

1

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.

A		Organisational Culture + Core Values	IN A SMART LEARNING ORGANISATION: <ul style="list-style-type: none">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; <ul style="list-style-type: none">Culture and core values are accepted, and considered motivational for the whole workforce.
B		Strategy + Mission + Vision	IN A SMART LEARNING ORGANISATION: <ul style="list-style-type: none">Everybody involved is aware of and understands the values of the organisation;Everybody involved knows where to find information about the organisation's strategy; <ul style="list-style-type: none">Stakeholders (people, partners, clients, etc.) are involved in developing and improving the strategy.
C		Inspirational Leadership	A SMART LEARNING ORGANISATION HAS LEADERS THAT: <ul style="list-style-type: none">Have a positive impact on others;Foster team development;Are able to give feedback, guidance, and support;Encourage teamwork to find the best solutions; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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; <ul style="list-style-type: none">Teams collaborate and communicate with those who represent different professions, e.g., analysts, designers/fundraisers, educational coordinators/managers, tutors/mentors, and administrative and financial managers;Colleagues work towards the organisational mission better together than on their own.
B		External Stakeholders	A SMART LEARNING ORGANISATION: <ul style="list-style-type: none">Understands and analyses all stakeholders and their involvement;Respects stakeholders' unique roles; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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; IN THIS PART OF THE ASSESSMENT "SOCIETY" REFERS TO: <ul style="list-style-type: none">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: <ol style="list-style-type: none">Working conditions;Roles & Responsibilities;Business logic/structure. A SMART LEARNING ORGANISATION: <ul style="list-style-type: none">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; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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:<ol style="list-style-type: none">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: <ul style="list-style-type: none">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; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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 products/service development; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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; <ul style="list-style-type: none">Uses pilot studies to improve outcomes for all pupils/students;Evaluates the reliability of the implementation.
C		Product/Service Sustainability	A SMART LEARNING ORGANISATION: <ul style="list-style-type: none">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); <ul style="list-style-type: none">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: <ul style="list-style-type: none">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; <ul style="list-style-type: none">Follows the guidelines outlined by the UN for achieving sustainable development goals.
B		Innovation and Digital Transformation	A SMART LEARNING ORGANISATION: <ul style="list-style-type: none">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; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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; <ul style="list-style-type: none">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: <ul style="list-style-type: none">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; <ul style="list-style-type: none">Analyses 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.