

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



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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).