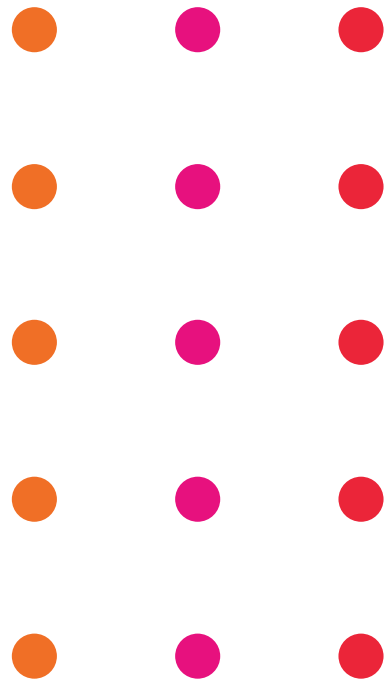
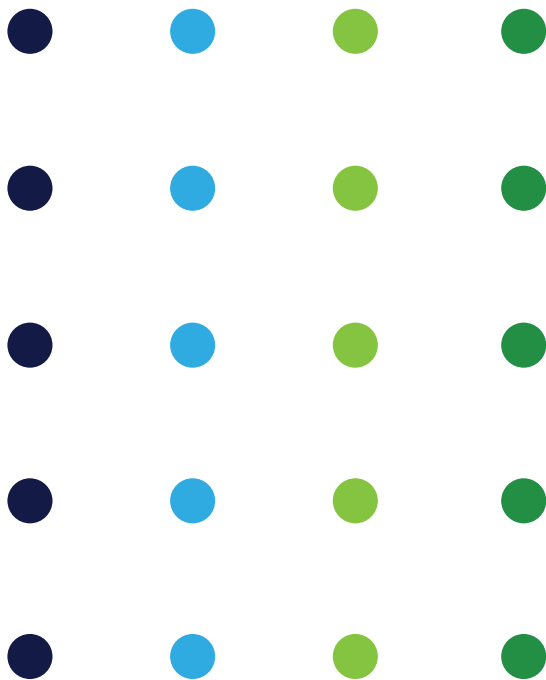




KNOWLO
KNOWLEDGE SHARING
CULTURE

KNOWLO GUIDELINES



7 STEPS
OF TRANSFORMATION INTO
A SMART LEARNING
ORGANISATION



KNOWLO
KNOWLEDGE SHARING
CULTURE

**This publication was composed
within the framework of the
KNOWLO project.**

[Project number: 2021-1-LV01-KA220-VET-000029991]

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01



**THE KNOWLO
SYSTEM**

Award winning educational organisations have demonstrated that their key results are sustainable and improved after implementation of excellence approaches; this includes e.g. examination results, salary ranking of graduates and their future opportunities, satisfaction level of students, employees and business partners.

Sustainable and continuous growth of educational organisations can be ensured by following excellence principles in strategy, leadership, people, processes and resources which are linked and developed by all people involved.



With that knowledge we have developed KNOWLO system – set of specific tools and supportive methodology “7 Steps of Transformation” to become a SMART Learning Organisation.

WHAT IS A SMART LEARNING ORGANISATION?

SMART Learning organisation is an organisation with excellence culture, and happy people, oriented towards development and sustainability. Becoming a SMART Learning organisation means that all your people accept their new roles and are open to help your organisation flourish and prosper. They get in return your support and encouragement to become the best versions of themselves and constantly grow and embrace transformation.

WHO CAN BECOME A SMART LEARNING ORGANISATION?

A SMART Learning organisation can become any type of educational institutions, including general education providers, vocational education and training (VET) schools, pre-school education providers, informal and non-formal education providers, youth centers, various NGOs, and more.

WHAT IS OUR GOAL?

Our goal is to inspire not only the leaders of these educational entities but also educators, trainers, students in pedagogy schools, higher education institutions (HEI) and VET students, as well as other educational experts and stakeholders.

HOW DOES IT WORK?

We encourage their active involvement in supporting the transformative journey based on the KNOWLO framework, implemented through the KNOWLO methodology, and utilising specific KNOWLO tools.

You can also find below specific recommendations for the learning/sharing in the virtual space with the usage of the benchmarking database as well as how to apply systematic learning/sharing during the event.

By following this methodology, you aim at creating constructive collaboration between your people and your organisational development. It is essential to see your organisation being as intelligent as is the sum of all the intelligences of your team members.

KNOWLO FOR INDIVIDUALS

As an individual you are invited and encouraged to be in connection with the organisational management and get your opinion heard in a transparent system. You are also encouraged to reflect on your own activity/passivity in terms of helping your organisation transform its environment where you would feel more appreciated, engaged, and motivated.

The foundation of KNOWLO is **the KNOWLO framework**, available in its entirety for download on the website knowloframework.com



PICTURE 1: KNOWLO FRAMEWORK. © 2023 EUROFORTIS IT, SIA.

When becoming a SMART learning organisation / individual with KNOWLO, there are numerous benefits, for example:



Application of a person-centred approach throughout the organisation



Clear and shared vision and strategy that is constantly updated and implemented in practice.



Application of lifelong learning processes aligned with the company mission and vision.



Internationalisation and networking for excellence in training services and products.



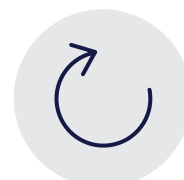
Being better prepared for changes and challenges.



Improvement of communication in the team, lowering risk of making mistakes.



Easier benchmarking and benchmark peer learning – benefiting from networking and socialising with like-minded organisations and people.



Culturally conditioned improvement process.

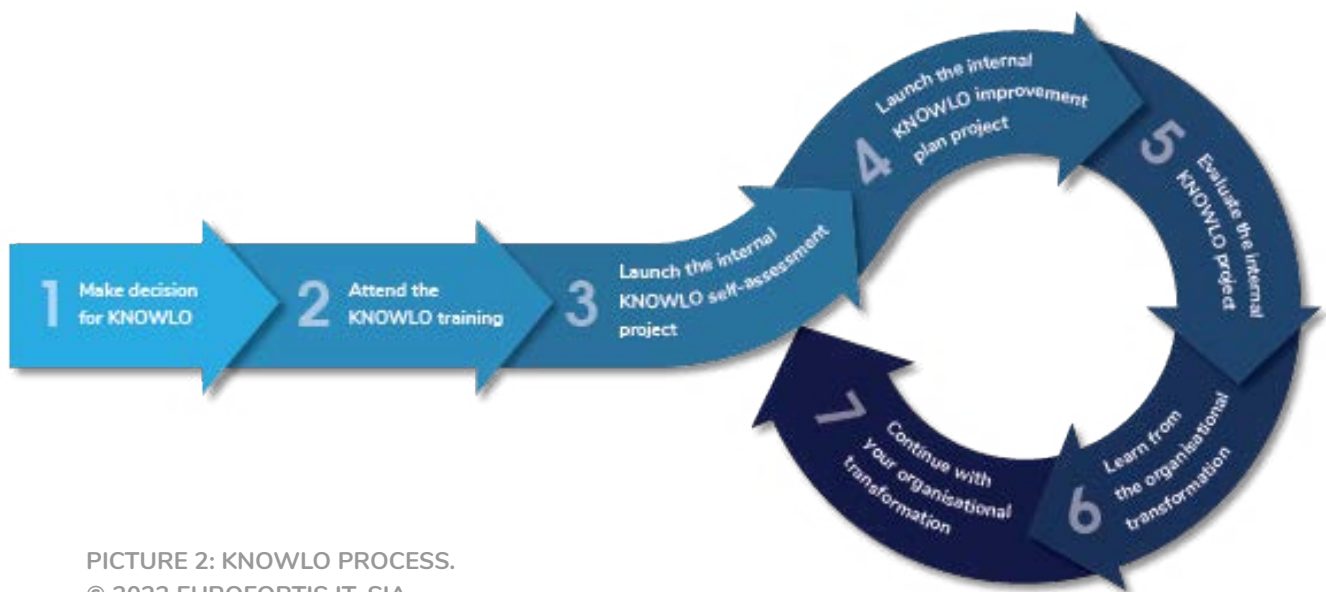
02



**7 STEPS OF
TRANSFORMATION**

KNOWLO METHODOLOGY & TOOLS

for personal and organisational excellence



PICTURE 2: KNOWLO PROCESS.
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1. **Make decision for following the KNOWLO framework and tools and define your WHY.**

2. **Attend the KNOWLO training.**

3. **Launch an internal KNOWLO self-assessment project.**

- a) Plan
 - I Set up the time limit for self-assessment project
 - II List the goals and activities.
 - III Assign the responsibilities to the project team.
 - IV Assign the needed resources.
- b) Engage your team.
- c) **Conduct individual self-assessment at knowlo.eu**
 - I Half a day individual work for the assessment
 - II Half a day for the Improvement plan

- d) Analyse and incorporate the results of individual self-assessments into organisational self-assessment.
- e) Set up a team for the organisational self-assessment (ideally from 4 to 6 members, having a representative of each existing team/ organisational unit)
- f) Prepare documents/reports/graphs for the organisational self-assessment in the 7 KNOWLO Criteria (e.g. satisfaction results, performance results in training, etc.) prior to the next step.
- g) **Conduct organisational self-assessment at knowlo.eu** (we recommend period of maximum 3 months) *See tip 1 on page 11*
- h) Conduct a summary of assessments to connect and harmonize the individual and organisational self-assessments and download reports and analyse your results.
- i) **Benchmark & bench learn** (using the KNOWLO good practice database) *See tip 2 on page 11*

4. Launch the internal KNOWLO Improvement plan project.

- a) Create
 - I individual improvement plans
 - II organisational improvement plans (interconnected with the individual improvement plans) *See tip 3 on page 12*
- b) **Attend** a Benchmarking & benchlearning session.
- c) **Monitor the internal KNOWLO project on a regular base (e.g. monthly or quarterly)**

5. Evaluate the internal KNOWLO project.

6. Learn from the organisational transformation and adapt all necessary changes and improvements in your organisation.

7. Continue with your organisational transformation and start the internal KNOWLO project 2 and repeat the entire process again, and then again ...

Our tips and recommendations

TIP 1. Assessment periods



TIP 2. Reports

Visit the “REPORTS” section on the KNOWLO platform (you must log in and choose one of your assessments first). In Benchmarking and Bench learning section download the reports. You can filter it to correspond to your specific needs. Review the good practices in the Bench learning report thoroughly as it may help you to formulate your improvements plans better.

TIP 3. Raci matrix

A tool that helps you manage your people and their work in processes.



Responsible person,
a person that does
the job



Accountable person,
a person who is the owner
of the task and assign the
task to others



Consulted person,
someone who must be
consulted prior to the
task completion



Informed person,
someone who must
be informed about
the task completion

ACTION PLAN WITH THE RACI MATRIX IN PLACE

Running an organisation requires a lot of competence and skills. The RACI matrix invited managers to analyse all the processes in their organisations and break each process into small steps. Each small step – a task within a process is owned by someone and done by someone. In certain cases, a consultant must be present and helps the does, the Responsible person to complete the task successfully. Communication is crucial and therefore it is important do set up who needs to be informed about the completion of the given task within the process.

To effectively manage the progress of your internal KNOWLO Improvement project, we have developed a dedicated table where you can input the improvement suggestions generated during your existing KNOWLO self-assessment. This table is an integral part of the KNOWLO Improvement Plan report, available for download on knowlo.eu under the “Your Self-assessment Reports” section.

Within this table, each improvement suggestion is outlined as a distinct task, meticulously assigned to a designated owner or accountable person. This individual takes on the responsibility through the execution of the assigned task. This structured approach ensures clear accountability and seamless coordination throughout the improvement phase.

03



LEARNING / SHARING
AMONG SMART
LEARNING
ORGANISATIONS

There are several ways how you can benefit from learning with and from others. We have listed below some tips and recommendations that can help you get the best results from your learning journey while implementing the 7 Steps of Transformation into your organisation.

It is vital in today's rapidly changing world that success of an organisation depends on their ability to adapt to given circumstances. Learning and sharing thus becomes essential step on the way. The KNOWLO online tool where both, organisations, and individuals, can learn from one another provides a virtual space for interaction and interconnection. As such, the KNOWLO online tool collects all the good practices that form

the solid foundation for learning individuals and organisations.

Once you choose to learn and share your knowledge with others, there are numerous ways of how you can do it. Our benchmarking database with a constantly growing number of good practices supports this process for any individual or organisation and helps you apply this in practice with ease.

IN GENERAL, THERE ARE 2 MAIN TYPES OF LEARNING/SHARING ACTIVITIES:



In the virtual space

for users who would like to exchange the best practices on an international / more distant level



**During the learning/
sharing events**

Opening to fostering a knowledge sharing culture in an organisation encourages individuals to constantly grow and develop in line with the aims of their organisation.

As a result of this, the working atmosphere improves, and an organisation can accomplish their vision more smoothly.



Learning/sharing opportunities in the virtual space

1. KNOWLO benchmarking and benchlearning/good practice database.

Free database available online for all registered users on the KNOWLO platform, consisting of anonymous results of all individuals/organisations, which allows you to compare your results with the average of other results or learn from good practices of other individuals/organisations under each specific criterion and question.

ON THE PLATFORM THERE ARE AVAILABLE TWO TYPES OF REPORTS:

Benchmarking report – a document that offers a thorough analysis and comparison of performance measures, processes, or practices either between different organisations/individuals or between the current and past state of a single organisation/individual.

Bench learning report – a document that captures the relevant findings and insights for bench learning purposes. It provides a comprehensive analysis of good practices and lessons learned from external benchmarks, to drive organisational/individual improvement.

2. Discussion forums

An environment where participants can pose issues for discussion and respond to any contribution, thus creating threaded discussions that can spawn a discussion tree where the discussion branches out in many directions or sub-threads. A facilitator of the forum leads the discussion and makes sure that all the posed issues are addressed by the facilitator and the guests during the event.

A forum has its own title, purpose, target audience, and desired outcomes for the participants.

The event can be held online or in a person.

3. Webinars

A webinar is an event held virtually, attended exclusively by an online audience. This distinguishes it from a webcast, which also includes the presence of a physical audience. Other terms used for a webinar are web event, online seminar, web lecture, and virtual event.

WEBINAR STRATEGY

1. Make sure you define the purpose of the webinar, its outline, topic/s first.
2. Then create a Promotion Plan where you will list the partner marketing strategy, social media strategy, email marketing strategy, blog promotion strategy, paid media strategy and social media strategy. Each of these steps need to be defined with an exact date and follow it. It is essential to plan the technology hardware, video software, hosting software and marketing software. Define your goals and expectations in terms of the expected number of participants, revenues etc.
3. Once the webinar is over gotten back to your webinar participants with the link to the webinar and a possible follow-up plan of other events you plan for them.





Learning/sharing opportunities during the learning/sharing events

4. Brainstorming events

Brainstorming events are widely used in various fields, including business, education, and innovation, as they provide a structured yet creative approach to problem-solving and idea generation. A brainstorming event is a collaborative and creative gathering where individuals or teams come together to generate a large number of ideas on a particular topic or challenge. The primary goal of a brainstorming session is to encourage free thinking and open discussion, fostering creativity and innovation.

KEY ELEMENTS AND FEATURES OF A TYPICAL BRAINSTORMING EVENT:

- a) **Purpose:** Brainstorming events are organized with a specific purpose in mind, such as problem-solving, idea generation, or strategic planning. The focus could range from product development to marketing strategies or any other area where creative input is valuable.
- b) **Participants:** The participants in a brainstorming event can include individuals from various backgrounds, expertise, and perspectives. The diversity of participants often leads to a richer pool of ideas.
- c) **Facilitator:** An effective facilitator guides the brainstorming session, ensuring that it stays on track, encourages participation, and helps manage the flow of ideas. The facilitator may introduce the topic, set guidelines, and keep the energy positive.
- d) **Rules and Guidelines:** To maximize creativity and inclusivity, brainstorming events often have rules that encourage free expression without judgment. Common guidelines include deferring judgment, focusing on quantity, and building on others' ideas.
- e) **Methods:** There are various brainstorming techniques, such as traditional brainstorming, mind mapping, or the Nominal Group Technique. Each method has its own approach to generating and organizing ideas.
- f) **Time Constraints:** Brainstorming sessions are usually time-limited to maintain focus and energy. Short, intense bursts of idea generation can be more effective than extended periods.

- g) **Recording Ideas:** Ideas are typically recorded on a whiteboard, flip chart, or digital platform so that everyone can see and build upon them. This visual representation helps participants connect ideas and identify patterns.
- h) **Evaluation and Next Steps:** After the brainstorming session, there may be a phase of evaluating and selecting the most promising ideas. Subsequent actions or plans are then developed based on the outcomes of the brainstorming event.

Brainstorming events are widely used in various fields, including business, education, and innovation, as they provide a structured yet creative approach to problem-solving and idea generation.

5. External “role play” assessment – role play (with the site visit)

This type of bench learning activity/learning-sharing event is a role play. One organisation is the organisation “being assessed,” the other organisation representatives are the “assessors.” The starting point for this activity is a fact that both organisations have performed their organisational self-assessment using the same or remarkably similar model/framework, e.g. KNOWLO framework.

The entire process is the external assessment simulation based on this specific model/framework and is divided into 3 parts:

- a) **Preparation phase** – during this phase, the organisation to be assessed provides general information about the institution to the assessors and goes through the results of their own organisational self-assessment to get prepared. Meanwhile, the assessors collaborate with the model/framework and prepare hypotheses and questions they will ask during the site visit, and they prepare an interview plan.
- b) **Site visit** - during this phase, there is organised an on-site visit with interviews. Both organisations can exchange experiences and learn from each other good practices.
- c) **Feedback report** – the assessors are preparing the conclusion and feedback after the site visit. What are from their point of view good practices and where do they see the area for improvement.

After the successful finishing of the simulation, organisations switch the roles. This process shall be repeated regularly, e.g. yearly.

6. Discussions with facilitation inspired by Balint group

The Balint group stands out as one of the earliest forms of clinical supervision designed for family doctors. Originally, a Balint group comprised clinicians who convened regularly to present cases and engage in discussions. Drawing inspiration from this model, the KNOWLO methodology incorporates a similar approach for educational organizations involved in bench learning activities and knowledge-sharing.

In this structured learning environment, a proficient facilitator guides a discussion with various representatives from the target audience. The session unfolds through distinct phases and interventions. A volunteer presents a specific problem, while the facilitator oversees the discussion. Participants, led by the facilitator, offer their perspectives, draw parallels with their own experiences, and may provide suggestions to the volunteer, who reflects on the feedback received.

7. Fuckup nights

“Fuckup Nights” is a global movement and event series that originated in Mexico in 2012. The concept behind Fuckup Nights is to provide a platform for professionals and entrepreneurs to share stories of their business failures and the lessons learned from them. The events typically feature speakers who openly discuss their entrepreneurial or professional setbacks, including the reasons behind their failures and the subsequent insights gained.

We can use this concept for purposes of learning/sharing events. The idea is to break the stigma surrounding failure and encourage a more open and honest conversation about the challenges of leadership, management and life of educational organisations. By sharing these experiences, the hope is that others can learn from the mistakes of others and be better prepared to navigate the difficulties.

The events are held in an informal and supportive setting, creating a space where people can openly discuss their failures without fear of judgment.

8. Conference with a mass impact

This type of a conference needs thorough preparation and engagement of all the stakeholders for the given theme. It is suggested that when registering to this event a participant chooses the interest group they want to participate in during the conference. The conference is usually opened by a plenary of a key analysis that was conducted prior to this event and leaves up to three main challenges. These can be addressed by the interest groups represented by the conference participants during the event. After a short break and a brief discussion, the interest groups work and brainstorm together on HOW TO address one or more of the challenges raised by the analysis/research study. When they finish, each group presents the outcomes to the audience and the presentation is also accompanied by an action plan where individual participants play the key role in the follow-up. Ideally a conference of this type is managed within a project where the outcomes can be monitored and evaluated, the participants can see the wider perspective and keep their motivation high.

9. Erasmus+ mobilities for staff

Erasmus+ staff mobilities play a crucial role in building a network of international contacts, fostering collaboration between institutions, and enriching the professional development of individuals working in the education sector.

Erasmus+ mobilities for staff, also known as Staff Mobility for Training (STT), is an initiative within the Erasmus+ program that allows academic and non-academic staff to undertake professional development activities in another participating country. These activities contribute to fostering cooperation and enhancing the quality of education and training in higher education institutions, as well as promoting the exchange of best practices.

STAFF MOBILITY FOR TRAINING

OBJECTIVE

Staff mobility allows both academic and non-academic staff, including administrative and support staff, to participate in training events, job shadowing, or professional development activities in another participating country.

CONTENT

The staff member undergoes training to acquire new skills, share best practices, or attend workshops related to their professional field.

BENEFITS

Enhances the professional development of staff members, fosters the exchange of expertise, and contributes to the improvement of institutional practices. Encourages the exchange of knowledge, teaching methods, and practices. It also strengthens academic cooperation between institutions.

Any innovation driven project idea needs to be professionally managed and funded by the right people and enough financial resources.

Make sure you will focus on both and find the most suitable funding for this essential step in your KNOWLO transformation. Make sure you will allocate enough time for preparing the project and then submit your project application to the best possible funding scheme. As we are part of the European Union, we strongly recommend to you the Erasmus plus project where funding options are available for any training – private, state, or public, non-governmental bodies. Contact your national agency for the Erasmus plus project for more information and have a go!



Glossary

BENCHMARKING

Benchmarking is the practice of comparing organisational processes and performance metrics to industry bests and best practices from other companies. Dimensions typically measured are quality, time and cost. Benchmarking is used to measure performance using a specific indicator resulting in a metric of performance that is then compared to others.

BENCHLEARNING

Benchlearning is a dynamic and proactive approach to organisational development that encourages organisations to stay informed about best practices, continuously learn from the successes of others, and adapt those learnings to achieve their own goals. It involves the process of comparing and learning from the best practices, strategies, and performance of other organizations, known as benchmarks, with the aim of improving one's own performance and processes. Benchlearning goes beyond traditional benchmarking by emphasizing active learning and adaptation.

KNOWLO

KNOWLO is a comprehensive system that integrates a collection of specific tools and a supportive methodology known as the "7 Steps of Transformation" to facilitate the evolution of any type of educational organisation into a SMART Learning Organisation. Key components of the KNOWLO toolkit include the KNOWLO framework, individual and organisational KNOWLO self-assessment tools, the KNOWLO benchmarking and benchlearning database, as well as a valuable resource database.

LEARNING ORGANISATION

A Learning Organisation is a concept introduced by organisational theorist Peter Senge in his book "The Fifth Discipline." It refers to an organisation that actively promotes and facilitates continuous learning and adaptation among its members. In a Learning Organisation, learning is not just an individual activity but is embedded in the organisation's culture and processes.

SMART LEARNING ORGANISATION

A SMART Learning Organisation seamlessly integrates the principles of Excellence with those of a Learning Organisation. This is evident in its commitment to cultivating a culture of excellence and personal satisfaction within the internal team, while also maintaining a client-centred approach. The organisation is dedicated to continuous development and sustainability, emphasizing ongoing learning and personal growth for all individuals involved.

Links and references



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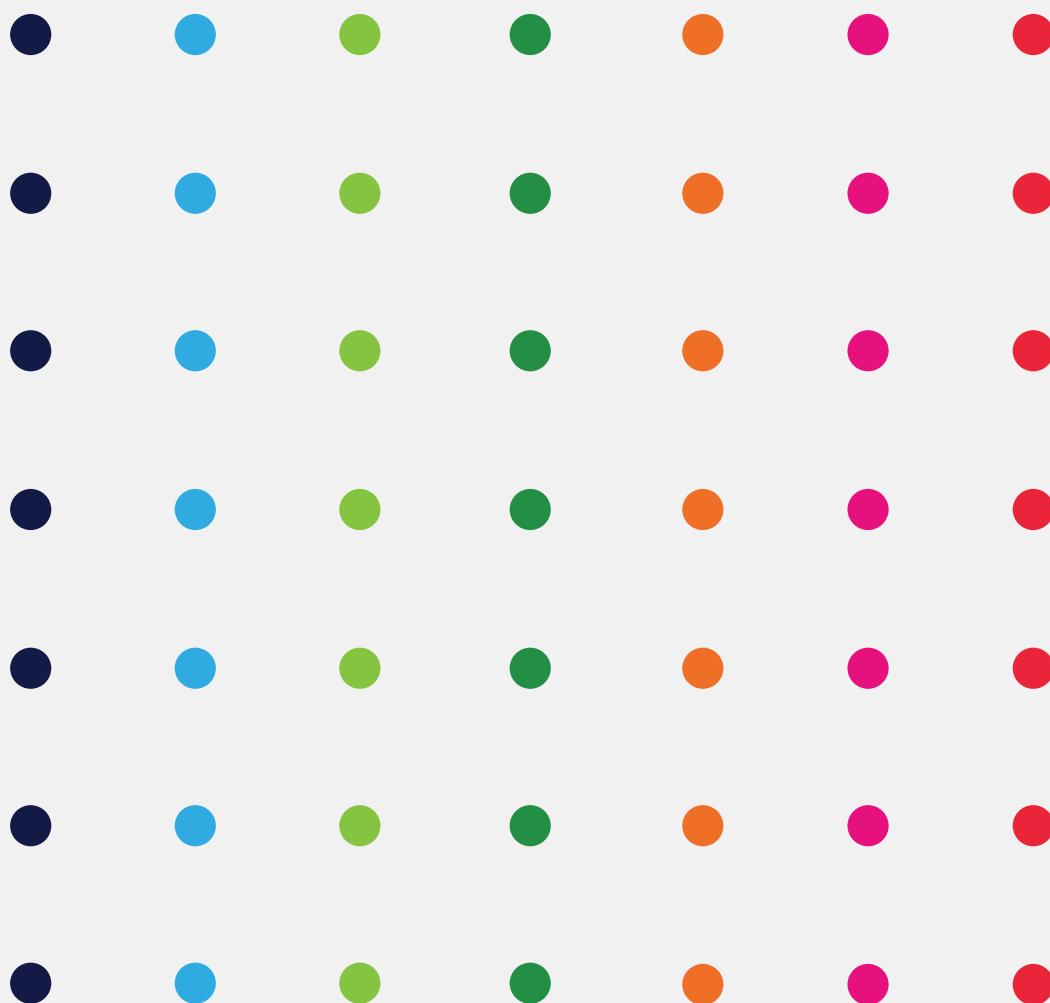
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