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ORGANISATIONAL SELF-AWARENESS, STRATEGY AND DEVELOPMENT

SUMMARY

Smart learning organisations focus on and understand the importance of having a **supportive organisational culture and core values**, clearly publicising the **strategy, mission, and vision**, have **inspirational leaders**, and are self-aware, and nurture **empathy** across their teams.

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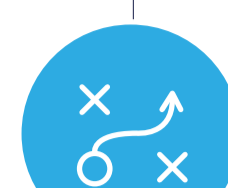
Organisational Culture + Core Values

IN A SMART LEARNING ORGANISATION:

- Everybody involved is aware of and fully understands the **values of the organisation**;
- Diversity** is recognised as an important part of the culture, and is seen as a valuable asset;

- Culture and core values** are accepted, and considered motivational for the whole workforce.

B



Strategy + Mission + Vision

IN A SMART LEARNING ORGANISATION:

- Everybody involved is aware of and understands the **values of the organisation**;
- Everybody involved knows where to find information about **the organisation's strategy**;

- Stakeholders** (people, partners, clients, etc.) are involved in developing and improving the strategy.

C



Inspirational Leadership

A SMART LEARNING ORGANISATION HAS LEADERS THAT:

- Have a **positive impact** on others;
- Foster **team development**;
- Are able to give **feedback, guidance, and support**;
- Encourage teamwork to find the **best solutions**;
- Can successfully mediate **conflict discussions**;
- Serve as a **role model to others** (by inspiring and cultivating creativity and personal development).

2

LEARNING, COMMUNICATION, AND COOPERATION

SUMMARY

SMART learning organisations understand and focus on **internal communication procedures between internal stakeholders**, such as colleagues, as well as **external stakeholders** and society. They use **formal methods** to share strategies, goals, and values and monitor and evaluate the effectiveness of internal communication. All work groups contribute to the **organisational mission**, and managers involve the team and stakeholders. Effective internal communication translates to **external communication** using inclusive language and social channels. For example, in schools, learners, parents, businesses, local taxpayers are **external stakeholders** while bus drivers, teachers, principals, and other school staff are **internal stakeholders**. Organisation's success in **engaging with society**, including local communities, lies in building positive relationships, contributing to social well-being, and aligning initiatives with community needs and values.

A



Colleagues

IN A SMART LEARNING ORGANISATION:

- Colleagues **communicate** well with others in the team who have different competencies, profiles, and skills;
- All employees **work well together** irrespective of whether they are freelancers, volunteers, or external observers from other public and/or private training and learning institutions who are deputised by law to supervise learning processes;

- Teams **collaborate and communicate** with those who represent different professions, e.g. analysts, designers/fundraisers, educational coordinators/managers, tutors/trainers, and administrative and financial managers;
- Colleagues **work towards the organisational mission** better together than on their own.

B



External Stakeholders

A SMART LEARNING ORGANISATION:

- Understands and analyses** all stakeholders and their involvement;
- Respects stakeholders' **unique roles**;

- Works together with stakeholders to **increase support** for reaching goals;
- Engages and involves stakeholders in the **decision-making process**.

C



Society

IN A SMART LEARNING ORGANISATION:

- There are **clear communication channels** with society (e.g., local community) in place;
- There is **alignment with the needs and expectations** of that society and local community;

- There are methods to **gather and analyse feedback** from the local community.

IN THIS PART OF THE ASSESSMENT "SOCIETY" REFERS TO:

- The different communities of **direct and indirect beneficiaries/clients**;
- "Educating Communities"** (community-based education or community learning & development);
- Social Unions/Partners** (trade unions, sectoral employers' associations);
- Institutional stakeholders** at different levels (national ministries, regional assessors).

3

ORGANISATION AND ITS PEOPLE

SUMMARY

In **SMART** organisations, **people** are the most valuable **assets**. They need to be taken care of, supported, and developed in line with the objectives of the organisation. It is essential to acknowledge that there is a **synergy** between personal development and the organisational development. Successful learning organisations know that to achieve their **goals**, they need to align their own needs with the needs of their people. And further, that constructive process feedback is essential for a **sustainable organisational growth**, not to be seen as something threatening.

A



Management System and Processes

A SMART LEARNING ORGANISATION PROVIDES CONDITIONS FOR PEOPLE TO DEVELOP BOTH THEMSELVES, AND THE WORKPLACE, THIS INCLUDES THREE IMPORTANT ELEMENTS:

- Working conditions;
- Roles & Responsibilities;
- Business logic/structure.

A SMART LEARNING ORGANISATION:

- Identifies relevant processes that are directly involved in the organisation's **effectiveness and performance**;
- Follows **well-defined, understandable, and readily implemented goals** that are constantly updated, responding to people and management needs;
- Sets up processes that go hand in hand with people's ability to **manage their own time and engagement** in the organisation;
- Focuses on fostering people's capability to **adapt to changing situations**;
- Understands the **challenges** people face when connecting to the defined processes and how these are handled;
- Follows and successfully implements **business model innovations**.

B



Organisational Social Self-Awareness

A SMART LEARNING ORGANISATION:

- Understands the overall **emotional state** of the people who work there;
- Nurtures **empathy** between the team members by building a respectful environment;
- Is aware of personnel's ability to understand and foster **teams' structure** according to teams' roles;
- Understands that people and their needs are **connected to many of these key areas**:

- Self-awareness – emotional intelligence;
- Achievement orientation;
- Adaptability to change;
- Continuing professional development;
- Wellbeing and positive outlook;
- Resilience and stress management;
- Creativity and Innovation potential.

C



Personal Self-Management and Engagement

A SMART LEARNING ORGANISATION:

- Understands that **development** is strongly influenced by its ability to manage and foster its own skills;
- Understands the **ambitions and aspiration** of its employees;
- Understands the **skills** that are needed to establish efficient and effective systems and processes acknowledging where the strongest skills are in the organisation;
- Sets up **action plans** that lead to specific measurable outputs;
- Monitors, evaluates, and updates** areas where needed (feedback is crucial);
- Understands the needs of its people regarding **organisational change** and the management is aware of where further development is needed.
- Understands that its commitment to long-term employee development directly influences their engagement and contribution to **the organisation's success**.

4

CLIENTS

SUMMARY

Every organisation has clients; without them, most organisations would not exist. A client is an individual who receives or purchases a product or service. A client can **buy or rate** a product or service. The voice of the client is frequently used to **improve organisational processes** and set requirements. Listening to the **needs of clients**, like learners and similar groups, is vital as it helps in customising products/services to their specific preferences, ultimately leading to higher satisfaction and better outcomes. This approach creates a **responsive environment** that empowers clients to succeed and meet their goals.

A



Client-Centred Approach

IN A SMART LEARNING ORGANISATION:

- Clients are active participants in their **own learning** (rather than passive receivers of information);
- Clients are **seen as individuals** with unique needs and interests;
- Processes are designed to address the clients' needs and **build on their strengths**;
- Processes are a personalised, engaging, and effective learning experience that empowers clients to **achieve their full potential**;
- The learning is optimised, and the clients' **individual needs are determined**;
- The correct educators are chosen to create a **positive learning environment**;
- The individual is **supported** in the learning environment.
- Mixed learning environments** are designed to provide students with experiences that are just as valuable as those in physical environments (e.g., "flipped learning").

B



Inclusion and Diversity

A SMART LEARNING ORGANISATION:

- Builds **equity and inclusion** into the design, planning, and implementation of learning programmes and activities;
- Engages the team to learn and enrich its abilities to **think critically and creatively**;
- Engages the conversations **across differences**;
- Respects all learners' **abilities and attributes**.

5

PRODUCT/SERVICE ORIENTATION

SUMMARY

SMART learning organisation demonstrates a **strong commitment** to ensuring the quality of its offerings. By **evaluating the societal impacts**, both positive and negative, especially within local communities, it ensures that its products and services **benefit everyone involved**. **SMART** learning organisation ensures **high-quality products** by employing specific methods to analyse how they are perceived by all stakeholders, enabling informed decision-making regarding its offerings. This also steers organisations to find **innovative ways** to create their products and services providing **long-term value** to clients.

A



Product/Service Orientation and Value Creation

A SMART LEARNING ORGANISATION:

- Creates a **tangible and acceptable product/service** for all stakeholders involved in the organisation;
- Develops products/services closely related to the **organisation's aims and objectives**;
- Fosters **ongoing cooperation** in product/service development;
- Establishes a **methodology or a specific approach** to ensure the that the developed products align with the core principles of the organisation;
- Understands clients' values for **decision-making**;
- Reflects on **values** and how people perceive products/service.

B



Focus on Quality

A SMART LEARNING ORGANISATION:

- Creates **criteria** to evaluate the products/services (tangible and identifiable);
- Develops **effective methods** that enable the evaluation of the results;
- Has processes in place to **evaluate the impact** and whether there are observable effects;
- Uses pilot studies to **improve outcomes** for all pupils/students;
- Evaluates the **reliability of the implementation**.

C



Product/Service Sustainability

A SMART LEARNING ORGANISATION:

- Undertakes a **complex assessment** of the product/service lifecycle;
- Analyses the effectiveness of **different production stages**;
- Understands the **products/service influence** (positive and negative effects) on society (e.g., local community);
- Has knowledge of whom the product/service affects and what is the **end result of the use**.
- Delivers the product and service in an **environmentally friendly manner**.

6

DIGITAL TRANSFORMATION, GLOBAL CONTEXT, AND SUSTAINABILITY

SUMMARY

SMART learning organisations strive to be sustainable in line with the **UN's Sustainable Development Goals**. This approach ensures organisations are **future-focused** and able to respond, rather than react, to **sudden changes in economic climate**. Education, as one of the most important fields of human activity and the driving force of society, is undergoing a huge **transformation in the digital age**. The digital transformation of education is considered an inevitable process of change in content, methods, and organisational forms. This change is taking place in a **rapidly developing digital educational environment** and is aimed at solving problems of socioeconomic development of the country in the conditions of the **fourth industrial revolution** and the formation of digital economies.

A



Global Context Orientation and Sustainability

A SMART LEARNING ORGANISATION:

- Understands the characteristics of the **changing generation** on a local as well as global level;
- Monitors **global trends** on regular basis;
- Creates **long-term strategic development plans** that promote sustainable growth, economic stability and social progress;
- Follows the guidelines outlined by the UN for **achieving sustainable development goals**.

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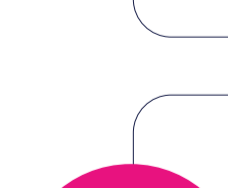


Innovation and Digital Transformation

A SMART LEARNING ORGANISATION:

- Takes advantage of **technological innovation**;
- Involves stakeholders** in the Digital Transformation Process;
- Establishes a **consultative unit** to facilitate a digital transformation;
- Creates a **vision** of a digital transformation for each shareholder;
- Cooperates and offers **support** throughout all digital transformation process;
- Develops a **programme that integrates** the digital transformation and matches the characteristics of the digital society;
- Cooperates and **offers support** throughout all digital transformation process;
- Can create **spontaneous learning communities** by sharing open lecture resources.

C



Environmental Focus

A SMART LEARNING ORGANISATION:

- Has **clear attitudes and policies** toward environmental and sustainability-related issues;
- Educates its employees and target groups about a **responsible attitude** toward the environment in daily activities;
- Takes into account the **potential environmental impact** when designing products and services;
- Disposes responsibly** of the physical assets that are no longer in need.

7

RESULTS & BENCHMARKING

SUMMARY

SMART learning organisation sets **KPIs and targets** and has the capability to analyse and explain the achieved **results**. Moreover, the organisation understands the market and can create a successful **benchmarking strategy**.

A



Stakeholder and Business Results

A SMART LEARNING ORGANISATION:

- Sets the **key performance indicators (KPI) and target value** for each;
- Explains the achieved results** to the stakeholders;
- Analyses the results** of stakeholders' perceptions and organisational performance using quantitative and qualitative data;
- Compares** the expected results to deliverables and uses methods to **predict future success**;
- Analyses the results and understands where it is on its way to **fulfilling the mission**;
- Analyses the results and understands **whether the adopted strategy works** and is implemented well or should be adjusted.

B



Benchmarking and Benchlearning

A SMART LEARNING ORGANISATION:

- Understands the organisational position and **reviews measurements** to compare and improve within and outside its own sector;
- Creates a successful benchmarking strategy to **measure and evaluate** various elements of its organisation and to **foster organisational development**;
- Compares and understands the results of the comparisons to the benchmarking organisations and can **draw the consequences accordingly**;
- Learns from the **good practices** and implements them within the organisation;
- Is **transparent and shares** the best practices with the stakeholders.

