

**KTSoftSkills - 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).