

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



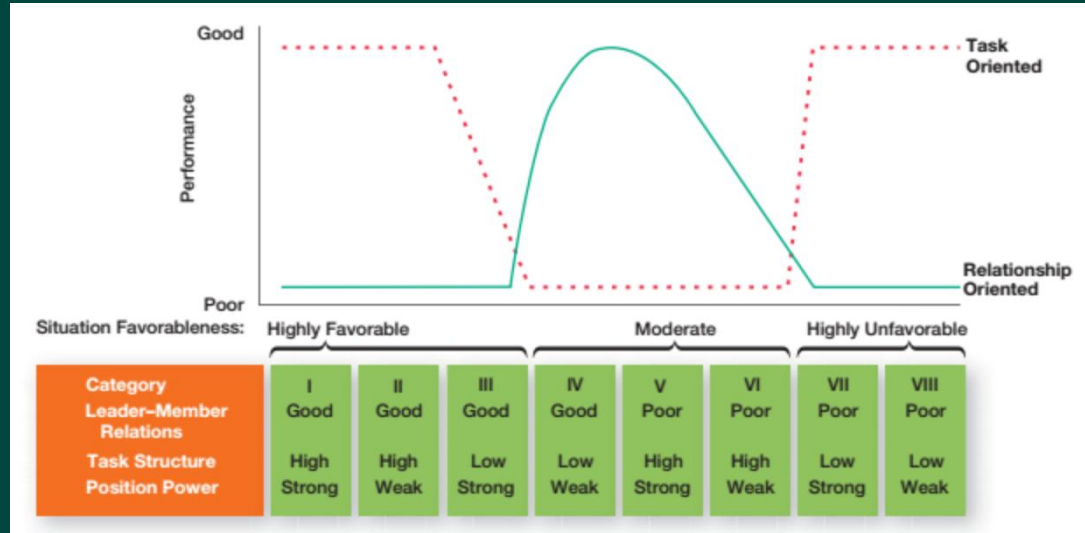
Leadership is the ability to influence a group toward the achievement of an idea, a vision, or a set of goals

Leadership style

Contingency theories say that leadership styles comes from

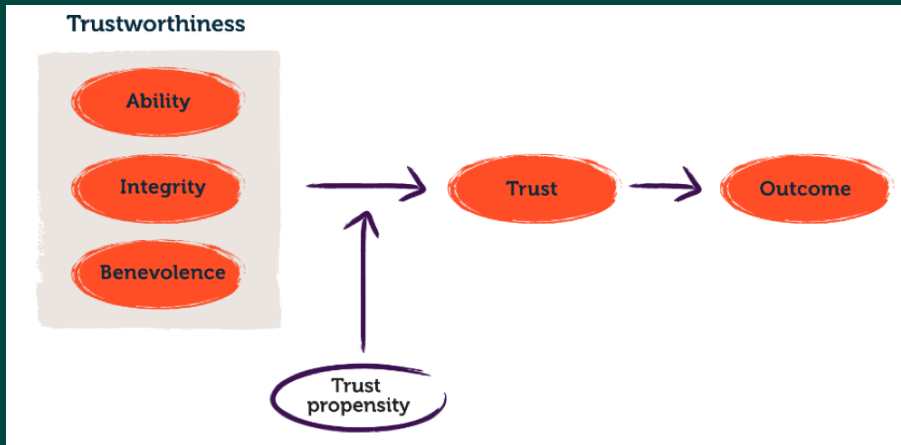
- personal
- behavioral
- contextual dimensions

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

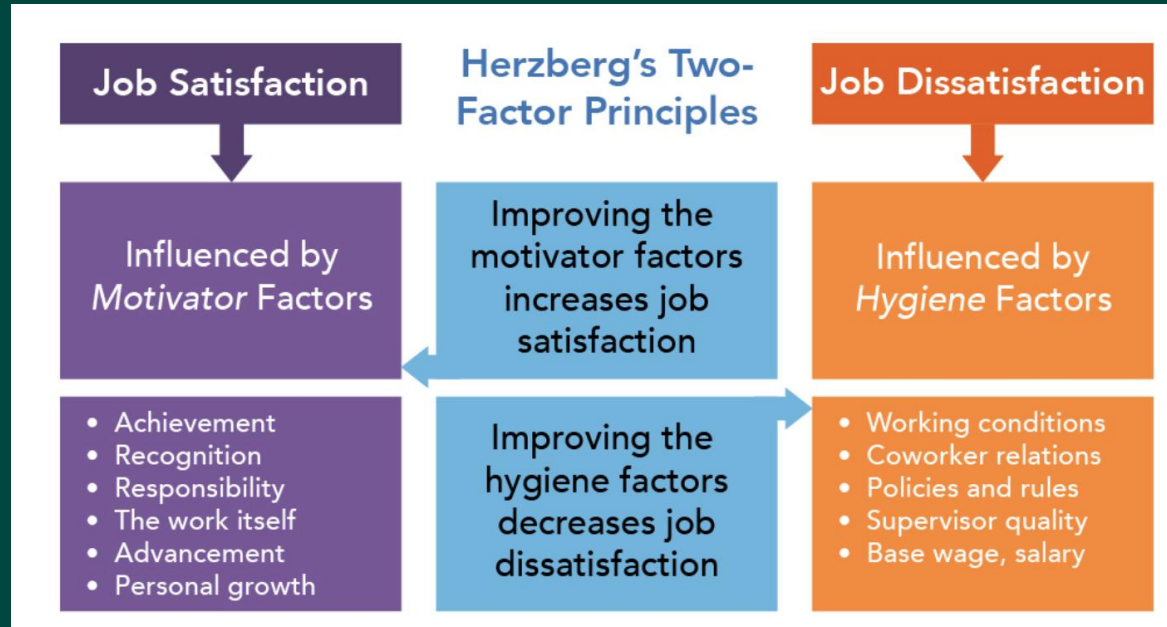
- Refers to an individual's technical and interpersonal skills.
- At the core of trust lies the belief that the trusted person can get the job done thanks to their competencies.

Supporting motivation within teams

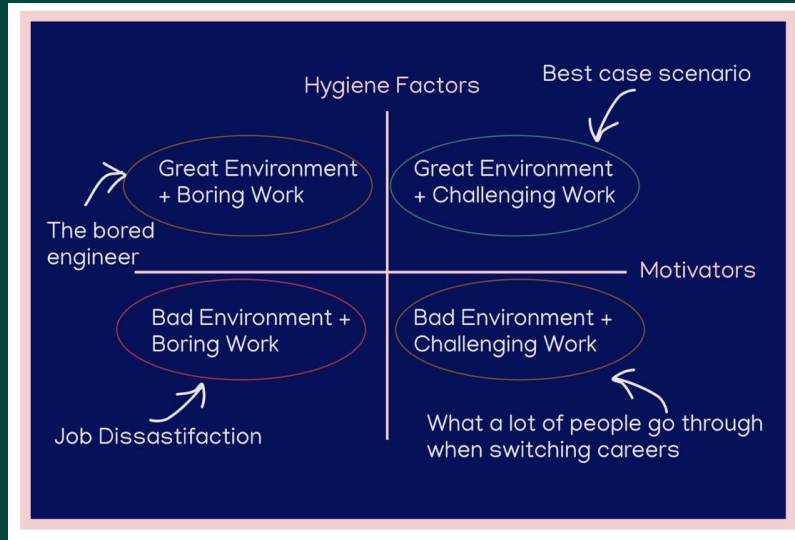
Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work



Motivation: Herzberg's theory



Motivation: Herzberg's Two-Factor theory



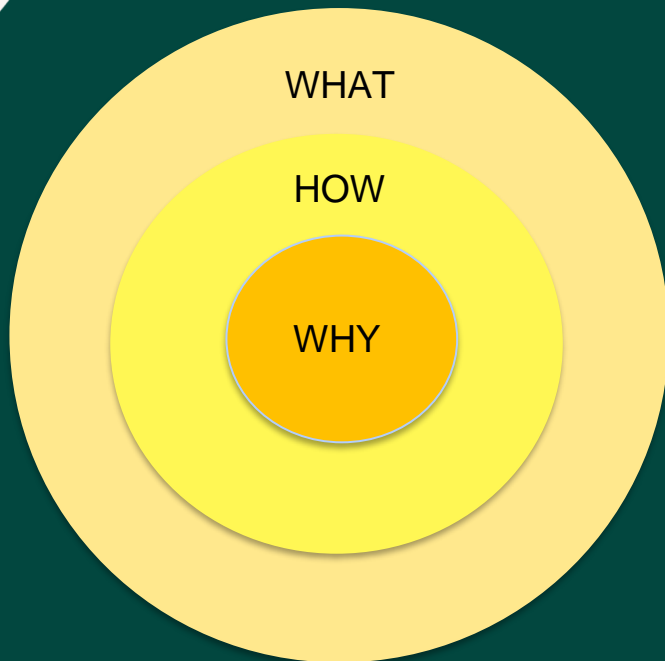
Step 1: Reducing dissatisfaction

- 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. |

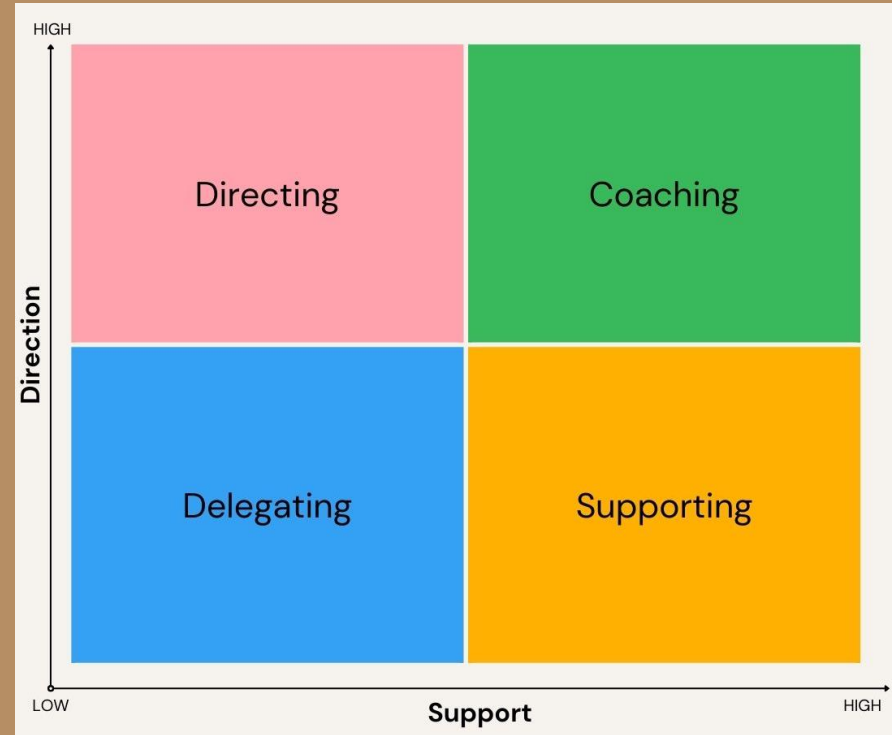


Debriefing

- 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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