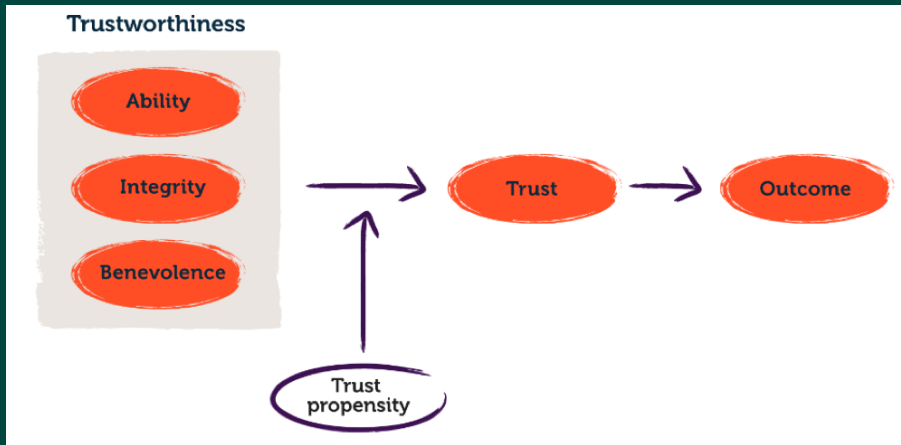
- personal
- behavioral
- contextual dimensions

Fiedler model



The effectiveness of a *task-oriented* vs *relationship-oriented* leadership styles depends on the favorableness of the situation. A leadership style is not effective in every context/situation.

Building trust within teams



Integrity

- Refers to truthfulness and honesty.
- It also concerns the consistency between words and actions.

Benevolence

- When the trusted person cares about others' interests, even if they do not align with their own.

Ability

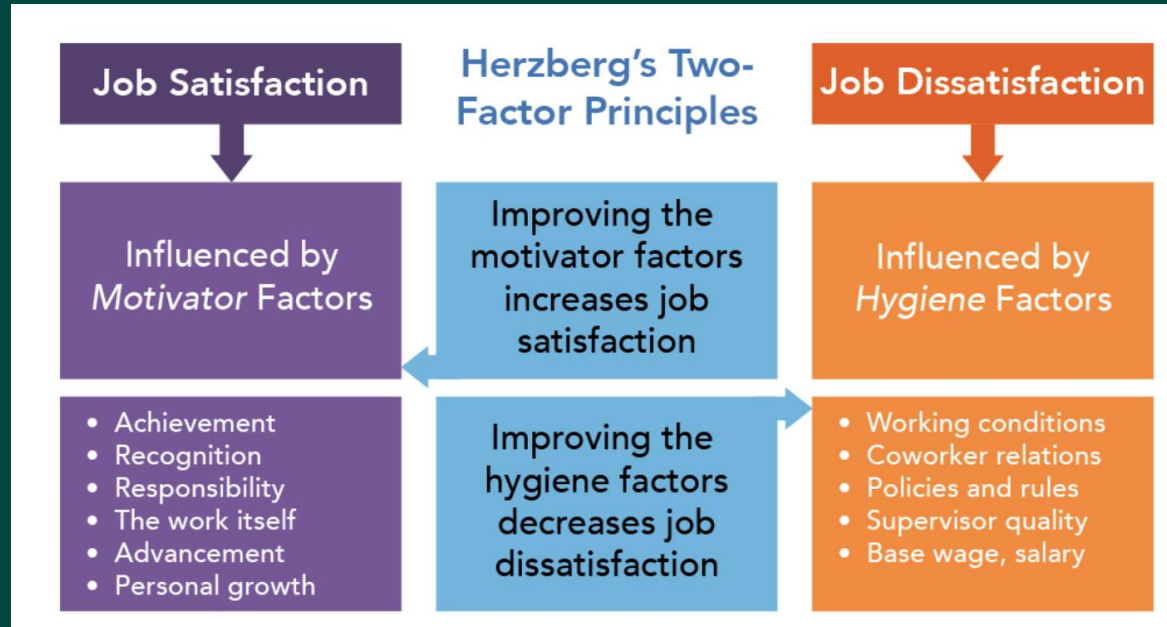
- Refers to an individual's technical and interpersonal skills.
- At the core of trust lies the belief that the trusted person can get the job done thanks to their competencies.

Supporting motivation within teams

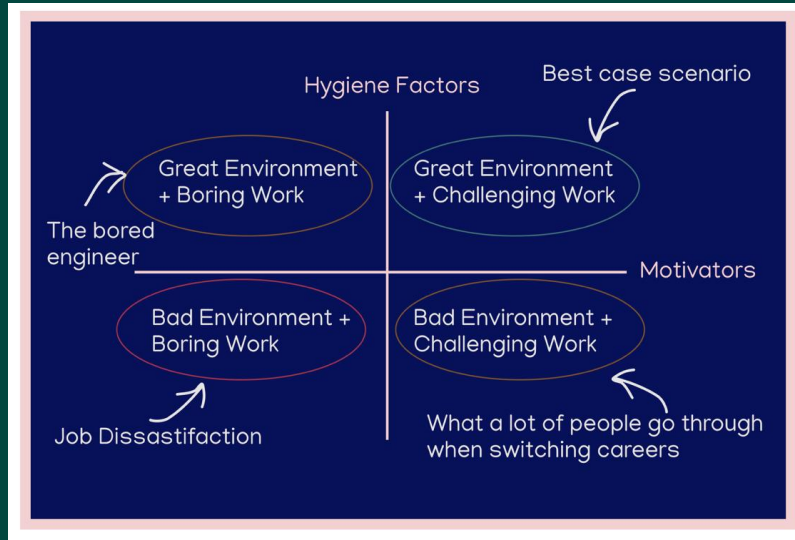
Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work



Motivation: Herzberg's theory



Motivation: Herzberg's Two-Factor theory



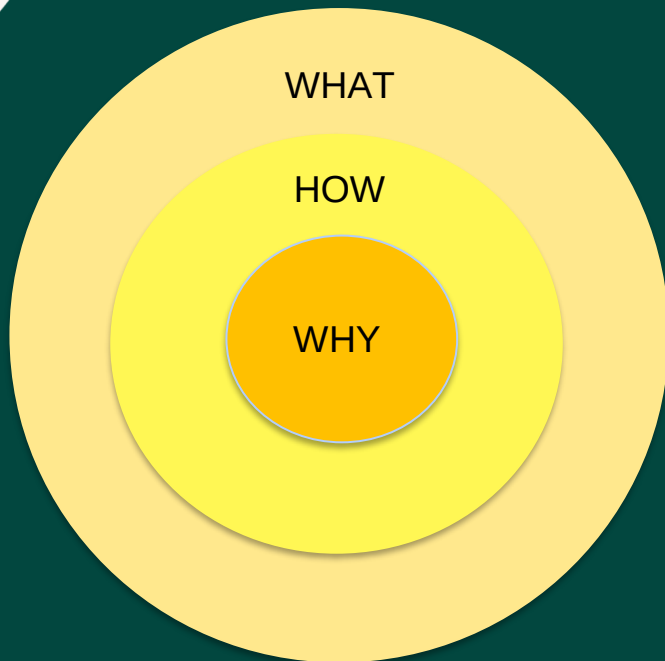
Step 1: Reducing dissatisfaction

- simple organizational rules
- effective supervision and supportive procedures
- culture of respect
- appropriate salary levels
- well-defined roles and tasks

Step 2: Increasing motivation

- opportunities for achievement
- recognition of work results
- rewarding and challenging goals
- accountability
- opportunities for growth
- training and development plans

Clarity in Goals setting



The inspired leaders and the inspired organization, all think, act and communicate from the inside out...

It is exactly the opposite of what we usually see!

People don't buy what you do, People buy WHY you do it!

Every single person knows what they do.
Some know how they do it.
But very, very few people or organizations know WHY they do what they do!

Time for a simulation!

- | | |
|--------|---|
| 30 min | Preparation: Reading confidential briefs of your role |
| 45 min | Simulation: Internal Alignment Meeting |
| 45 min | Debriefing |

Just to keep in mind...

Make sure you understand all the details of your role. Feel free to ask if you have any questions.

Never break your role in the simulation. It's the only way to fail this exercise. Take the simulation seriously.

Analysis of the simulation

Issue	Researcher	Knowledge Transfer Officer	University Lawyer	Business Development Lead
Licensing vs. Spin-off Pathway	✓ Favors licensing ; wants to stay in academia.	⚠ Neutral; wants clear criteria and alignment.	✓ Favors licensing to reduce legal exposure.	✗ Favors spin-off for control and value capture.
Timing of Publication vs. IP Protection	✗ Wants to publish now; IP can wait.	⚠ Suggests provisional patent first; seeks compromise.	✓ IP must come first; no exceptions.	⚠ Fast IP filing, but avoid blocking communication.
Approach to Industry Engagement	✗ Reluctant to approach industry before validation.	✓ Proposes phased, NDA-backed outreach.	⚠ Allows contact, but only under legal agreements .	✓ Pushes for immediate outreach.



Debriefing

- How did it go?
- Did you agree on all issues?
- Are you happy with the results?
- Any challenges or difficulties?
- How about emotions?
- Do you do similar meetings?

Situational Leadership in Knowledge Transfer

- Developed by Hersey and Blanchard
- Leadership effectiveness depends on the situation, not a fixed style
- Leaders adjust style based on follower readiness (ability and willingness)



Leading Without Authority – What Does It Mean?

Definition: Influencing others without formal power or direct control over resources or decisions.

Why it matters in KT:

KT professionals coordinate across academia, business, and legal units. Leadership is based on trust, credibility, and collaboration, not position.

Leading Without Authority – What Does It Mean?

Build trust through transparency and reliability

Create alignment by clarifying shared goals (Why-How-What)

Leverage relationships to foster mutual understanding

Use persuasion and active listening instead of directives

Thank you!



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Teamwork & Leadership Teaching Toolkit

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Additional Print Out Materials (Not in this document)

-  Confidential Briefs for Teamwork Role-Play - From Lab to Market Alignment Meeting
- Slides - Teamwork and Leadership Module

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Teamwork & Leadership Syllabus

Duration: Approx. 4 hours

This course introduces the concepts of teamworking and leading teams, which are key aspects of organizational and collaborative success. The principles and practices fundamental to building and leading effective teams in dynamic settings will be analysed. The conditions under which teams thrive and the factors that can hinder collaboration will be considered. The participants will gain an understanding of team dynamics, while also examining the critical behaviour and leadership styles that foster collaboration, trust, accountability, and team performance. Participants will reflect on their own team leadership experiences and develop actionable strategies to enhance team cohesion and outcomes. Real-world cases, interactive exercises, and peer feedback will provide a hands-on approach to strengthening teamwork effectiveness and team leadership capabilities.

The focus on knowledge transfer ensures that learners will be able to apply teamworking and leadership strategies and approaches in their professional knowledge transfer activities, in interactions with a range of varying stakeholders: researchers, business partners and peers.

Intended Learning Outcomes (ILOs)

General objective

Strengthen professionals' ability to build, manage, and inspire effective teams. In fast-paced and complex organizational environments, team leadership is a critical capability, and teamwork is a key asset to achieve competitive and successful outcomes.

Specific ILOs

- ILO-1: Apply situational leadership approaches to guide diverse stakeholders—such as internal team, researchers, industry partners, and legal teams—toward shared knowledge transfer goals.

- ILO-2: Analyze how different leadership styles and Fiedler's Contingency Model apply to various knowledge transfer scenarios to enhance team effectiveness.
- ILO-3: Apply Herzberg's Two-Factor Theory to design motivation strategies tailored for professionals involved in research, innovation, and commercialization.
- ILO-4: Create a goal-setting framework using the "Why-How-What" model to align diverse team members around shared project outcomes in a knowledge transfer context.

Methods & Materials

Teaching Method(s)

- Group discussions & peer feedback
- Role-playing simulations
- Frontal Lecture

Required Learning Materials (during-course)

- Course slides
- Confidential Briefs for the Role-play exercise

Additional Learning Materials

- Fiedler, (1993). "The contingency model: New directions for leadership utilization". In Michael T. Matteson and John M. Ivancevich Eds. Management and Organizational Behavior Classics.
- Book by Paul Hersey: "The Situational Leader"
- Book by Simon Sinek: "Start with Why: How Great Leaders Inspire Everyone to Take Action"
- TED Talk by Simon Sinek:
https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

Lesson Plan

30 min	Introduction & Icebreaker - Trainer introduces the session objectives and participants play an icebreaker game called "Pictionary Game". Telephone Pictionary: Participants pair up. One person describes a simple drawing (e.g., a house, a tree, or a shape) without showing it, while the other person tries to recreate it based only on the verbal description. Afterward, they compare drawings and discuss what helped or hindered understanding. Objective: Demonstrates the importance of clarity, active listening, and effective verbal communication in knowledge transfer. <i>Instructions for the trainer</i>	Group discussion
30 min	Theories on teamwork, leadership and motivation <i>More information on course slides</i>	Mini-lecture & Q&A
15 min	Break	-
75 min	Guided Role-Play - Participants participate in a role-play simulation focusing on internal dynamics of knowledge transfer processes, applying learned concepts. • Preparation 30 - 40 min • Negotiation 35 - 45 min  Confidential Briefs for Teamwork Role-Play.docx More information for trainers: <i>Trainer Instructions - From Lab to Market Alignment Meeting</i>	Structured role-play
45 min	Debriefing & Discussion - Trainer and peers provide feedback on negotiation effectiveness.	Peer feedback

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FOR KNOWLEDGE TRANSFER

	<i>More information for trainers: Trainer Instructions - From Lab to Market Alignment Meeting</i>	
15 min	(Optional) Action Planning & Closing - Participants create action plans to apply teamwork and leadership skills in real-life situations.	Personal reflection

Trainer Instructions: How to run the “From Lab to Market” roleplaying exercise

Before the Session

- ☐ Read all the materials
 - ☐ Confidential Briefs (4 Roles)
 - ☐ Trainer Introduction to Role-Play Exercise (below in this document)
 - ☐ Slides
- ☐ Print out confidential briefs for the class
- ☐ Set up the room
 - Ideally, arrange separate spaces for each group.
 - Make sure participants keep track of time

During the Session

Introduction (5 minutes)

Explain the purpose of the simulation (e.g., applying communication strategies, managing tension).

Preparation (30 minutes)

Give confidential briefs to each participant. If the number of participants is different than 4 people you have 2 alternatives:

- Make groups of 5 people: 2 people will have the same role
- Make groups of 3 people: the group won't have the Lawyer or Business Development Lead

Emphasize the importance of active engagement, confidentiality, and staying in a role. Participants should not disclose their confidential briefs to others. They can ask you questions if needed.

Simulation (40 minutes)

- Clarify the simulation time.
- Let participants engage freely without interruption.
- Walk around, observe dynamics, but avoid intervening unless needed.
- If necessary, give a 5-minute warning before time is up.

Debriefing

Introduction (5 minutes)

- Show the summary table (Slide 18: Analysis of the Simulation)
- Give participants feedback
- Show the debriefing questions (Slide 19) to initiate further discussions

Trainer Introduction to Role-Play Exercise: From Lab to Market Alignment Meeting

The university recently secured a promising research outcome in the field of biomedical diagnostics. A prototype device developed in the lab has shown strong potential for market application. However, there is a need to align internal stakeholders before proceeding with external partnerships, IP protection, and possible spin-off discussions.

An alignment meeting is called by the **Knowledge Transfer Officer (KTO)** to:

1. Clarify the next steps for valorisation,
2. Address diverging priorities and risk perceptions,
3. Prevent potential bottlenecks in the commercialisation path.

The meeting brings together:

- **Researcher (Dr. Marjo Rossi)** – is concerned about publishing the findings quickly for academic impact and needs short-term research funding.
- **Knowledge Transfer Officer** – mediator between academic, legal, and commercial sides; aims for balanced progress and clear agreements.
- **University Lawyer** – focused on legal risk, institutional liability, and cautious progress; wants full due diligence.

- **Business Development Lead** – aims to fast-track industry interest and external partnerships, prefers a practical approach that embraces some calculated risk.

3 Key Issues to Be Discussed

Issue	Researcher	Knowledge Transfer Officer	University Lawyer	Business Development Lead
Licensing vs. Spin-off Pathway	☑ Favors licensing ; wants to stay in academia.	⚠ Neutral; wants clear criteria and alignment.	☑ Favors licensing to reduce legal exposure.	✗ Favors spin-off for control and value capture.
Timing of Publication vs. IP Protection	✗ Wants to publish now; IP can wait.	⚠ Suggests provisional patent first; seeks compromise.	☑ IP must come first; no exceptions.	⚠ Fast IP filing, but avoid blocking communication.
Approach to Industry Engagement	✗ Reluctant to approach industry before validation.	☑ Proposes phased, NDA-backed outreach.	⚠ Allows contact, but only under legal agreements .	☑ Pushes for immediate outreach.

1. Licensing vs. Spin-off Pathway

Core Dilemma:

The team must decide on a commercialization route:

- **Licensing** the technology to an established company, or
- Creating a **university-affiliated spin-off** to develop and market it independently.

Considerations:

- **Licensing** involves less operational burden for the university and the researcher, faster revenue if a partner is found, but **less control** over how the technology is developed or used.

- **Spin-off** creation may offer greater **long-term value and control**, but requires a founding team, funding, and acceptance of **higher risk and legal complexity**.

Tensions:

- The **Researcher** prefers to focus on science and publishing, not business.
- The **Business Development Lead** may see a spin-off as more agile and potentially lucrative.
- The **Lawyer** will flag risk, liability, and regulatory compliance issues that are more demanding in spin-offs.
- The **KTO** needs to balance short-term feasibility and long-term impact, often mediating between competing priorities.

2. Timing of Publication vs. IP Protection

Core Dilemma:

Researcher wants to publish her breakthrough findings quickly to support her academic track record and secure new research funding. However, premature publication may **invalidate patent rights** and reduce commercial potential.

Considerations:

- Public disclosure before patent filing can result in **loss of novelty**, especially in jurisdictions with strict "absolute novelty" rules.
- A **provisional patent** can be filed quickly to create a placeholder and enable publication.
- Coordination between academic timelines and patent strategy is essential to avoid **lost opportunity or conflict**.

Tensions:

- The **Researcher** is under pressure to publish and gain recognition.
- The **Lawyer** wants airtight IP protection and warns against any public presentation or publication.
- The **BD Lead** supports quick IP action but also wants to maintain **commercial visibility**.
- The **KTO** tries to find middle ground by offering a rapid provisional filing path and reviewing drafts before submission.

3. Approach to Industry Engagement

Core Dilemma:

There is pressure to begin speaking with external companies, investors, and accelerators. However, early discussions can pose **legal risks** and lead to **misaligned expectations** if not carefully managed.

Considerations:

- Engaging industry early can lead to **co-development opportunities**, feedback on commercial feasibility, and investment interest.
- Without NDAs or clear IP rights, discussions can inadvertently disclose confidential information or trigger **ownership disputes**.
- Some researchers fear **loss of academic independence** or misuse of their ideas.

Tensions:

- The **BD Lead** wants to act fast to secure market interest and funding.
- The **Lawyer** demands **strict protocols and legal review** before any outreach.
- The **Researcher** is ambivalent, wanting recognition but wary of losing control.
- The **KTO** must define **safe engagement channels**, facilitate NDA templates, and ensure all parties are aligned on the purpose and limits of initial contact.

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Confidential Brief – Researcher

You are a biomedical researcher and the principal investigator of the university lab that developed a promising diagnostic prototype. Your lab produced strong experimental results that are ready to be published in a high-impact journal. Your focus is on academic excellence, visibility, and continued funding for your lab.

Meeting Context

You've been invited to a team alignment meeting organized by the Knowledge Transfer Office (KTO). The goal is to align key internal stakeholders (yourself, KTO, University Lawyer, and Business Development Lead) on the next steps for valorisation of your research discovery.

While you support the idea of creating societal impact, you are wary of being pulled into commercial and legal complexities that might delay your publication, reduce your academic ownership, or derail your lab research agenda.

You want to ensure your voice is heard and that your academic priorities are respected as plans for intellectual property (IP) and commercialization unfold.

Detailed Information on Key Issues

Licensing vs. Spin-off Pathway

The university wants to explore whether to **license** your technology to an existing company or to **form a spin-off** company based on your research.

- You are not interested in running a company or being heavily involved in business operations.
- You prefer a licensing route so that your lab can focus on further research and publishing follow-up results.
- You're concerned that forming a spin-off will require a large time commitment and expose you to risks you don't fully understand.

Your Goal: Push for a licensing-first approach, unless it is clearly shown that a spin-off would be handled by a professional team and your academic role will be preserved.

Timing of Publication vs. Intellectual Property (IP) Protection

You're ready to publish your findings in a leading journal within two weeks. However, the legal and tech transfer teams warn that public disclosure before patent filing may jeopardize future commercialization.

- Academic reputation and timely publication are your top priorities.
- You're up for tenure review soon and need this paper to boost your track record.
- Delaying the paper for months due to legal or patent concerns could harm your career and demotivate your team.
- You're open to filing a patent — but only if it doesn't interfere with the journal deadline.

Your Goal: Secure clear commitments for an expedited provisional patent filing process, allowing you to submit your paper on schedule.

Approach to Industry Engagement

The Business Development team wants to start talking to companies and investors. You are not opposed in principle, but you worry about losing control over your ideas or having your technology misrepresented.

- You want to avoid your work being pitched to companies without your input or understanding of the discussions.
- You fear being excluded from decision-making or having your reputation damaged by overpromises made to companies.
- You're also unsure about how industry contact might affect your publication, particularly if results are seen as premature.

Your Goal: Insist on being consulted before any outreach, and push for clear boundaries around what can and cannot be shared with companies. Propose a staged approach, where initial outreach is strictly exploratory and documented.



Confidential Brief – KTO

You are the Knowledge Transfer Officer (KTO) facilitating the alignment meeting. Your job is to ensure that university research with commercial potential is valorised effectively. You act as a bridge between the researcher, legal team, and business development (BD).

You're not expected to make final decisions but to build consensus and push forward a plan that aligns stakeholder interests and follows university guidelines.

Meeting Context

You are convening a high-stakes internal alignment meeting following a promising research breakthrough by a leading researcher in your university. The discovery has technical validation and commercial interest potential. However, tensions have emerged around how and when to move forward on key steps.

Your role is to create alignment — especially between the researcher's academic goals and the university's valorisation framework. You know each stakeholder has a different risk appetite and incentive structure.

You understand that the Researcher is focused on academic recognition, the Lawyer is risk-averse, and the BD Lead is pushing for commercial speed. You're the **middle ground**.

Detailed Information on Key Issues

Licensing vs. Spin-off Pathway

The team must decide how to bring the technology to market: license it to an existing company or create a spin-off.

- You're neutral but believe this decision must be made based on objective criteria, not personality or pressure.
- You've seen licensing deals fail or stall due to the difficulty of aligning the Researcher's vision with a company's strategic direction.
- There is a recent success with a spin-off company that KTO proudly presents. While recognizing higher risks, you know that the returns are much higher with spin-offs.

Your Goal: Advocate for a structured evaluation — look at market readiness, team willingness, tech maturity, and Intellectual Property (IP) strength before committing.

Timing of Publication vs. Intellectual Property (IP) Protection

The researcher wants to publish it within two weeks. However, IP law requires that patent applications be filed before public disclosure to preserve rights.

- You recognize the researcher's urgency and academic priorities.
- You also know that delaying a patent filing could cost the university potential licensing deals or spin-off value.
- You know that two weeks for a patent application can be very optimistic due to logistical bottlenecks: getting the invention disclosure, finalizing claims, coordinating with external patent counsel.

Your Goal: Propose a rapid provisional patent filing, while making sure that the researcher accepts not to publish before the patent application.

Approach to Industry Engagement

The Business Development team wants to begin discussions with potential partners and investors. The Researcher is hesitant, and the Lawyer is concerned about premature disclosure or legal missteps.

- You support early industry outreach, but only if it's well-managed and documented.
- You've seen cases where informal discussions led to IP disputes, expectation mismatches, or loss of control.
- You want to protect the university's position without slowing down momentum.

Your Goal: Make sure everybody knows what can and cannot be shared externally (with input from the lawyer and researcher) over the next 2 weeks.



Confidential Brief – University Lawyer

You are the University Lawyer responsible for managing legal risk, safeguarding Intellectual Property (IP), and ensuring that all actions taken around commercialization and communication of university-owned inventions are legally sound and policy-compliant. You represent the university's long-term interests and take a cautious stance when it comes to ownership, liability, and external commitments.

Meeting Context

You are participating in an alignment meeting with the Knowledge Transfer Officer (KTO), the Researcher, and the Business Development Lead. The meeting centers on next steps for a promising diagnostic technology developed in-house.

While others are focused on speed, momentum, or academic credit, your responsibility is to minimize exposure to legal, reputational, and financial risks. You are particularly alert to premature disclosure, unclear ownership structures, and any informal discussions that could bind the university unintentionally.

You are aware that others may find your approach overly conservative. Your role is to provide legal clarity, document everything, and slow things down when necessary to protect the institution.

Detailed Information on Key Issues

Licensing vs. Spin-off Pathway

The team must choose between licensing the technology to an established company or forming a new university-affiliated spin-off.

- Licensing is generally lower risk for the university. The license agreement can clearly define boundaries, royalties, and obligations.
- A spin-off introduces multiple legal complications such as:
 - Conflict of interest if the researcher is also a shareholder or director.
 - IP ownership ambiguities if research continues post-spin-off.
- Without a clear governance plan and operating agreement, a spin-off could create future disputes over rights, equity, and obligations.

Your Goal: Push for licensing as the preferred route unless there is a clear commitment for strong legal controls around spin-off formation.

Timing of Publication vs. Intellectual Property (IP) Protection

The researcher wants to publish it in two weeks. You are concerned that disclosing information before filing a patent could lead to irreversible loss of IP rights, especially in jurisdictions like Europe where grace periods do not apply. Considering the current logistical challenges, the minimum amount of required time to file a patent is 6 weeks. With that said, the process can be delayed to 8 to 12 weeks.

- A journal publication counts as public disclosure. If no patent has been filed, the invention may become unpatentable, jeopardizing the university's ability to license or spin off the technology.
- Rushed filings may lead to incomplete protection, but even that is better than none.
- The university has an obligation to secure its IP assets, especially if public funding is used.

Your Goal: Ensure that no publication, presentation, or informal disclosure happens until at least a provisional patent has been filed. You'd prefer to get a commitment of 12 weeks. Filing a patent in less than 8 weeks will negatively influence your workload. 6 weeks is your absolute minimum.

Approach to Industry Engagement

The Business Development Lead wants to begin conversations with potential investors and commercial partners. You believe such discussions should be treated with extreme caution to avoid exposing the university to legal and reputational risks.

- Industry conversations without proper Non-Disclosure Agreements (NDAs) in place may lead to loss of confidentiality, risking patentability. You can quickly draft an NDA in 2 days, but you prefer to have more time (e.g. 2 weeks).
- If third parties make assumptions about rights or access to technology, the university may face disputes, misalignment, or litigation down the line.
- Miscommunication about development timelines or claims could result in false expectations or damage to academic reputation.

Your Goal: Ensure that only non-sensitive information that is pre-approved by you and the researcher is shared with a company before NDAs are signed.

Confidential Brief – Business Development Team Lead

You are the Business Development (BD) Team Lead, responsible for identifying and executing commercialization opportunities for research outcomes with market potential. Your focus is on maximizing impact, attracting partners/investors, and ensuring the university captures economic and reputational value from its innovations. You are driven by results and often find yourself frustrated by slow internal processes and risk-averse mindsets.

Meeting Context

You are joining an alignment meeting with the Researcher (inventor), University Lawyer (legal counsel), and Knowledge Transfer Officer (KTO) to discuss the next steps for a novel diagnostic prototype recently developed by a university research team.

Technology has strong market potential, and you believe time is of the essence – competitors are active, and industry interest is heating up. Your objective is to accelerate decision-making, begin partnering discussions, and ensure this opportunity doesn't get lost in academic or legal back-and-forth.

Detailed Information on Key Issues

Licensing vs. Spin-off Pathway

The team needs to decide whether to license the technology to an existing company or launch a spin-off from the university.

- Licensing may lead to loss of control over the technology's future direction and limited financial upside, especially if the licensee under-invests in development.
- Diagnostic firms often demand exclusivity and low royalty rates, citing early-stage risk – a bad deal for the university.
- The tech is promising, and you believe a spin-off would allow larger returns.
- Recently, a spin-off company created a huge success in your university. Seeing such an incredible financial success makes spin-offs more attractive to you and to the university administration.

Your Goal: Push for a spin-off pathway as it keeps the university and researcher closer to value creation. You're willing to support the team with startup resources, funding connections, and early team recruitment.

Timing of Publication vs. Intellectual Property (IP) Protection

The Researcher is planning to publish soon, but Intellectual Property protection needs to be in place before public disclosure. You are less concerned about legal formalities and more focused on not missing commercial windows.

- You're worried that the IP process is too slow, and by the time the patent is filed, the market may shift, or competitors may catch up.
- You understand the legal risks, but you're frustrated by perfectionism in IP filings. You'd like to get IP protection as soon as possible to start industry engagement.

Your Goal: Support a fast-track IP strategy which doesn't have to be airtight. You want to focus on building a narrative for investors and business partners.

Approach to Industry Engagement

You want to start talking to potential industry partners and early-stage investors. The Lawyer is cautious; the Researcher is hesitant. You see delays as dangerous.

- You're worried that internal delays will cause the university to miss its chance to lead the market.
- You believe that early conversations are essential to gauge interest, validate the business case, and shape the development path.
- Legal's concern about Non-Disclosure Agreements (NDAs) and process is valid but often slows things significantly.

Your Goal: Begin targeted industry engagement immediately. You already have a shortlist of companies and VCs to approach. You're happy to work with the KTO on communication templates, but you don't want to wait for multi-week internal reviews.

Push for a lean outreach strategy — general non-confidential decks, concept summaries, and early feedback interviews.

You're confident that commercial traction will convince the university and researcher to move faster on spin-off formation or licensing terms.