

## Coaching tool (tools for effective communication)- Lubelskie Voivodeship

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The coaching tool for the strategy owners is, according to the quality criteria elaborated under the implementation of the EmplInno Interreg Baltic Sea Region Project, a set of internal guidelines included in a communication strategy based on a bi-directional dialogue with external RIS stakeholders. As a part of the project realisation, specific methods of knowledge exchange were developed, taking into account the specificity of the region, the purpose of obtaining information as well as recipients who are directly or indirectly the beneficiaries of the information obtained. It is worth emphasizing that the exchange of knowledge in the region takes place by strengthening cooperation between particular stakeholders, because this cooperation is the basis for the regional innovation strategies implementation. In the quadruple helix model, which is supported by the Lubelskie Region, bottom-up processes become the key ones. Conscious citizens who are not experts – but users - actively participate in the co-creation of new knowledge and products. They are characterised by a large diversity. Actors of the quadruple helix not only cooperate with each other, but also support each other. For example, the education sector can provide services that increase citizens' involvement, collect information on users, and support the spread of products. The public sector can support research, development, creation of social networks and diffusion of knowledge. The business sector can support R & D activities, use know-how in commercial solutions, and gather information about users' needs. Civil society, above all, brings its knowledge and experience and it becomes a kind of regulator of the whole process. In order to indicate specific ways and forms of information exchange in the region, answers will be given to the questions posed by the EmplInno Project Leader.

#### 1. How was the process of increasing knowledge about the RIS3?

The process was focused on obtaining information on the activities undertaken by stakeholders in the field of innovation, entrepreneurial and innovative needs of companies from the Lubelskie Region, developing cooperation between individual actors and their interest in innovation and ways of informing about innovations in the region. As the Strategy Owner, we have prepared questionnaires that were distributed during meetings and conferences. Acquisition of knowledge had also a form of in-depth interviews during direct B2B meetings. Due to the fact that each meeting had its own programme and purpose, and the stakeholders were diversified, the tools were appropriately tailored to the needs and context of the meeting. The surveys were distributed as a part of the *Biznes Lubelskie*

meetings, during which the speakers addressed issues concerning the daily activities of local enterprises, changes in tax regulations, competition on international markets and talked about mediation, negotiation and arbitration in business. Meetings were addressed to current and future exporters, representatives of local government units and business environment institutions. It is worth noting that the respondents did not always answer the questions about innovation, which testifies, among other, the need to build the right attitude, knowledge, skills as well as to raise awareness and understanding in this area in the region. Surveys were also distributed at other events in the region, that is, during the innovation forum and the meeting on common fields of cooperation and research topics which could be implemented in international partnerships under the Eureka and Eurostars-2 programmes. Due to the fact that the coaching tool also supports monitoring of the strategy implementation, including the acquisition of quantitative and qualitative information, the synergy between the Emplnno project and Smart Watch Interreg Central Europe project was noticed. The purpose of the second one is to create a network of technology observatories of smart markets supporting knowledge management in the regions. Thanks to the network, users will gain faster and easier access to specialist knowledge and expert database in strategic technological areas. The project supports activities aimed at making the smart specialization of the region a coherent part of the innovation strategy of Central Europe. The fulfilment of this task will be achieved through the establishment of a monitoring system for these strategies. Each region collects data in distinct ways, classifies them differently and aggregates them. The Smart Watch project will be helpful in developing a common methodology and benchmarking tools that will improve the above activities. As a part of the project, business environment institutions were audited using the ICT tool. The interviews helped to understand the institution activities, data collection processes and services addressed to entrepreneurs, communication channels as part of the regional innovation strategy. During the audits, additional questions were asked about innovations and entrepreneurship in the region, referring to the activities and objectives determined in the Emplnno project. Another project that completed the knowledge on the readiness of cooperation between companies, universities and R+D institutes is the Bridges Interreg Europe Project. The auto diagnostic tool used in it allowed to select potential companies ready to cooperate with science and to specify research topics that could be implemented within the aforementioned cooperation. In this tool, additional questions were posed that referred to the objectives set in the Emplnno project. It is worth noting that the synergy of activities between projects affects the quality of the message transmitted in the broader thematic context, as well as allows for a more effective use of the respondent's time.

The above-mentioned tools are of pilot nature, which means that they will be improved during subsequent activities in the region. The conducted meetings allowed to draw the following conclusions:

- Respondents value direct contact, questions asked in person, not by e-mail are more understandable for the recipient, he puts more emphasis on the answer, information is more accurate included in a certain context, which gives the recipient a full picture of the situation;
- Body language, gesticulation is the additional source of information;
- For the respondents who are not familiar with the subject of innovation and thematic regional strategy, direct contact enables the transfer of appropriate knowledge by answering additional questions;

- Direct meetings give the opportunity to establish relationships, which may become the basis for multi-track cooperation in the future.

Conducting interviews gives the opportunity to look at the supported, innovative thematic areas, which is a continuation of the entrepreneurial discovery process. Interviews can primarily play the role of identifying emerging business and technological trends that may be the subject of further actions. They can also be used to identify companies from the "ready, willing and able" category, distinguished from a given area that are "ready to receive support, need this support and want to receive this support, want to use it." Then it is possible to choose the appropriate support instrument. Interviews were also aimed at obtaining knowledge about the real needs of companies, including barriers, growth drivers in the areas of smart specialisations. As our previous experience shows, conducting direct meetings is very time-consuming, which is why such interviews can be conducted not only during direct meetings, but through the electronic way (for example via Skype). Such use of modern technology may improve the efficiency of the information acquisition process.

## 2. How did you adapt the knowledge to your organisational context?

The information obtained during the above activities has been analysed by dedicated persons from the Lublin Centre for Research on Innovation and by external experts. Reports were created and were distributed between the employees of the Centre. RIS3 experts worked, for example, on the categorisation of research topics proposed by companies related to the bioeconomy, including healthy food. The collected information was provided to the Knowledge and Technology Transfer Centres operating at the universities, which will help to select dedicated research team. It will work with a given entrepreneur on a specific solution. The collected surveys have also been aggregated to give a cross-sectional view of innovative entrepreneurship and the directions of intervention. The information obtained directly from the beneficiaries of the Regional Operational Programme of the Lubelskie Voivodeship allows for defining the "tailor-made" selection criteria and ensuring the appropriate number of applicants. Thanks to close cooperation of the substantive unit, represented by RIS3 specialists and the unit managing the Regional Operational Programme, it will be possible to spend funds more effectively. The above cooperation also allows for a more balanced use of supply and demand innovation support instruments, greater involvement of private funds and successive, regulated implementation documents for the strategy, adapting the pro-innovative instruments to new needs and new challenges that occur over time, along with the development and evolution of regional smart areas specialisation. All actions of the Lublin Centre for Research on Innovation are based on the principle of openness and transparency, meaning that the system institutions are as transparent as possible to citizens and public opinion, and actively and clearly communicate their actions and decisions. The processes, institutions and information related to the definition and implementation of innovation policy are directly available to entities they relate to and ensure the efficient functioning of the system the monitoring and evaluation; the principle of partnership, meaning broad participation of all stakeholders in the formulation and implementation of policies in a manner ensuring that their opinion will be taken into account and that different groups will cooperate; the principle of effectiveness, meaning that the form of innovation policy and its implementation should be adapted in a manner fully respecting the needs of all stakeholders parallel to optimal use of available resources; the principle of coherence, meaning full coordination of activities undertaken as part of innovation policy and other policies implemented in the Lubelskie Voivodeship.

### 3. How did you communicate the knowledge internally? Were there barriers to overcome?

The acquired knowledge was presented on B2B meetings, by e-mail and some documents were posted on a specially created Google Drive. The biggest difficulties occurred with the systematics of placing information on a shared disk and developing reports or other documents summarising key internal meetings or those with regional stakeholders. Information exchange was also conducted spontaneously and often as a brainstorming, which positively affected the quality and freshness of solutions. It is worth noting that in both external and internal communication, the transfer of sensitive data in the context of the General Data Protection Regulation caused a lot of difficulties, which requires the creation of additional relevant clauses and selection of transmitted content.

A certain amount of information was provided in a systematic manner, resulting from the internal procedures of the Office as part of a quarterly report on the implementation of objectives and tasks from the Activity Plan of individual units. One of the main goals set for our Department is to build and develop the regional innovation system in the Lubelskie Region (multi-annual goal by 2020) by:

- Increasing the ability of business entities to create and absorb knowledge and implement innovations, particularly in the areas of regional transspecialisation.
- Increasing the ability of entities operating in the science and research sector to create and commercialise knowledge in the areas of regional smart specialisation.
- Strengthening business environment institutions and public administration bodies open to innovations.

The task within the above-mentioned objectives is to implement the Regional Innovation Strategy of the Lubelskie Region by updating and specifying the area of smart specialisations and their adaptation to the changing economic situation of the region, including the organisation of meetings, panels or workshops with the participation of enterprises, research institutes and business environment institutions and local government within the particular smart specialisations. The measures of the aforementioned goals are following: number of panels / meetings / workshops, number of entities involved in the cooperation and number of expertises / documents. Information related to the Activity Plan was compiled in tabular and descriptive form and was sent to the relevant unit.

Our Expert who is in a process of evaluation of effective information flow in the region proposed a groupware tool such as, for example, Ryver Slack - multifunctional communicator, allowing to limit e-mail communication, which in the situation of multi-threaded projects involving many people, does not always work. Individuals have access to all or selected thematic channels. Information exchange conducted through such communicators is faster, and its advantage is to collect information in one thematic thread (making it easier to find interesting information). In the course of project realisation, additional tools will be proposed.

#### 4. How do you translate the knowledge into your working with external target groups?

We share the acquired knowledge using the traditional method, during face-to-face meetings (conferences, workshops, B2B meetings), which are sometimes enriched by visual techniques that help to capture in a symbolic and pictorial way the most important, forwarded content.

Our expert also suggested making the traditional methods of information exchange more attractive. Meetings with entrepreneurs, scientists, representatives of BEI and administration could be organised with promotion materials like roll-ups or posters and in the form of activating methods such as design thinking. This is a method that is used to creatively solve problems. Its goal is to develop innovative solutions using work methods that stimulate creativity. Its main advantages include the maximum use of the diversity of knowledge, experience and skills of people involved in the process. The methodology is based on continuous stimulation of creative thinking, which makes it attractive from the point of view of the participants. It helps to activate members of the meeting.

To transmit the RIS3 knowledge, raise innovation consciousness and culture, the promotional and information film on the regional innovation strategy was made within the Smart Watch project under the Interreg Central Europe Programme (the Marshal Office is a partner in this project). It presents the role of individual actors in the region, their cooperation opportunities and the Marshal Office as an open, helpful and competent institution supporting innovations and inspirations, offering space for the implementation of interesting ideas and projects. The film also informs about regional smart specialisations in an accessible way with elements of multimedia animation and sketchnoting.

The Marshal Office transmits the information to its stakeholders via electronic media, like the websites: [www.rsi.lubelskie.pl](http://www.rsi.lubelskie.pl), [www.lubelskie.pl](http://www.lubelskie.pl), [www.invest.lubelskie.pl](http://www.invest.lubelskie.pl) and social media like facebook. According to the recommendation of our expert, it would be worth creating a synergy between these websites, which would strengthen the reach of innovative communication to a wider audience. The published content concerns the regional innovation strategy itself, implemented projects, meetings and other innovative activities. Sometimes, they have also a form of invitation to organised events and meetings. The following activities could be conducted to make the message more attractive and to mobilise potential stakeholders by: updating the website and translating it into English, enrich the content with videos, live interviews and animations. It would be worth thinking about adapting specific content to the needs of users and the rank of the event. Sometimes we observe the lack of proper reaction or interest in large events, contests, activities on an international scale, resulting, among others, from:

- the lack of identification of the end user with the information,
- incorrect interpretation of the information indicated (in the form of a code, a system of common meanings, structuring a message),
- the need to specify content, which requires greater involvement of the Message Source and the Message Receiver.
- difficulty to reach the proper end-user

We are in the process of on-going discussion with the expert to improve the tools and communication methods in the region.

A very important contact platform is also “Biznes Lubelskie”. It is an initiative which aim is to strengthen cooperation for the service of exporters and investors. The “Biznes Lubelskie” offers a cooperation model based on the ONE STOP SHOP principle - ONE CONTACT POINT, thanks to which:- when handling the case of a given beneficiary, there is a cooperation with all active institutions. There is cooperation with local governments, business environment institutions at the local, regional, national and international level. “Biznes Lubelskie” also provides integrated services for investors and exporters.

#### 5. How do you institutionalise the knowledge in your organisation?

The institutional basis for the strategy implementation system consists of:

- the Board of the Region,
- the Council for Innovation,
- the *RIS LV 2020* Managing Authority.

The tasks of the *RIS LV 2020* Managing Authority are performed by one of the departments of the Marshal Office of the Lubelskie Voivodeship indicated by the Board of the Region.

The institutional system for the *RIS LV 2020* implementation and the innovation knowledge management is expanded by the Lubelskie Centre for Innovation Research. It serves as a regional intellectual base supporting the transformation of development model of the Lubelskie Voivodeship. The tasks of the Centre include in particular:

- preparation and coordination of systematic papers and analyses of the transformation of development model of the voivodeship and development of regional system for innovation (innovation market observatory, technology foresight, analyses of improvement of the system for monitoring and evaluation, etc.) and reporting the results to all stakeholders,
- participation in activities related to implementing, evaluating and updating the *RIS LV 2020* and other executive documents to the strategy.

As part of the Paper Feedback document, research tools were created (the proposals of surveys and scenario for quasi individual in-depth interviews constitute the integral part of the document) to help the Marshal Office in communication with:

A) External stakeholders (outside the Marshal Office), that is:

- Auditor survey questions for entrepreneurs / start-ups
- Complete survey questions to entrepreneurs / start-ups
- Survey questions for BEI representatives
- Survey questions for representatives of scientific units (scientists)
- Questions of the survey available through the application to the participants of the Innovation Forum
- Scenario for Quasi individual in-depth interviews with selected entrepreneurs operating in the Lubelskie Voivodeship.

B) Tools to improve communication between the departments of the Marshal Office of the Lubelskie Voivodeship

#### - Google Calendar

Taking into account the functioning of the Marshal Office of the Lubelskie Voivodeship, it is advisable that particular persons should appoint contact persons who will be responsible for coordinating matters related to the calendar within the department. It is recommended to create separate calendars for individual departments (each department can create several calendars - for example a separate one related to planned training for employees of the department, and separate ones for external events), which will then be disseminated to other units. On the one hand, it will enable better organisation of work within the department, and on the other hand, a better "orientation" of other departments in the events organised by other units, which will allow better planning of activities within the entire institution.

The main functionalities of the calendar, which will facilitate the organisation of joint events:

- ✓ After creating the event (along with the date and time of the event), it is possible to set up notifications that will inform about the upcoming event.
- ✓ It is possible to set cyclical events.
- ✓ You can invite other people to participate in the event and you can collect feedback on the participation in the event.
- ✓ You can create several calendars which may be shared with other people (in the navigation panel you can easily change the view of the calendar by adding other calendars to it).
- ✓ The calendar can be shared with other people who do not have an account on Gmail (by entering the person's e-mail, by sharing it via a link or by including it on the website).
- ✓ Attachments can be added to the event in the form of, for example, documents and photos.

Usage restrictions: Google Calendar can be set up by someone who has a Gmail account, but it can be shared with other people who do not have such account.

#### - Catalogue of information about implemented projects

- ✓ Project title:
- ✓ Short description (project objectives, description of activities):
- ✓ Delivery time: from - to
- ✓ Project status (current status):
- ✓ Department responsible for the project implementation:
- ✓ Other institutions involved in the project (if applicable):

- ✓ Target group (to whom the project is directed):
- ✓ Summary (what are the guidelines for further activities of the Marshal Office of the Lubelskie Voivodeship, which result from the implementation of this project):
- ✓ Is the project related to the Regional Innovation Strategy: Yes / No
- ✓ Is the event cyclical: Yes / No

Coherence of communication in the region and selection of appropriate channels and tools tailored to the needs of users is the essence of the coaching tool. We need to specify the target group (we need to know its attitude, innovation knowledge and skills) and the goal of obtaining information. We need to manage it properly and effectively communicate it "internally" and "externally". Then we will be better equipped with more practice-related knowledge about the RIS3 and its implementation possibilities on the local level and we will reduce the gap between the respective strategy and real life.