

Welcome to KTP: Knowledge Transfer, Personally

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...

Analyze organizational paradoxes and tensions in knowledge transfer activities.

Explain how emotions influence individual and organizational outcomes.

Differentiate between fixed and growth mindsets.

Construct SMART goals that align with your career aspirations.

Develop a personal development plan to help you navigate in this program.

Agenda

Time	Topic	
30 min	Introduction & Icebreaker Game	Group Exercise
45 min	Paradoxes & tension	Role-play & Mini Lecture
15 min	Break	
20 min	Personal Development	Mini Lecture & Discussion
60 min	Creating a PDP	Individual & Group Work
10 min	Wrap up	Group Discussion



Let's get to know each other better!

Check out the list of questions in the next slide.

Pick up-to 3 questions to ask each other.

Be authentic!

- What books on your shelf are begging to be read?
- Which do you do more often: hum or whistle? Hum or whistle your answer.
- What's something you intended to do today, but didn't? Why not?
- What's the first thing that comes to mind when you hear the word "fun"?
- What's the best New Year's resolution you've ever made?

- What magic tricks do you know? Perform one now.
- What's your favorite item to cook? Why?
- Are you a hugger or a non-hugger? Why?
- Are you ever a high-maintenance person? Explain.
- Are you superstitious? Give an example.

Time for a role-play!

- | | |
|--------|---|
| 10 min | Preparation: Reading confidential briefs of your role |
| 10 min | Role-play: IP Commercialization Report |
| 25 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.

Remember, this is a role-playing exercise. We learn by experience.



Debriefing

- How did it go?
- Was it emotionally challenging?
- For TTO: How did you manage emotional tension?
- For Manager: Was it easy to trigger negative emotions?

The role of *emotions*

- Felt emotions are real and individual
- Displayed emotions are not innate; they are learned. These are the emotions the organization expects employees to show.

Displaying fake emotions requires suppressing real ones:

- **Surface acting** concerns the emotions that are displayed
- **Deep acting** concerns the emotions that are actually felt

Surface acting: hiding inner feelings and expressing emotions according to display rules (e.g., smiling at a customer even when you don't feel like it — that's surface acting)

Deep acting: modifying true inner feelings to align with emotional display rules (e.g., a healthcare worker feeling genuine empathy toward patients — that's deep acting)

Emotional labor

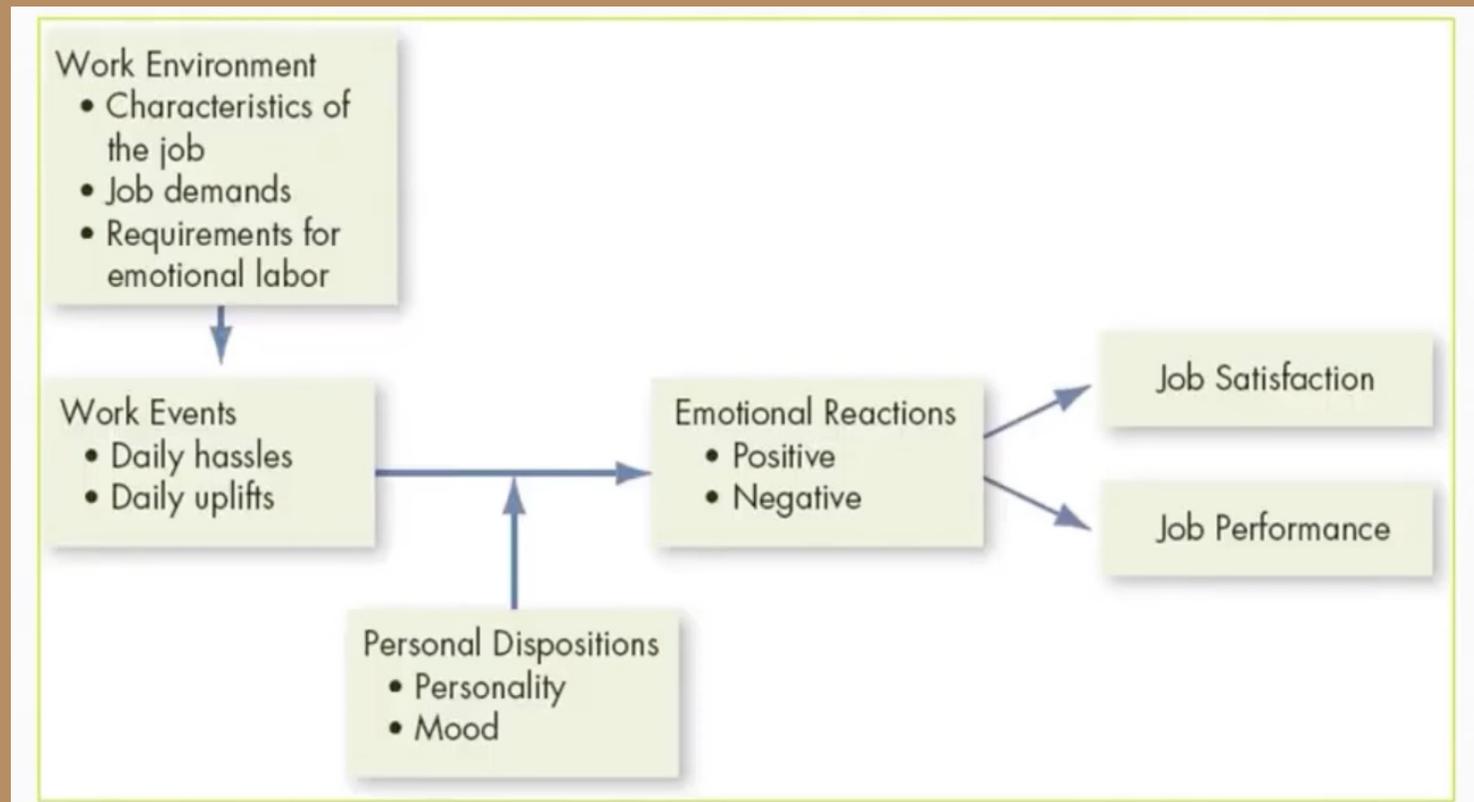
Learning how to manage personal and others' emotions requires development

The real challenge arises when you have to display one emotion while feeling another... **emotional dissonance!**

Emotional strain: The expression of emotions required by the organization during interpersonal interactions at work

Emotional labor: we expect flight attendants to be friendly, funeral directors to be somber, and doctors to be emotionally neutral...

Affective Events Theory



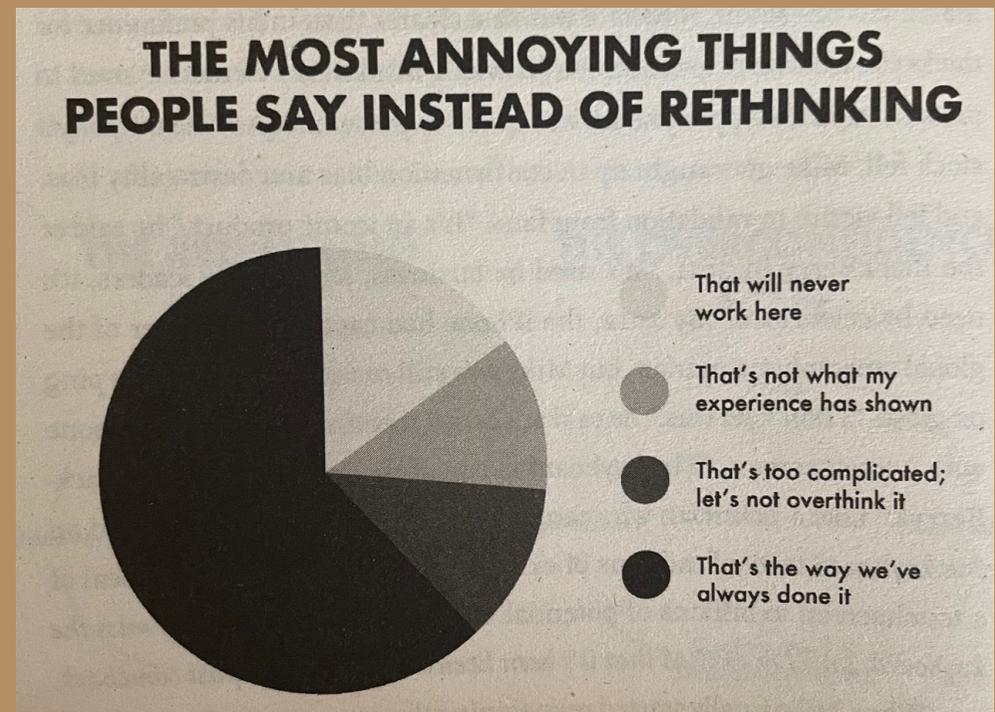
The art or re-thinking

We are often reluctant to the very idea of rethinking due to cognitive laziness

For convenience, we are anchored to our opinions and reject any message that contradicts them

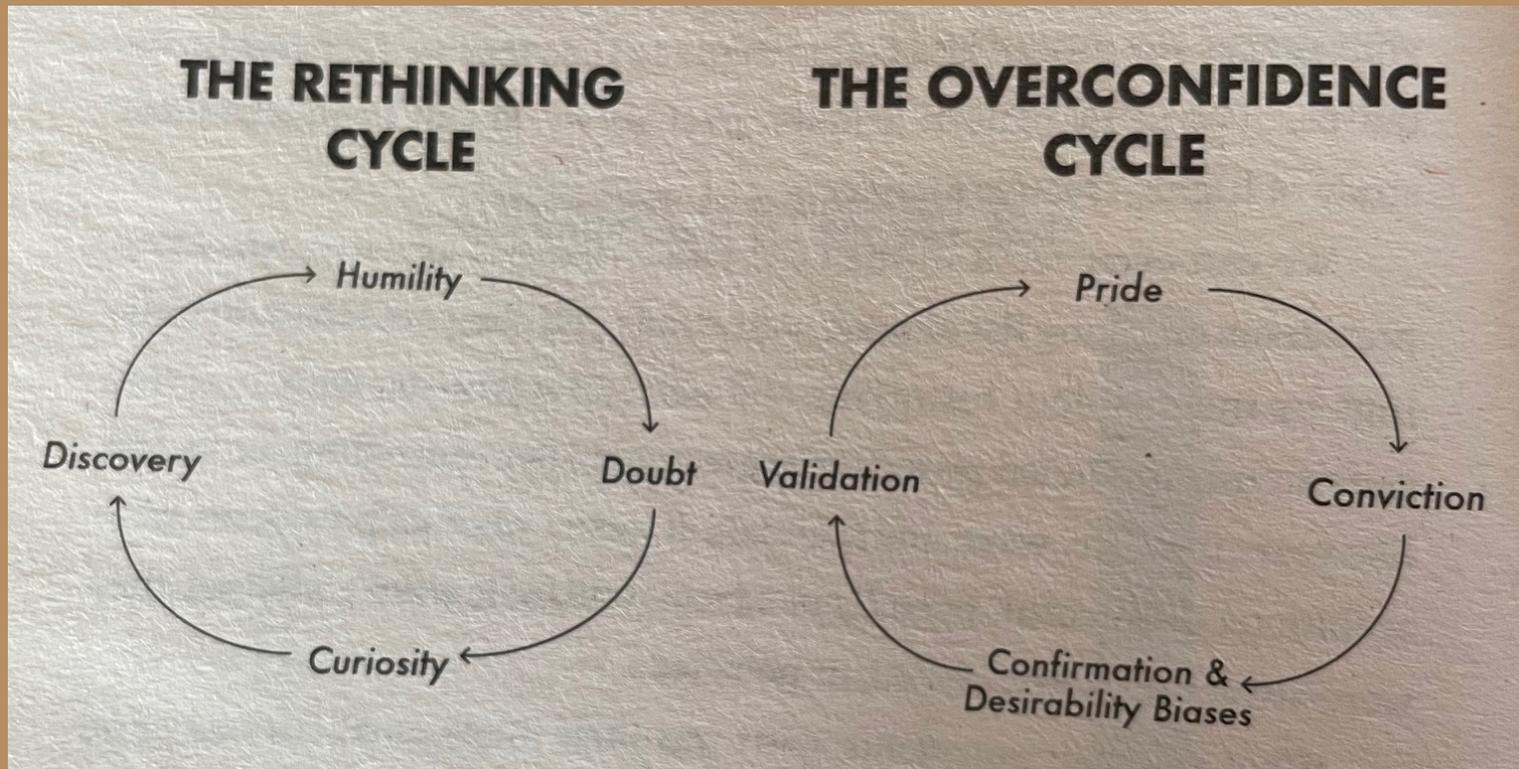
Sometimes this process is linked to the need to protect one's *identity*

However, any development starts from a changing process...



Source: Grant A., 2023

The re-thinking cycle



Source: Grant A., 2023

The “AND Mentality”

«We actively look for points of tension, many of which come naturally with size and complexity.

Do I take the lead or do I rely on others? Do we aim for short-term profitability or long-term sustainability? Do we seek social responsibility or minimise costs?

*My goal is to create an environment of positive energy that **values these friction points**»*



Polman, CEO Unilever

The “AND Mentality”

We used to clearly distinguish between complementary and opposing forces and place them in separate “boxes,” but the boundaries are starting to fade.

We tend to apply the Either/Or thinking for all kinds of challenges in our lives, from job decisions to personal ones...**picking one option implies excluding the other!**

Either/Or thinking can result in responses to dilemmas that are limited at best and detrimental at worst...

*What about engaging with opposing poles simultaneously?
Embracing tensions for development and more creative thinking?*

Fixed mindset vs growth mindset

Belief that abilities, intelligence, and skills are static and unchangeable. Individuals' skills are innate and stable and cannot be significantly developed or improved.

Fixed mindset usually leads to a fear of failure and avoidance of challenges.

Belief that abilities, intelligence, and skills can be developed through effort, training and perseverance.

Growth mindset embraces challenges, see effort as necessary path to master and view failures as learning opportunities.

SMART Goals

- **Specific**
- **Measurable**
- **Achievable**
- **Relevant**
- **Time-bound**

What exactly do you want to accomplish? Define it precisely.

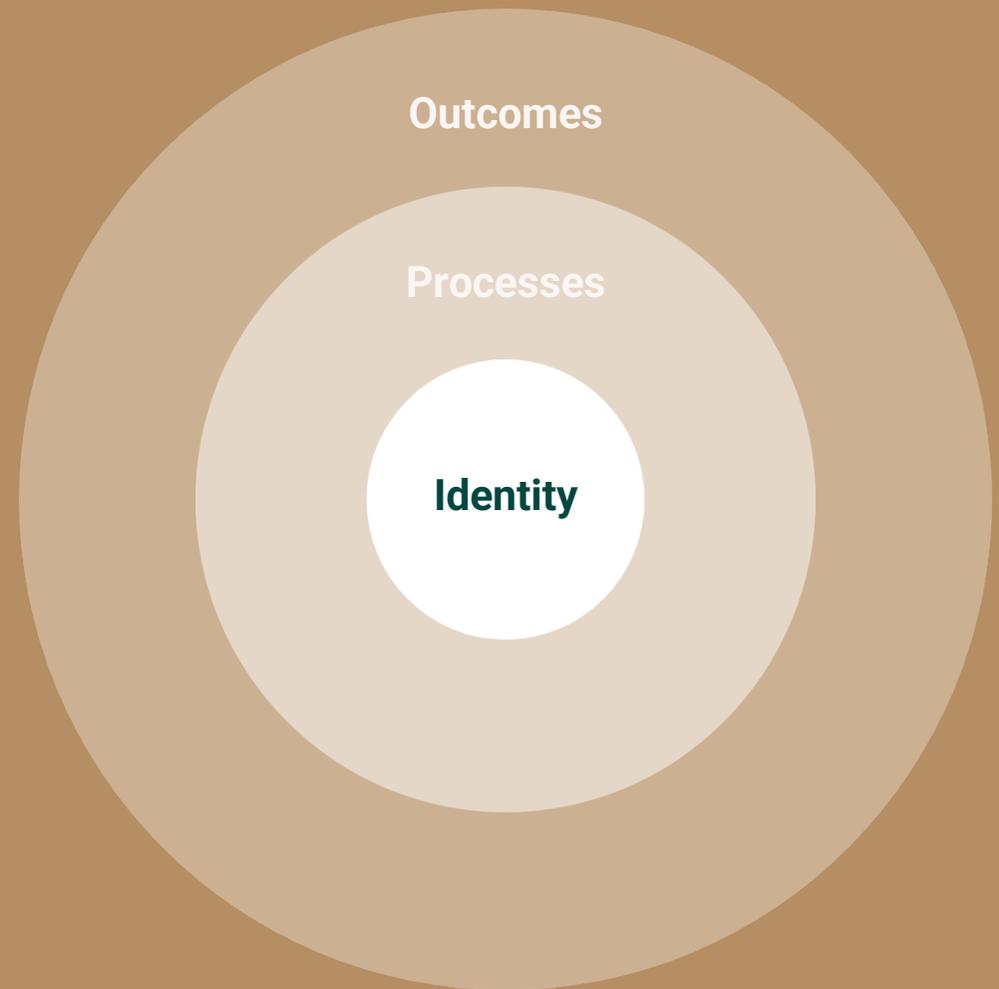
Measuring helps you see how far you've come and how much is left to go. If you can't measure progress, you can't clearly define what success looks like.

Achievable goals keep motivation high by offering a clear, realistic path forward.

Consider how the goal aligns with your larger purpose, your current needs and your strategic priorities.

Set a clear deadline or timeframe for your goal.

Design your growth: Your Personal Development Plan



Source: Atomic Habits

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3 Layers of Behavior Change

- Outcomes: What you get (e.g., publish 5 articles)
- Processes: What you do (e.g., write daily)
- Identity: What you believe (e.g., "I am a communicator")

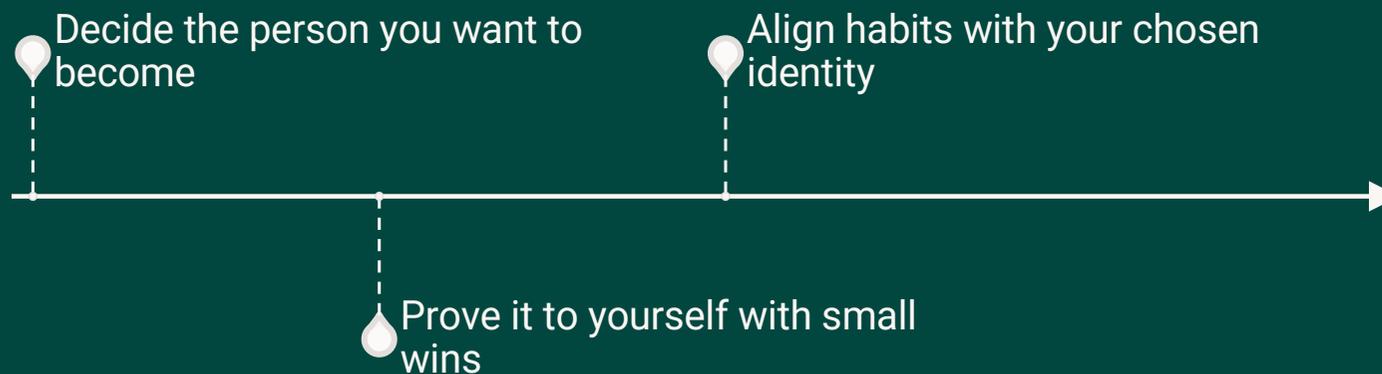
Traditional development plans focus on outcomes (e.g., "I want to lose weight")

Most effective change starts with: "Who do I want to become?"

Why identity matters?

- Habits are votes for your identity.
- Consistency reinforces who you are.
- Long-term change is rooted in who you believe yourself to be.

How to build habits?





Your Personal Journey as a KT Professional

Outcomes based: "I want to be more responsive to researchers' needs"

Processes based: "I am a proactive enabler of research success"

Identity shapes action: You act in alignment with who you believe you are

Let's work on our goals!

25 min Work on your personal development plan

15 min Give & receive feedback from your peers

Thank you!



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Additional Print Out Materials (Not in this document)

-  Confidential Briefs for Role-Play - Delayed Workflow
- Personal Learning Diary
- Personal Development Module - Slides

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KTP: Knowledge Transfer, Personally Syllabus

Duration: Approx. 3 hours

In the dynamic world of knowledge transfer, professionals sometimes lack the toolkit to pursue their personal development journey. This course is designed to help them understand their development goals and give them guidelines and tools to plan their personal development journey.

Participants will explore the role emotions play in organizational outcomes through the lens of Affective Events Theory, examining how emotional experiences influence individual performance and job satisfaction. The session includes a debrief and theoretical grounding on how people respond to emotions and paradoxical tensions in complex organizational environments – essential for navigating the emotionally charged terrain of innovation and change.

In the second part of the course, we shift focus to personal development. Participants will engage with the concepts of growth vs. fixed mindsets, and the value of setting SMART goals for long-term motivation and performance. As the final activity, each participant will be asked to create an early draft of their personal development plan.

Intended Learning Outcomes (ILOs)

General objective

This course aims to equip knowledge transfer professionals with the skills to navigate organizational paradoxes, understand and manage emotions in the workplace, and design a personalized development plan.

Specific ILOs

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- ILO-1: Analyze organizational paradoxes and tensions and propose strategies for effectively navigating them in complex knowledge transfer environments.
- ILO-2: Explain how emotions influence individual and organizational outcomes using the Affective Events Theory and evaluate ways to manage emotional responses.
- ILO-3: Differentiate between fixed and growth mindsets based on Carol Dweck's framework and assess their impact on professional learning and development.
- ILO-4: Construct SMART goals that align with individual career aspirations and justify their relevance to sustained performance and motivation.
- ILO-5: Develop a personal development plan incorporating habit-building principles and design identity-based strategies to reinforce professional growth.

Methods & Materials

Teaching Method(s)

- Group work and discussions
- Role-playing simulations
- Frontal Lecture

Required Learning Materials (during-course)

- Course slides
- Personal Development Plan
- Personal Learning Diary

Additional Learning Materials (post-course)

- "Atomic Habits: An Easy & Proven Way to Build Good Habits & Break Bad Ones" Book by James Clear

Lesson Plan

20 min	<p>Introduction & Icebreaker - Trainer introduces the session objectives and participants play an icebreaker game.</p> <p>In groups of 2-3 participants, they select a question to ask each other from an earlier provided list.</p>	Group discussion
40 min	<p>Short role-play: A quick internal team meeting with emotional triggers given as instructions.</p> <p>5 min. Introducing the exercise 10 min. Preparation 10 min. Role-play: IP Commercialization Report 15 min. Debriefing</p> <p> Confidential Briefs for Role-Play - Delayed Workflow</p>	Role-play activity
30 min	<p>Debrief & Theory on Emotions</p> <ul style="list-style-type: none"> • Ability to deal with paradoxical tensions and paradoxes in an organization • How people deal with emotions • Affect/impact of emotions to outcomes of an organization • Theory: Affective Events Theory 	Group debrief & Mini Lecture
15 min	Break	-
20 min	<ul style="list-style-type: none"> • Growth mindset vs fixed mindset (Carol Dweck) • SMART Goals – Importance of Goal Setting • Habit Building Ideas 	Mini lecture & Q&A
45 min	<p>Activity: Creating a Personal Development Plan</p> <ul style="list-style-type: none"> • Introduction of the template • Time to fill the template • Peer feedback session 	Group Activity

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	Peer Coaching Pairs Exchange plans and offer feedback using a guided form (“Is it SMART?”, “Does it align with your current context?”, etc.)	
10 min	Action Planning & Closing - Participants finalize their personal development plan they can use for the next modules and are given the Personal Development Diary to be used for the other modules.	Personal reflection

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PERSONAL DEVELOPMENT PLAN

Identity-Based Goals

Who do you want to become as a KT professional?
(e.g., an inspiring bridge builder between academia & industry)

What skills, qualities or behaviours define this identity?
(e.g., strategic thinking, socio-cultural communication, teamwork)

Key Habits to Build

What daily/weekly activities or habits help you become who you want to be?
(e.g., contacting investors, going to networking events, following up with the researchers)

Development Goals

Goal	Why It Matters?	SMART Details

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PERSONAL LEARNING DIARY

Module	What is the one personal lesson you want to remember from this module?	What will you change in your work based on what you learned?	How do you plan to measure of your success?
Context Awareness			
Networking			
Communication			
Socio-cultural skills			
Teamwork			
Problem Solving			
Negotiation			

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Confidential Brief - Technology Transfer Officer

You are a mid-level technology transfer officer responsible for a portfolio of IP cases. You value quality work and clear priorities.

But recently, you feel overwhelmed with too many high-priority tasks. For that reason, you couldn't finish the **IP commercialization report** that your manager asked you to send two days ago. Due to other urgent tasks, you plan to send the report in 2 days.

Your Objectives:

- Avoid submitting a rushed, low-quality commercialization report.
- Protect your reputation for reliability and quality.
- Make sure you have a constructive and positive communication style.

Your Position:

- The commercialization report is important but not urgent for external stakeholders.
- You're juggling:
 - A **founders' meeting** in two hours to prep a spin-off pitch.
 - A **contract negotiation** with a startup that is close to finalizing a license.
 - A **compliance deadline** for an EU grant report tomorrow morning.

Arguments to Use:

- The commercialization plan is an internal milestone. Delaying it by one day will not cause external damage.
- A poor-quality plan risks undermining the innovation's value and your credibility with the inventors.
- You're happy to work late tonight or early tomorrow if some workload can be reallocated.

Confidential Brief: Manager

You are a results-driven manager under pressure from upper administration to show progress on IP commercialization.

You are currently waiting for **an IP commercialization report** – to be prepared by one of your subordinates. The report should have been sent to you 2 days ago, but you didn't receive anything. You're trying to enforce deadlines more strictly to improve team accountability.

Your Objectives:

- Get the **commercialization report** submitted by **end of the day today**.
- Convey the importance of respecting internal deadlines.
- Ensure the officer understands team visibility and accountability expectations.

Your Position:

- The missed deliverable reflects poorly on the unit's credibility with leadership.
- You promised an external stakeholder an update based on the draft by tomorrow.
- This situation has a symbolic value. You want to make it clear that deadlines are very important.

Arguments to Use:

- You've already extended the deadline once; further delays risk making the team look unreliable.
- Other team members have managed competing priorities – this officer needs to improve time management.
- Offer to help reprioritize *after* today – but the plan must come first

For the sake of this role play, you are stressed out and you want your counterpart to know it. Some actions that you can use to trigger negative emotions: interrupting the conversation, using blaming language, or giving non-verbal clues (sighing, rolling eyes).