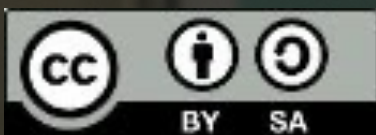
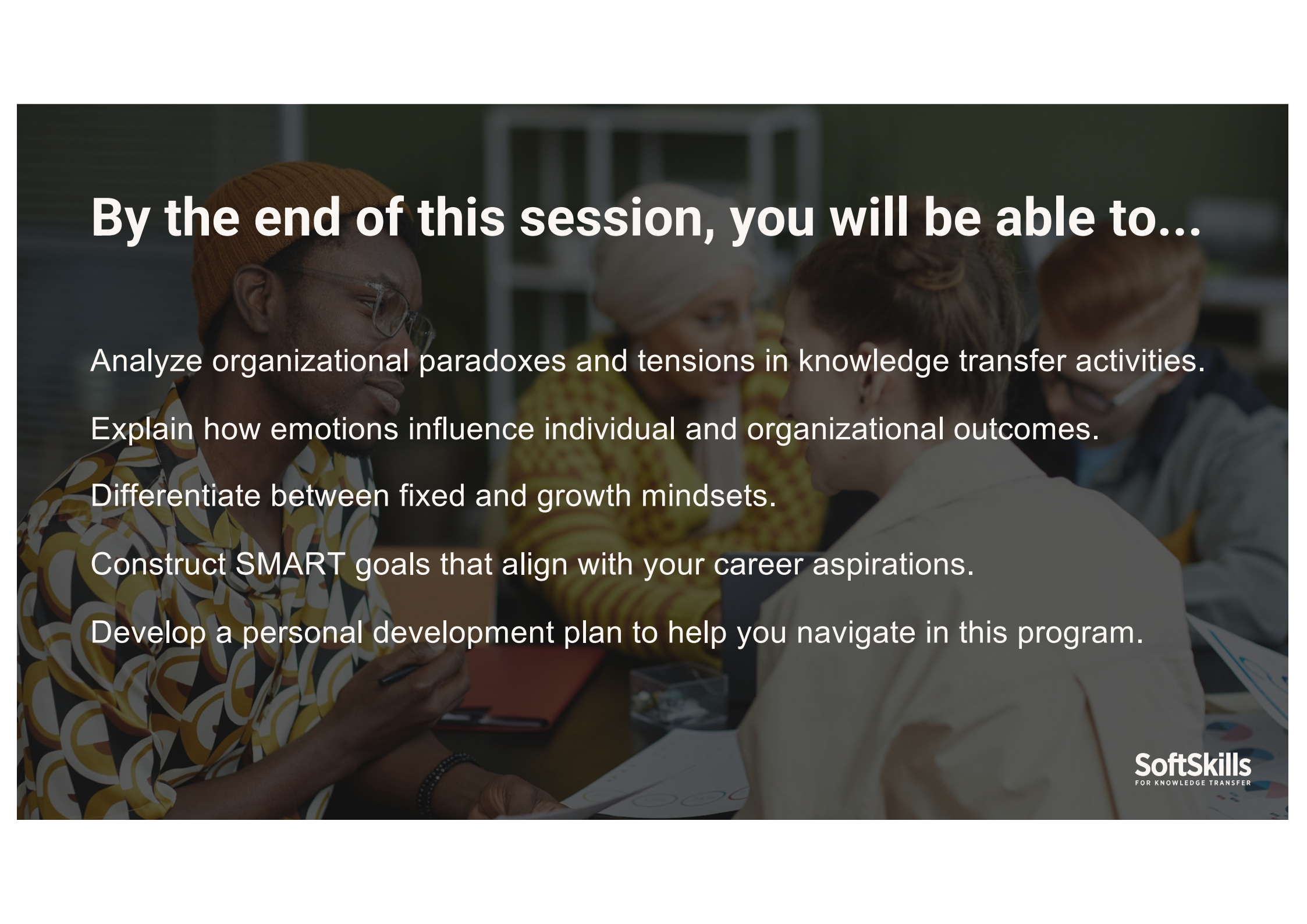


Welcome to KTP: Knowledge Transfer, Personally

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



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A background image showing a group of people in a meeting. In the foreground, a man with glasses and a patterned shirt is looking towards the right. Behind him, a woman in a yellow patterned top is also looking right. To the right, a woman with blonde hair is looking down at a document. In the background, another man with glasses is visible. They are all seated around a table with papers and a glass of water.

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

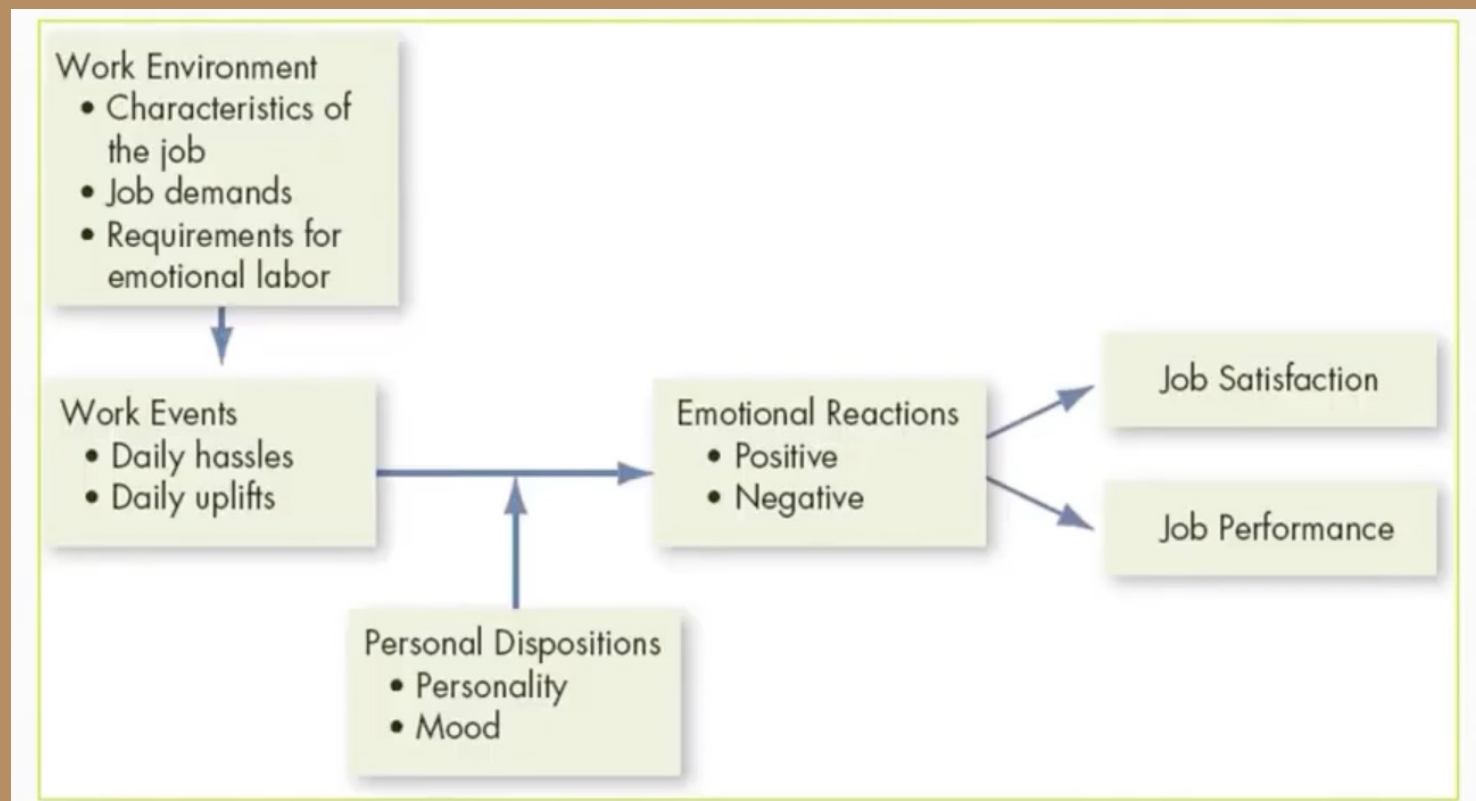
Learning how to manage personal and others' emotions requires development

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



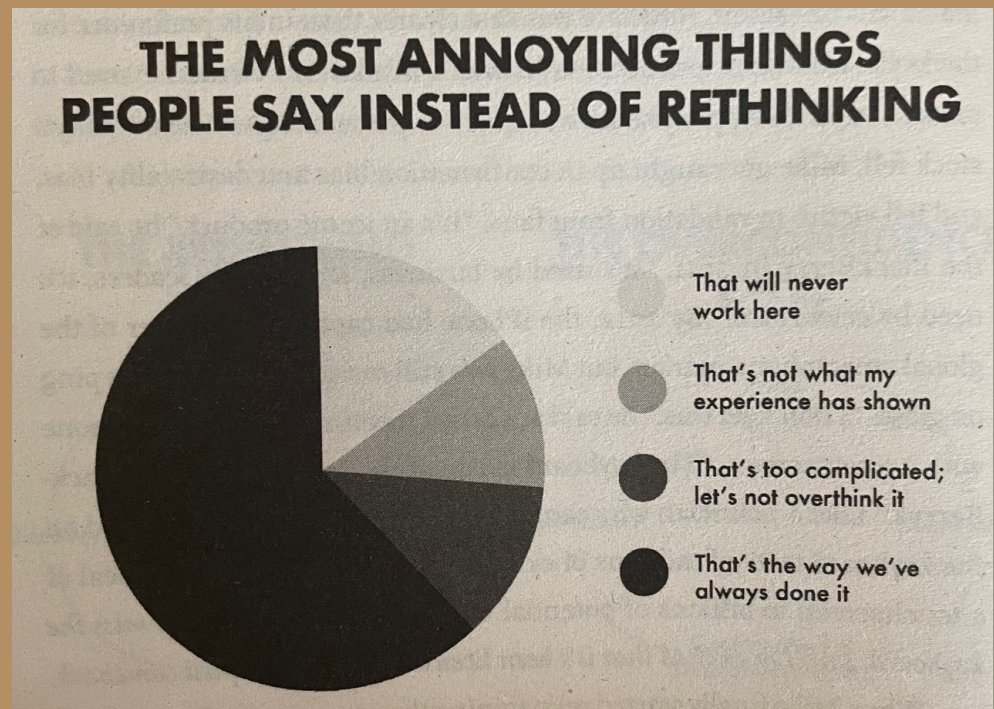
The art or re-thinking

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

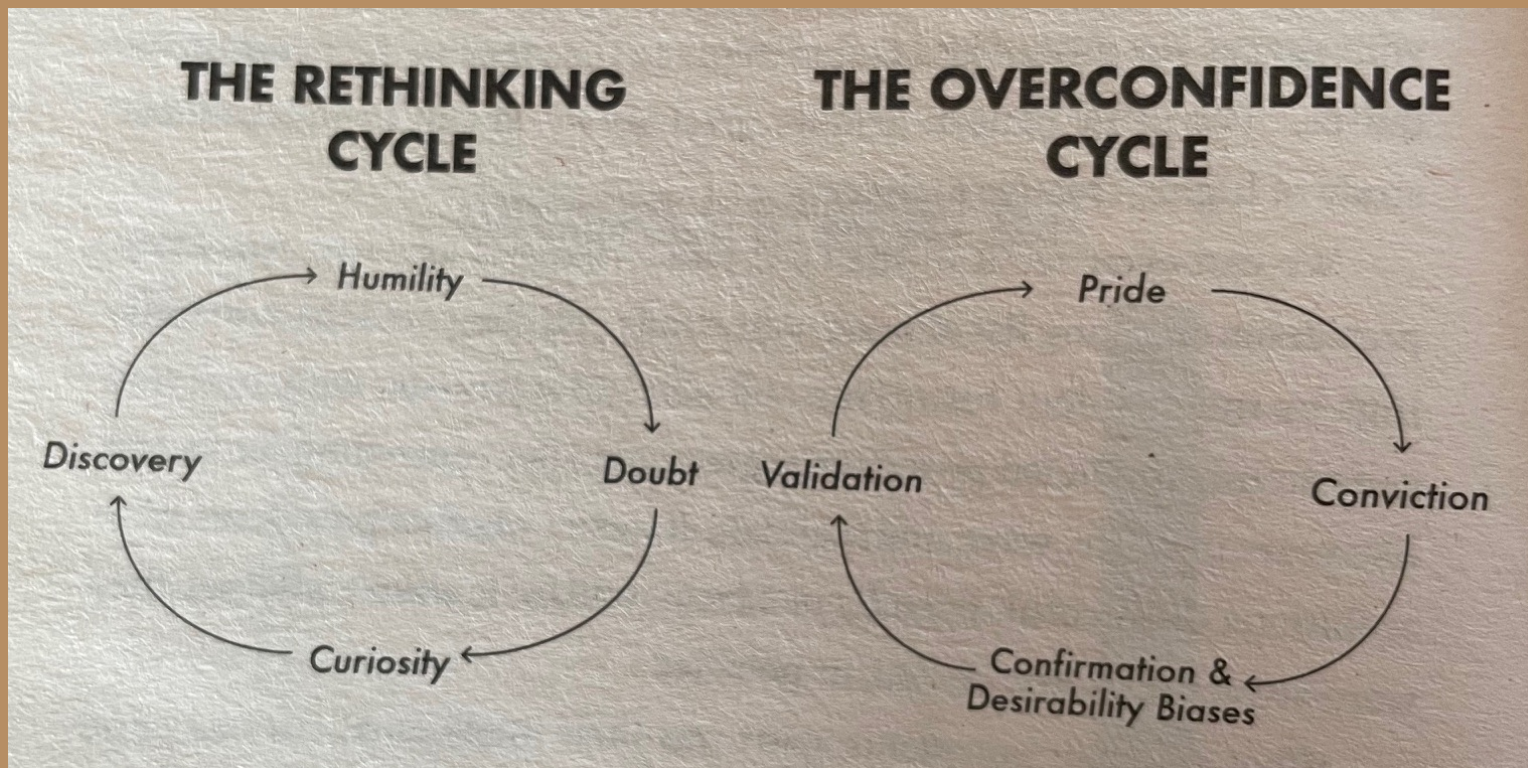
Sometimes this process is linked to the need to protect one's *identity*

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.

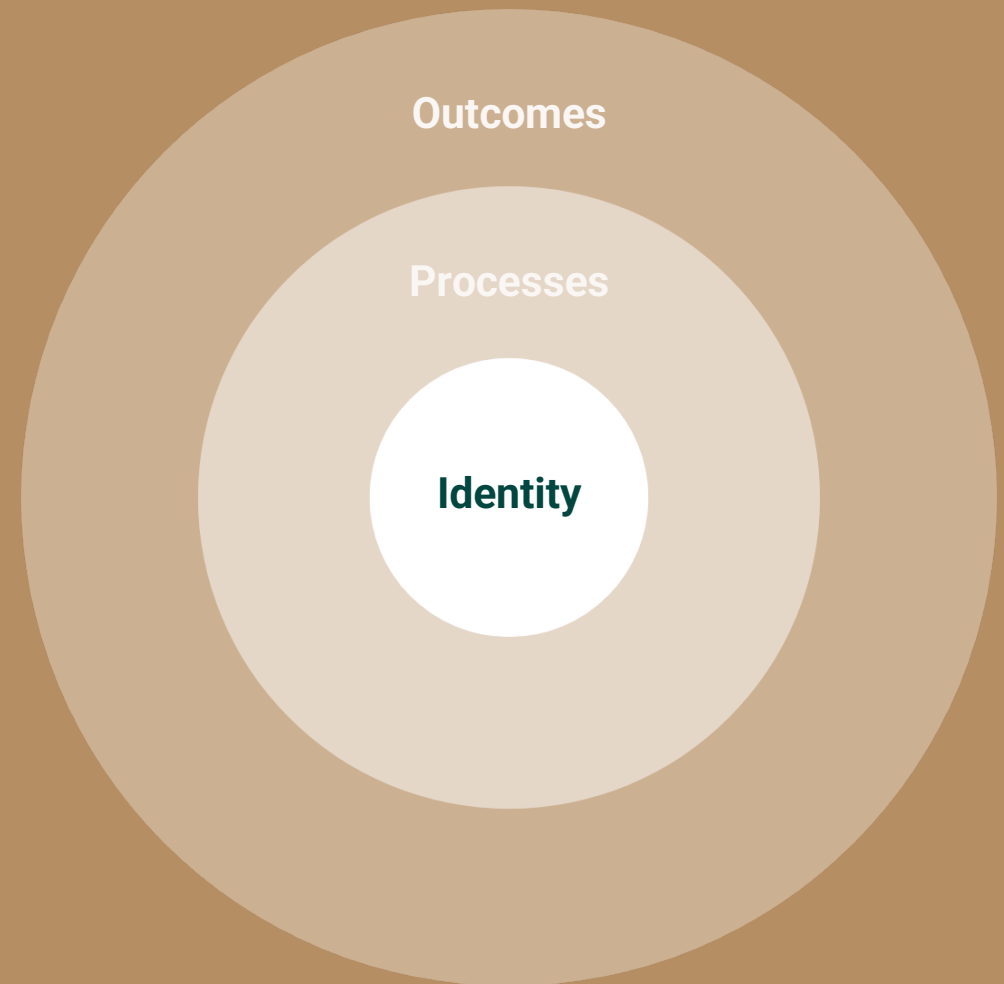
Measuring helps you see how far you've come and how much is left to go. If you can't measure progress, you can't clearly define what success looks like.

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

SoftSkills
FOR KNOWLEDGE TRANSFER



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")

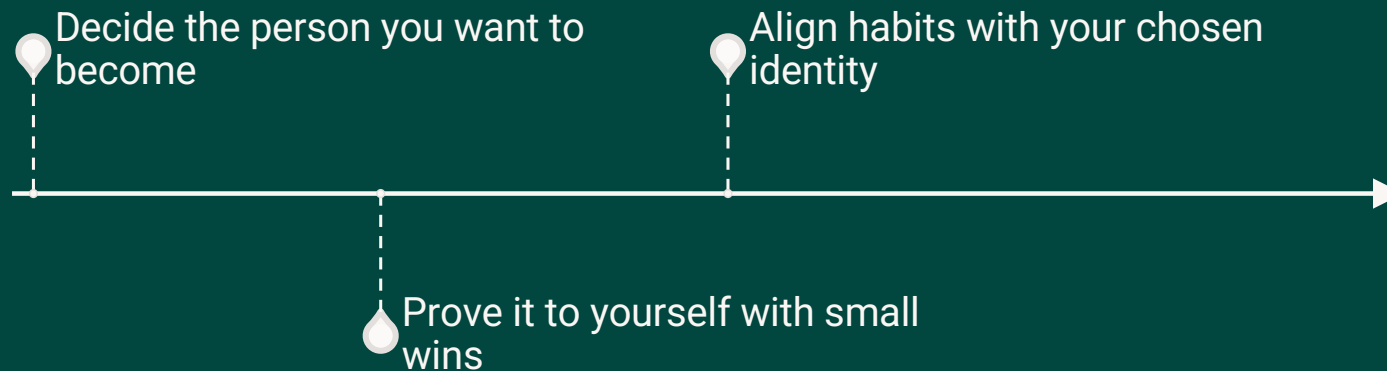
Traditional development plans focus on outcomes (e.g., "I want to lose weight")

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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