

creative agency guidebook

CYANOTYPES

The Creative Agency Guidebook has been designed to provide you with greater insight into the Cyanotypes Creative Agency Competence Framework.

This Guidebook offers a level of detailed insight into the clusters and competencies that have been developed by Cyanotypes. You will find, for example, a detailed description of every competence, along with associated learning outcomes. In addition, there are pointers to related components of the train-the-trainer toolkit that may also want to consider.

This version of the Guidebook is intended for **Creative Businesses & Organisations**.

The Guidebooks



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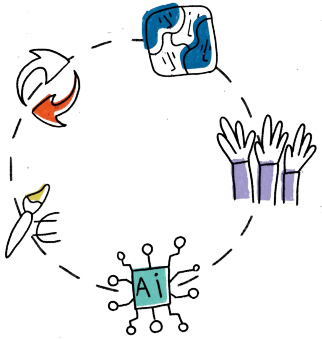
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The Guidebooks



creative agency guidebook

Introduction



This guidebook has been designed to provide you with greater insight into the Cyanotypes **Creative Agency Competence Framework**. This framework consists of 5 agency clusters, reflecting the diverse contexts in which cultural and creative professionals are involved. Each of these clusters has 5 associated competences, with 25 competences in total.

In this **Guidebook** you will find descriptions of each of these competences and relevant supporting tools and materials provided by Cyanotypes.

This version of the Guidebook has been specifically developed for **Creative Organisations and Businesses** at all levels. Other versions of the Guidebook have been developed for people working within Policymaking, Creative Sectors and Networks, Learning Organisations and for Creative Professionals and Individuals. In this way people are free to choose the guidebook that best fits their perspective.

The Cyanotypes Framework can be adapted to personal, organisational or sector specific needs by providing:

- the means to **understand and anticipate skills needs and ambitions**
- a co-creative process to **identify and develop customised and new training pathways**.
- **alignment** with existing European competence frameworks, accreditation systems and related initiatives

In fact, we encourage people to consider how best to use the **Creative Agency Competence Framework** in their own context and according to their ambitions and objectives.

We have outlined a number of different **scenarios for Creative Organisations and Businesses** below as examples. You will also find descriptions of other scenarios and pilot activities being undertaken by Cyanotypes partners in **T1.7 Pilot Scenarios..**

creative agency scenarios

Sample Scenarios

It is possible to consider various scenarios for piloting the Cyanotypes approach and if you decide to run a pilot activity you will have your own ideas!

From the **Creative Organisations and Businesses** perspective, this could be:

Stress-testing Your organisational strategy against the Cyanotypes Framework. How can you equip your staff with the right skills for the future?

Hiring for the Future: Embedding Cyanotypes Competences in Recruitment. Does your hiring strategy reflect these shifts? Are your job descriptions and recruitment processes attracting talent that will thrive in an industry undergoing rapid transformation?

From the **Policymaker** perspective, this could be:

Stress-testing your Policy Strategy against the Cyanotypes Framework. Is your policy strategy future-proof? Does it equip the creative industries with the right skills, structures, and innovation capacity to remain resilient and competitive?

Strengthening Cultural & Creative Ecosystems: A Strategic Tool for Policy Makers. How resilient, inclusive, and future-proof is your creative ecosystem? Does it provide the right conditions for creative professionals, businesses, and organizations to adapt, collaborate, and innovate?

Naturally, there are different scenarios from the other perspectives and some examples are included below. You will also find descriptions of other scenarios and pilot activities being undertaken by Cyanotypes partners on the [project website](#).

From the **Creative Sectors and Networks** perspective, this could be:

Developing a Sectoral Upskilling & Reskilling Strategy with the Cyanotypes Framework. The digital, green, and societal transitions are not just reshaping the industry; they are redefining the skills needed to thrive. Does your upskilling or reskilling agenda prepare them for emerging technologies, shifting business models, and evolving creative practices?

Stress-testing a Sector Strategy with Cyanotypes Competences. How future-ready is your sector? Does your strategy empower your members to adapt,

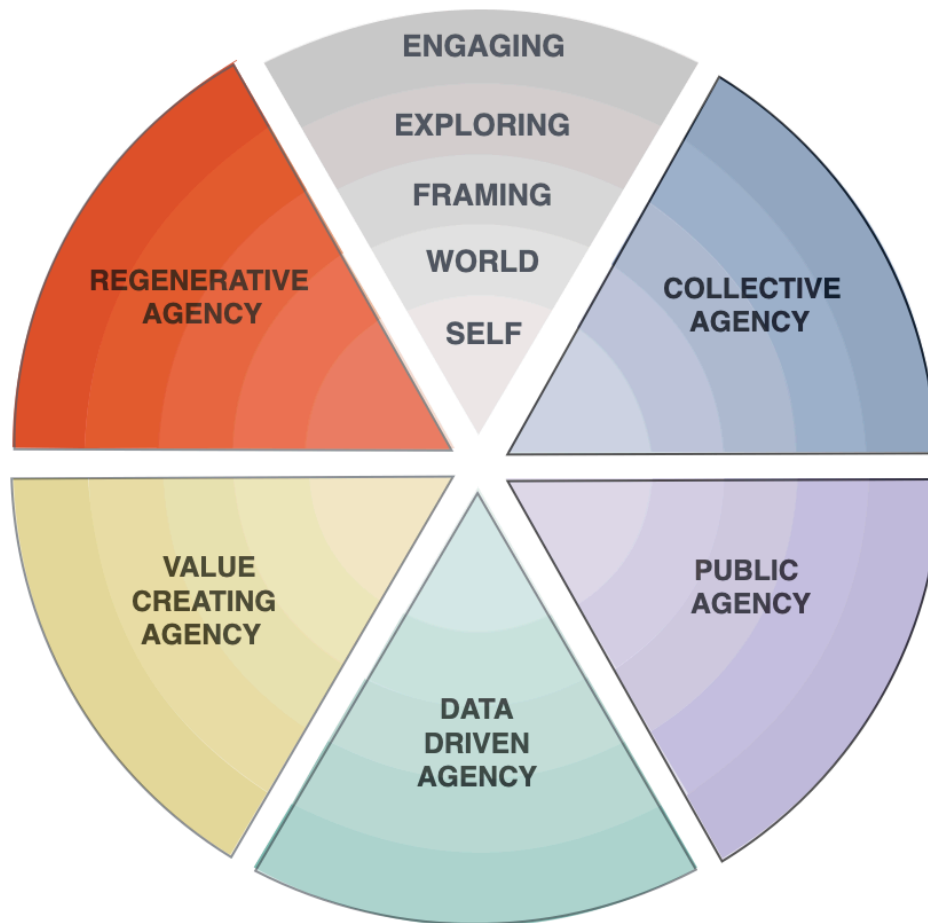
collaborate, and innovate in an era of uncertainty?

From the **Learning Organisations** perspective, this could be:

Modifying an existing curriculum Trainers can integrate Cyanotypes competencies into their current curriculum by identifying areas where creativity, collaboration, or critical thinking can be enhanced. They can share existing learning activities and define discipline-specific learning outcomes to scope modifications within available time constraints (ECTS).

Designing New Learning Modules with Cyanotypes Competences. Trainers can define their objectives, target disciplines, and expected learner outcomes. Aligning content with EQF levels ensures appropriate complexity, while integrating feedback loops helps refine the program.

Identifying HR Capacity Building Opportunities. Organisations can evaluate existing staff competencies, identifying skill gaps that Cyanotypes can help bridge. They can also use the framework to shape hiring strategies, and by aligning job descriptions and training programs with Cyanotypes, organisations can future-proof their workforce.



Creative Agency Competence Framework

The **Cyanotypes Creative Agency Competence Framework** is grounded on the principle that *learning occurs within self-renewing ecosystems*, integrating individual, organizational, and ecosystemic contexts of agency to address the sustainability of educational practices and outcomes.

This provides a transversal model for “customisable” learning journeys and aims to inspire future value creation scenarios for creative professionals within innovative ecosystems

The framework emphasises five key dimensions of creative agency: **collective, public, data-driven, value-creating, and regenerative**, each contributing to a comprehensive approach to skills development and application in creative sectors.

Each cluster then consists of five competences. These competences aim to foster resilience among creative industry professionals through life long development activities to meet the challenges and demands in their respective practises for the near future.

You can also use the **Creative Agency Competence Framework** to follow a triple loop learning pathway that runs transversely across the five agency dimensions:

- **Self** - Individual self awareness, introspection and self reflection
- **World** - gaining awareness of your context
- **Framing** - understanding the meaning of your experiences
- **Exploring** - active enquiry, curiosity and experimentation
- **Engaging** - active participation, collaboration and dialogue

This is also intended to facilitate deeper reflection, systemic understanding and transformative learning experiences. In this way, learners can develop the critical thinking, creativity and adaptability needed to thrive in complex and dynamic environments.

5 Creative Agency Clusters

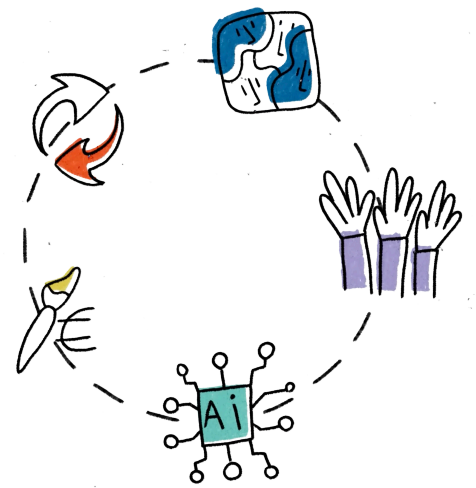
collective agency cluster

The **Collective Agency Cluster** promotes collaboration as essential for innovation and societal impact in the cultural and creative industries (CCIs). It champions **co-creation, resource-sharing, and equity**, fostering inclusive networks where diverse voices shape cultural outputs.

By pooling resources and leveraging connections, stakeholders steer sustainable and relevant creative solutions. This cluster emphasises systems thinking, trust-building, and mutual accountability, **ensuring cultural initiatives address complex challenges effectively.**

Through interdisciplinary projects and innovative frameworks, the Collective Agency Cluster enhances creativity, resilience, and impact, **positioning CCIs as pivotal contributors to societal transformation.**

The **5 competences** associated with this Cluster are:



A1 Creative Confidence

Strengthening sectoral resilience

A2 Collaboration Across Creative Disciplines

Working Together Across Creative Sectors

A3 Conceptual and Critical Thinking

Driving innovation and transitional thinking

A4 Interacting in Creative Ecosystems

Navigating within and between creative environments

A5 Collective Action

Moving from urgency to action

public agency cluster

The **Public Agency Cluster** views culture as a public good essential for societal well-being and resilience. It emphasises inclusivity, community empowerment, and sustainability, **positioning cultural participation as a catalyst for shared progress.**

Through co-creation and interdisciplinary collaboration, this cluster addresses challenges like inequality and climate change. It advocates cultural **ecosystems that prioritise equity, access, and engagement.**

With a **focus on public impact, sustainability, and policy alignment**, the cluster ensures culture remains a uniting force that inspires action, fosters dialogue, and strengthens communities.

The **5 competences** associated with this Cluster are:

B1 Working with Values

Enabling integrated perspective-taking

B2 Boundary Spanning

Providing the connective tissue for collaboration

B3 Anticipatory Innovation

Opening new innovation discourses

B4 Narrative Design

Communicating value and designing impact

B5 Managing Transformations

Orchestrating change

data-driven agency cluster

The **Data-Driven Agency Cluster** highlights data as a transformative resource for the cultural and creative industries (CCIs). It fosters innovation, audience engagement, and **ethical practices through data literacy and collaborative approaches**.

Professionals use data for insights, impact measurement, and creative storytelling, ensuring relevance and resonance. Ethical stewardship and inclusivity guide data use, addressing privacy and biases. Capacity-building initiatives **empower CCIs to navigate data complexities, leveraging technology for innovation while maintaining transparency**.

This cluster positions data as a bridge between creativity and societal needs, **driving meaningful and impactful transitions**.

The **5 competences** associated with this Cluster are:

C1 Data and Digital Literacy
Providing resilient foundations for the digital transition

C2 Understanding Socio-Technical Systems
Contextualising technology for the triple transition

C3 Digital Self-Determination
Supporting creative agency in digital spaces

C4: Creatively Using Digital Technology
Empowering Policymakers to Drive Innovation in the CCIs

C5: Digital Content Co-creation
Advancing collaborative innovation in the CCIs

value-creating agency cluster

The **Value-Creating Agency Cluster** emphasises the multifaceted value of CCIs, spanning economic, cultural, social, and environmental dimensions. It **promotes intentional value creation aligned with societal and systemic needs**.

By fostering innovation, inclusivity, and sustainability, CCIs **enhance community ties and address global challenges**. This cluster prioritises both tangible results and intangible outcomes like emotional resonance and inspiration.

Through interdisciplinary collaborations, creative methodologies, and impact measurement frameworks, CCIs amplify their societal contributions, **ensuring creativity remains a cornerstone for progress and transformation**.

The **5 competences** associated with this Cluster are:

D1 Financial and Economic Literacy
Fostering socio-economic understanding

D2: Planning and Management
Strengthening efficiency and competitiveness

D3 Valuing Ideas
From Creative Concepts to Impactful Transitions

D4. Opportunity Management
Locating paths to growth

D5. Working With Others
Applying the dynamics of collaboration

regenerative agency cluster

The **Regenerative Agency Cluster** positions CCIs as catalysts for societal and ecological renewal, **prioritising practices that restore and sustain systems**.

It emphasises systems thinking, reciprocity, and holistic approaches to repair past harm and build future capacity. Inspired by natural cycles, the cluster integrates sustainability into creative practices, fostering resilience and community engagement.

By aligning culture with regenerative principles, this cluster empowers CCIs to **inspire transformation and create thriving ecosystems**.

The **5 competences** associated with this Cluster are:

E1 Self-Awareness & Empathy
Prioritising care, solidarity and renewal

E2. Ethical and Sustainable Thinking
Shaping Regenerative CCIs Policies

E3 Problem Framing
Articulating better questions and transitions

E4. Exploratory Thinking
Navigating complexities with curiosity and innovation

E5 Actionable Futures
Working within a pragmatic paradigm

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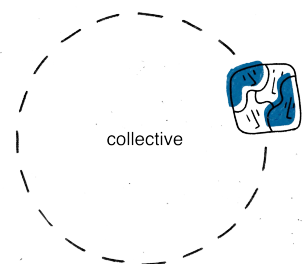
clusters & competences in detail

STRATEGIC SKILLS FOR CREATIVE FUTURES

collective agency cluster



Collective Agency Cluster



Competences

- A1 Creative Confidence
- A2 Collaboration Across
- A3 Conceptual and Critical Thinking
- A4 Interacting in Creative Ecosystems
- A5 Collective Action

The **Collective Agency Cluster** highlights the transformative power of collaboration and shared effort within the cultural and creative industries (CCIs). It emphasises that addressing today's complex challenges—such as digital transformation, climate change, and social inequality—requires collective approaches that leverage the strengths of diverse stakeholders. This cluster positions collaboration not as an optional strategy but **as a guiding principle for innovation, resilience, and sustainable societal impact.**

At its heart, the Collective Agency Cluster values interdependence, recognising that cultural and creative work exists within larger, interconnected systems. Whether engaging with education, technology, community development or public policy, **this cluster encourages stakeholders to view themselves as integral parts of an ecosystem where their actions influence—and are influenced by—others.** This systems-oriented perspective promotes mutual support, accountability, and shared responsibility across the cultural and creative sectors.

A defining feature of this cluster is **co-creation**, which seeks to actively involve diverse voices as equal partners in the creative process. Moving beyond consultation or audience participation, co-creation strengthens cultural and creative outputs by incorporating varied perspectives while fostering deeper relationships between practitioners and their communities. This approach makes cultural initiatives more relevant, accessible, and inclusive, reflecting the needs and values of the people they address.

The pooling of shared resources is another foundational element. Collective Agency encourages the sharing of physical spaces, funding, data, and expertise to maximise impact and promote equity. By creating opportunities for smaller organisations and under-represented groups to access essential resources, this cluster ensures that all stakeholders can contribute meaningfully to collaborative

efforts. Examples include co-working spaces for creative professionals, open-data platforms, and collective funding models that distribute resources democratically.

Collective Agency **thrives on creativity, particularly in generating solutions that transcend traditional boundaries.** Collaborative environments often lead to cross-disciplinary projects, such as those combining art, science, and technology to tackle societal challenges like climate change or urban planning. These innovations highlight the unique potential of collaboration to inspire groundbreaking outcomes.

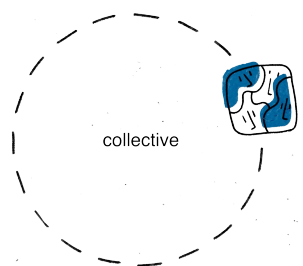
Recognising the challenges of joint efforts, the cluster emphasises the importance of **clear frameworks for decision-making, transparent communication, and tools that streamline collaboration.** By fostering reflection and shared learning, stakeholders can refine their practices and ensure adaptability to evolving needs and contexts.

Ultimately, the Collective Agency Cluster envisions a cultural and creative sector where collaboration is a core value and driving force. By embracing interdependence, co-creation, and shared resources, **it empowers CCIs to address complex challenges, amplify their impact, and build a resilient and connected future.**

A1 Creative Confidence

Nurturing confidence by embracing uncertainty

*Collective Agency Cluster
Topic A1*



Associated Competences

A2 Collaboration Across Creative Disciplines

A3 Conceptual and Critical Thinking

A4 Interacting in Creative Ecosystems

A5 Collective Action

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As a leader in the cultural and creative industries (CCIs), **nurturing creative confidence among your team members is an investment in their ability to tackle the challenges of a rapidly changing world.** In an environment shaped by green, digital, and societal transitions, this competence can empower your staff to embrace uncertainty, take informed risks, and approach their work with resilience and optimism. By fostering creative confidence within your organisation, you contribute to a workforce that is not only adaptable but also innovative, capable of transforming challenges into opportunities.

Creative confidence **allows individuals to see creativity as a fundamental skill, not limited to artistic disciplines but as a driver of innovation and problem-solving.**

This perspective is invaluable for your organisation's long-term sustainability and competitiveness, as it encourages your team to approach complex problems with fresh ideas and solutions. Employees who feel confident in their creative abilities are more likely to contribute meaningfully to projects, collaborate effectively across disciplines, and align their work with the organisation's strategic goals.

Incorporating this competence into your leadership strategy can enhance team dynamics and foster a culture of collaboration. By creating safe environments where ideas can be shared openly and feedback is constructive, you enable your staff to take risks without fear of failure.

Encouraging cross-departmental co-creation and valuing diverse perspectives can unlock innovation that positions your organisation as a leader in the field.

Supporting creative confidence also means equipping your team with tools and methodologies that encourage experimentation and iteration. This could include hosting workshops, providing access to new technologies, or implementing collaborative platforms that make it easier for staff to share ideas and develop them collectively. These efforts demonstrate your commitment to their growth and signal that their creativity is a valued asset.

For your organisation, the benefits of fostering creative confidence are extensive. Teams that are empowered to experiment and innovate can adapt quickly to shifting market demands, keeping your business competitive. Additionally, employees who feel supported in their creativity are more engaged, leading to higher retention rates and a stronger reputation as an employer of choice.

While it may not be essential to prioritise this competence, **embedding creative confidence into your leadership approach** could be a powerful lever for enhancing your organisation's resilience, adaptability, and overall impact in the CCIs. It's a step toward ensuring your team remains motivated, your projects remain cutting-edge, and your organisation continues to thrive in an uncertain but opportunity-rich landscape.

Learning Outcomes



Collective Agency Cluster
Topic A1

Main Learning Outcomes

Learners will **recognise** creativity as a key competence in the context of the triple transition.

Learners will **understand** the full potential of shared creativity in various contexts.

Learners will **strengthen** their ability to navigate situations characterised by uncertainty or multiple crises.

Knowledge

Understands the fundamentals of creativity, including creative processes and the impact of affect.

Recognises methods and tools that nurture creative confidence across different sectors and is aware of both historical and contemporary contexts.

Skills

Can identify the interests and needs of a target audience.

Demonstrates resilience and the ability to navigate change and setbacks.

Overcomes fear of failure and procrastination, and reflects on the factors influencing creative confidence from multiple perspectives.

Responsibilities

Engages in self-reflection to understand personal influences on creativity and considers the needs of others.

Fosters collaboration with diverse stakeholders and leverages feedback to enhance multidisciplinary projects.

Cyanotypes Practical Support



CYANOTYPES provides support on four levels. Some of these materials are available via our [open learning platform](#) or from the [Train-the-Trainer Toolkit](#).

Learning Plans

For each of the 5 cluster competences, we provide a [Learning Plan](#) that is intended to facilitate the design of learning modules and any associated microcredentials..

Sample Demonstrator Module

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module includes all the elements you need to design and deliver your own modules.

Supporting Materials

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Cyanotypes Blueprinter

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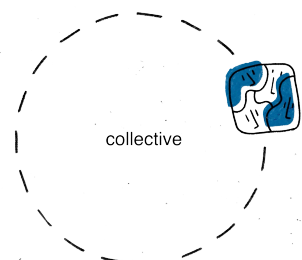
collaboration across creative disciplines



A2 Collaboration Across Creative Disciplines

Combining different talents to generate solutions

*Collective Agency Cluster
Topic A2*



Associated Competences

- A1 Creative Confidence
- A3 Conceptual and Critical Thinking
- A4 Interacting in Creative Ecosystems
- A5 Collective Action

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As a leader in the cultural and creative industries (CCIs), fostering collaboration across disciplines within your organisation can unlock unparalleled innovation and drive sustainable growth. In a rapidly evolving field, this competence equips your team to work together effectively, combining diverse expertise to address complex challenges and create groundbreaking solutions. While not every organisation may prioritise this competence, cultivating interdisciplinary collaboration could be a key differentiator in maintaining competitiveness and ensuring long-term relevance.

Collaboration across creative disciplines is more than teamwork—it's about **creating structured, intentional processes that encourage open dialogue and shared ownership of outcomes.** By embedding these practices into your organisation's strategy, you enable your team to operate cohesively, with each member contributing their unique strengths. This fosters a culture of inclusivity and respect, critical for unlocking the collective potential of diverse perspectives.

A practical way to cultivate this competence is by designing opportunities for interdisciplinary exchange, such as cross-departmental brainstorming sessions, workshops, or collaborative projects that bring together talent from different areas. Providing platforms for these interactions not only enhances team dynamics but also stimulates innovative thinking, as individuals from varied

backgrounds contribute fresh insights and approaches to shared challenges.

Encouraging your staff to navigate cultural sensitivities and adapt communication styles is another essential component. Multidisciplinary teams often include professionals with varied cultural and professional experiences, which can enrich creativity but also present challenges. Supporting intercultural awareness and empathy among your employees ensures smoother collaboration and minimises misunderstandings, creating an environment where everyone feels valued and heard.

From an organisational perspective, **interdisciplinary collaboration can deliver far-reaching benefits.** Teams that embrace experimentation and diverse perspectives are better equipped to adapt to market shifts, client demands, and emerging trends. This approach also helps employees develop key skills like problem-solving, communication, and adaptability—competencies that contribute to their individual growth and strengthen your organisation's overall capacity for innovation.

Externally, fostering collaboration across disciplines can enhance your organisation's reputation as a forward-thinking leader in the CCIs. Clients and stakeholders increasingly value organisations that bring together unique perspectives to deliver impactful and inclusive solutions.

Learning Outcomes



Collective Agency Cluster
Topic A2

Main Learning Outcomes

Learners will **recognise** the impact of participatory practices in multifunctional and cross-disciplinary teams.

Learners will **understand** how to collaboratively address complex challenges through creative practice.

Learners will **enter** collaborative teamwork in agile project contexts.

Knowledge

Knows strategies for co-creation and differentiates aspects of participatory processes, collaboration, and teamwork.

Recognises the boundaries and limitations of existing knowledge and practices and understands cultural sensitivities affecting communication.

Skills

Can communicate effectively both verbally and in writing, fostering mutual respect and confidence among team members.

Experiments with creative techniques and demonstrates determination in applying effective methods.

Responsibilities

Proactively **seeks** opportunities to experiment with new approaches, develops strategies to overcome fear of failure

Takes an active role in mentoring peers to enhance their creative confidence.

Cyanotypes Practical Support



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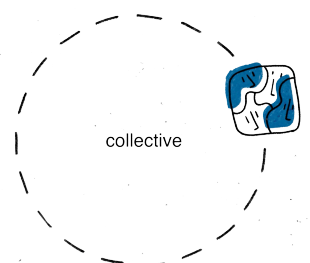
conceptual and critical thinking



A3 Conceptual and Critical Thinking

Balancing creativity and practicality

*Collective Agency Cluster
Topic A3*



Associated Competences

- A1 Creative Confidence
- A2 Collaboration Across Creative Disciplines
- A4 Interacting in Creative Ecosystems
- A5 Collective Action

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As a leader responsible for fostering talent development and sustaining competitiveness in your organisation, nurturing conceptual and critical thinking among your creative staff could offer substantial advantages. While not every organisation may prioritise this competence, it has the potential to **unlock innovation, improve decision-making, and future-proof your team's abilities** in a rapidly evolving cultural and creative industry (CCI) landscape.

Conceptual and critical thinking equips your team to both generate and refine ideas with a balance of creativity and practicality. Conceptual thinking encourages the exploration of bold possibilities and imaginative solutions, while **critical thinking ensures these ideas are rigorously assessed for feasibility and impact**. Together, these processes foster a culture of thoughtful innovation, where teams can push boundaries while delivering outcomes that align with organisational goals and client needs.

To encourage this competence in your organisation, you might consider providing opportunities for your team to practice structured brainstorming, mind mapping, or systems thinking. These methods enhance their ability to approach challenges holistically, **identifying patterns and connections that might otherwise go unnoticed**.

A practical way to develop these skills is by embedding analytical practices into project workflows. Encourage your

team to document their creative processes, evaluate outcomes critically, and consider alternative perspectives. This approach not only improves the quality of their work but also strengthens their ability to articulate their ideas persuasively—an asset when communicating with clients, stakeholders, or collaborators.

Supporting cross-disciplinary learning is another way to foster conceptual and critical thinking. Offering access to workshops, industry events, or mentorship programs can expose your staff to new perspectives and insights. This broadens their creative toolkit and enhances their ability to apply their expertise in new and innovative ways.

For your organisation, cultivating this competence could lead to more innovative project outcomes, better risk assessment, and enhanced problem-solving capabilities. By equipping your team with these skills, you prepare them to navigate uncertainties, adapt to emerging trends, and **deliver creative solutions that resonate in an increasingly complex market**.

While developing conceptual and critical thinking may not seem like an immediate necessity, its long-term benefits could position your organisation as a leader in the CCIs. By investing in this competence, you empower your team to approach challenges with confidence, turning obstacles into opportunities and contributing to a resilient and sustainable future for your organisation and the industry as a whole.

Learning Outcomes



Collective Agency Cluster
Topic A3

Main Learning Outcomes

Learners will **recognise** the value of processes such as analysis, interpretation, evaluation and documentation.

Learners will **understand** the correlations between conceptual thinking (forming new ideas) and critical thinking (evaluating ideas).

Learners will **translate** context-specific knowledge across different creative fields.

Knowledge

Understands the foundations of systems thinking, including principles, methods, and practices relevant to creative contexts.

Is aware of advanced innovation strategies and design thinking methodologies.

Skills

Can apply creative problem-solving techniques to devise innovative solutions.

Demonstrates proficiency in affordance mapping and critical thinking to assess ideas and navigate changes in creative processes.methods.

Responsibilities

Commits to continuous learning and innovation, applying systems thinking skills to address complex challenges and mobilising resources for sustainable development.

Cyanotypes Practical Support



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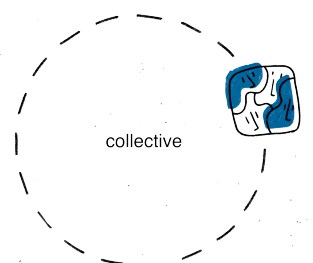
interacting in creative ecosystems



A4 Interacting in Creative Ecosystems

Understanding and navigating complex creative spaces

*Collective Agency Cluster
Topic A4*



Associated Competences

- A1 Creative Confidence
- A2 Collaboration Across Creative Disciplines
- A3 Conceptual and Critical Thinking
- A5 Collective Action

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As a leader in the cultural and creative industries (CCIs), your strategic role includes ensuring that your team and organisation are well-positioned to thrive in dynamic and interconnected environments. The competence of interacting in creative ecosystems offers a framework for leveraging the relationships, resources, and influences that define these ecosystems, ensuring your organisation remains competitive, relevant, and sustainable. While it may not be an immediate priority, fostering this competence in your team could yield long-term benefits by enhancing collaboration, innovation, and adaptability.

Creative ecosystems are networks of diverse actors, sectors, and resources that shape creative practices. These ecosystems include stakeholders such as fellow professionals, policymakers, cultural organisations, and community groups, each contributing to and influencing the landscape of the CCIs. Encouraging your team to recognise and engage with these interdependencies can amplify their work's impact while aligning it with broader societal, cultural, and environmental contexts.

A practical way to foster this competence is by **promoting systems thinking within your organisation**. Encourage your team to map the relationships, influences, and feedback loops that define the ecosystem they operate in. This structured approach can help them identify collaboration opportunities, pinpoint areas for innovation, and design projects that

respond to the interconnected challenges of their field. Providing training in systems thinking tools, such as stakeholder mapping or network analysis, can help them develop this skill.

Collaboration across the ecosystem is another key component. Supporting your team in building relationships with diverse stakeholders—whether through partnerships, co-creation projects, or community engagement—can open up new resources and opportunities for innovation. Creating platforms for knowledge-sharing and networking can facilitate these connections, enabling your organisation to play a more integrated role in the ecosystem.

Ethical considerations are equally important. Encourage your team to think critically about the social and environmental impact of their projects, emphasising sustainability and inclusivity. By aligning creative practices with ethical values, your organisation can build a reputation for responsibility and leadership, which resonates with clients, audiences, and collaborators.

For your organisation, **embracing this competence can foster a culture of adaptability and resilience**. As ecosystems evolve with technological, social, and economic shifts, your team will be better equipped to navigate uncertainty, seize emerging opportunities, and maintain relevance. This, in turn, strengthens your organisation's position as an innovative and sustainable leader in the CCIs.

Learning Outcomes



Collective Agency Cluster
Topic A4

Main Learning Outcomes

Learners will **contextualise** creative practices within broader ecosystems.

Learners will **recognise** the value of systems thinking and complexity science.

Learners will **gather** information and manage complexity in specific contexts while developing a creative understanding of artistic entrepreneurship.

Knowledge

Recognises the interconnectedness of creative practices within broader ecosystems and understands ethical considerations related to representation and sustainability.

Skills

Can collaborate effectively across disciplines, utilising diverse perspectives to co-create solutions.

Demonstrates the ability to map complex systems and analyse relationships within creative projects.

Responsibilities

Upholds ethical standards in multidisciplinary projects, advocating for inclusivity and sustainability while managing risks associated with complex ecosystems.

Cyanotypes Practical Support



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Cyanotypes Blueprinter

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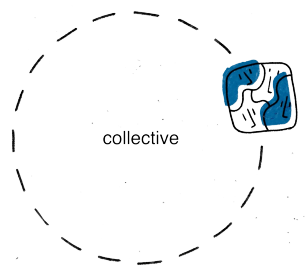
collective action



A5 Collective Action

Turning challenges into opportunities

*Collective Agency Cluster
Topic A5*



Associated Competences

- A1 Creative Confidence
- A2 Collaboration Across Creative Disciplines
- A3 Conceptual and Critical Thinking
- A4 Interacting in Creative Ecosystems

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As a leader in the cultural and creative industries (CCIs), you play a pivotal role in turning urgent challenges into opportunities for meaningful, collective action. The competence of Collective Action (From Urgency to Action) is not just about solving problems—it's about creating processes that amplify the impact of your organisation by fostering collaboration, inclusivity, and innovative thinking. While not a necessity, this competence could greatly benefit your team and organisation by unlocking the potential for transformative, lasting change in a rapidly evolving industry.

Urgent challenges like sustainability, digital transformation, or social inequality can feel overwhelming, but they also hold the seeds of innovation. By **fostering a culture of co-agency**—working together across disciplines, sectors, and communities—you **can lead your team to harness collective intelligence and pool resources effectively**. This approach amplifies the reach and impact of your organisation, ensuring that solutions are not only innovative but also equitable and inclusive.

To cultivate this competence in your team, focus on building environments that encourage shared ownership of outcomes. Inclusive decision-making processes, where diverse perspectives are actively welcomed, create a foundation for trust and collaboration. Provide opportunities for your team to engage in participatory design, brainstorming

sessions, or open space technologies, ensuring that all voices are heard and valued. This inclusive framework will strengthen team cohesion and inspire innovative ideas that resonate across your ecosystem.

Encouraging your team to evaluate challenges from multiple perspectives is another essential step. Equip them with tools to assess problems holistically, considering the needs and values of all stakeholders. This helps ensure that proposed solutions are relevant, impactful, and aligned with broader societal goals. By framing urgency as a catalyst for creativity, your team can transform crises into opportunities for progress and innovation.

Support your staff in translating their ideas into tangible, real-world outcomes. Encourage them to move from theory to practice by providing resources, mentorship, and platforms for experimentation. Safe, transparent environments where individuals feel supported to take risks and learn from failures will empower them to act confidently and collaboratively.

The benefits of fostering Collective Action extend to the entire organisation. It strengthens adaptability, builds resilience, and positions your team as leaders in addressing pressing global challenges. This competence also enhances your organisation's reputation as a forward-thinking, socially conscious entity capable of driving impactful transitions.

Learning Outcomes



Collective Agency Cluster
Topic A5

Main Learning Outcomes

Learners will **recognise** the potential of co-agency as individual and collective actions for the implementation of actionable solutions.

Learners will **evaluate** quality using multiple criteria and a wide range of approaches.

Learners will **reframe** the urgencies of the triple transition challenges (social, environmental, technological challenges) from threats into opportunities.

Knowledge

Understands the principles of multidisciplinary project design and the ethical responsibilities involved, including representation and power dynamics.

Skills

Can apply strategic project design to optimise collaboration and outcomes.

Demonstrates the ability to synthesise perspectives and communicate ideas effectively to stakeholders.

Responsibilities

Takes charge of leading creative initiatives, upholding ethical standards and fostering collaboration to drive positive impact within broader ecosystems.

Cyanotypes Practical Support



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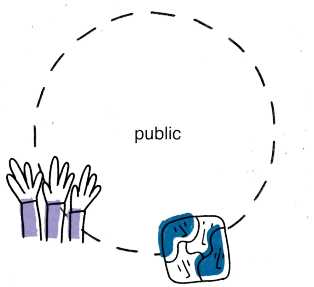
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CYANOTYPES

public agency cluster



Public Agency Cluster



Competences

- B1 Working with Values
- B2 Boundary Spanning
- B3 Anticipatory Innovation
- B4 Narrative Design
- B5 Managing Transformations

The **Public Agency Cluster** centres **creativity and culture as fundamental public goods** that drive societal well-being, resilience, and shared progress. It redefines cultural and creative industries (CCIs) as essential contributors to public systems, addressing collective challenges, fostering inclusivity, and creating environments where communities thrive through cultural participation. Rather than viewing culture as a luxury, this cluster emphasises its role as a cornerstone for social cohesion, education, and sustainable development.

At its core, the Public Agency Cluster envisions cultural ecosystems aligned with societal values and long-term goals. This involves designing systems that prioritise equity, access, and participation, ensuring that creative practices resonate with diverse communities and address shared concerns. By removing barriers to participation and proactively engaging marginalised groups, the cluster promotes inclusivity, enriching cultural expression through diverse perspectives and fostering a more equitable society.

Empowering communities is another foundational principle of this cluster. Cultural initiatives within this framework emphasise co-creation, inviting communities to actively shape their cultural landscapes. **Participatory approaches, such as community-driven festivals and public storytelling projects, foster a sense of ownership and strengthen bonds within and across communities.** These initiatives create spaces for dialogue, collaboration, and shared growth, emphasising that culture thrives most effectively when communities are engaged as equal partners.

Interdisciplinary collaboration is integral to the Public Agency Cluster, recognising that today's challenges—climate change, social inequality, public health crises—demand multifaceted solutions. By fostering partnerships between CCIs and sectors like education, healthcare, urban development, and technology, this

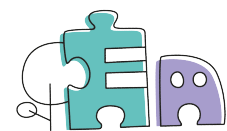
cluster leverages the bridging power of creativity to develop innovative responses to complex societal issues.

A commitment to sustainability and resilience underpins the cluster's approach, emphasising cultural initiatives that address immediate needs while ensuring long-term impact. This involves shifting cultural production and consumption toward environmentally responsible, socially inclusive, and economically viable models. By embedding sustainability into creative practices, this cluster enhances the vitality of communities and ecosystems alike.

Finally, the Public Agency Cluster mobilises the **transformative power of culture to inspire action and catalyse change.** From public art installations to performances addressing social justice, cultural and creative initiatives provoke thought, foster empathy, and drive collective problem-solving. Policy frameworks that support this integration are essential, ensuring adequate funding, equitable distribution, and alignment with broader societal goals.

The Public Agency Cluster challenges traditional perceptions of culture, reframing it as a shared resource that unites, enriches, and empowers. By placing creativity at the heart of public life, it builds equitable, vibrant, and resilient societies equipped to navigate the complexities of the modern world.

working with values

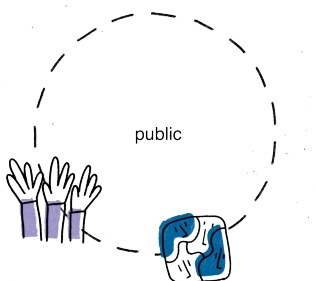


Creative Organisations
and Businesses

B1 Working with Values

Recognising how people think, work and interact

*Public Agency Cluster
Topic B1*



Associated Competences

B2 Boundary Spanning
B3 Anticipatory Innovation
B4 Narrative Design
B5 Managing Transformations

As a leader in the cultural and creative industries (CCIs), your ability to guide your team in “Working with Values” can significantly enhance collaboration, inclusivity, and innovation within your organisation. This competence is about **understanding and integrating the diverse cultural, social, and personal values that influence how people think, work, and interact.**

While not essential, fostering this skill could help your organisation thrive in a rapidly changing and interconnected world.

At its core, working with values means recognising that values are not just abstract ideas but deeply rooted principles shaped by cultural, historical, and social contexts. These values influence how your team members approach their work, make decisions, and communicate. By encouraging curiosity and dialogue, you can create an environment where team members feel respected and heard, even when their perspectives differ.

To nurture this competence, focus on fostering open, inclusive spaces where people can share their values without fear of judgment. Facilitate discussions that explore how values impact creative processes and decision-making, helping your team understand each other on a deeper level. This can be particularly valuable when navigating sensitive topics or **addressing challenges that require a nuanced understanding of diverse perspectives.**

Addressing biases and promoting equity are also key aspects of working with values. By actively recognising and dismantling barriers to participation, you can create opportunities for all team members to contribute meaningfully. This approach not only strengthens collaboration but also ensures that your projects and initiatives reflect the richness of your team’s diverse experiences and viewpoints.

As a strategic leader, you can extend this practice to building partnerships that prioritise shared understanding and respect. In collaborative projects with external stakeholders, **aligning on values can strengthen trust and ensure long-term success.** For example, when working with clients or community groups, understanding their priorities and values can help create projects that resonate deeply and achieve lasting impact.

The benefits of working with values are profound. For your team, it fosters mutual respect, collaboration, and creativity. For your organisation, it builds a culture of inclusivity and trust, which can attract top talent, strengthen relationships with partners, and resonate with diverse audiences. Moreover, by embedding values into your organisational strategy, you position your team to navigate challenges with integrity and purpose, creating a positive and sustainable impact.

Learning Outcomes



Public Agency Cluster
Topic B1

Main Learning Outcomes

Learners will **create** inclusive and unbiased environments where diverse values are respected and discussed without judgment.

Learners will **demonstrate** a deep understanding of underlying factors influencing values.

Learners will **identify** and **analyse** values within multi-stakeholder ecosystems to create strategic partnerships that prioritise mutual respect and understanding.

Knowledge

Is **aware** of different cultural values and their influence on behaviour and interactions.

Is **familiar** with theories and models related to bias and discrimination.

Skills

Can **facilitate** open and respectful discussions.

Demonstrates competence in recognising and mitigating biases.

Shows proficiency in creating and implementing inclusive creative practices.

Responsibilities

Takes responsibility for fostering an inclusive environment and addressing sensitive issues related to diversity.

Initiates understanding of the deep-seated factors affecting values and educates others about these complexities.

Leads initiatives to build strategic partnerships based on shared values.

Cyanotypes Practical Support



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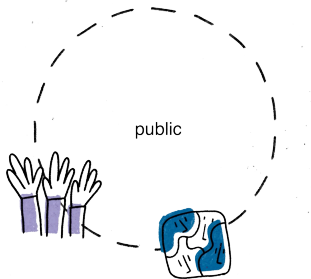
boundary spanning



B2 Boundary Spanning

Making connections meaningful

*Public Agency Cluster
Topic B2*



Associated Competences

- B1 Working with Values
- B3 Anticipatory Innovation
- B4 Narrative Design
- B5 Managing Transformations

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Fostering the competence of Boundary Spanning within your organisation can **unlock new levels of collaboration, creativity, and impact**. This skill is particularly valuable for teams working on projects that involve diverse stakeholders or require innovative approaches to complex societal challenges. While not mandatory, encouraging boundary-spanning practices could strengthen your team's adaptability and position your organisation as a leader in interdisciplinary innovation.

Boundary spanning focuses on connecting people, ideas, and resources across disciplines, sectors, or perspectives. It's about **moving beyond silos to create meaningful partnerships and generate fresh ideas**. Encouraging this competence in your team can lead to innovative solutions that emerge when different viewpoints and expertise converge.

To nurture boundary-spanning skills, consider creating opportunities for your team to collaborate with stakeholders outside their usual networks. This might include partnerships with other creative fields, educational institutions, or industries such as technology or sustainability. By exposing your staff to diverse perspectives, you'll **enable them to identify new opportunities and insights that enhance the relevance and impact of their work**.

Design practices are powerful tools for boundary spanners. Techniques like collaborative workshops, visual mapping, and iterative prototyping help

your team explore alternative futures and refine ideas in a structured yet creative way. Offering training or facilitating access to these methods equips your staff to lead interdisciplinary teams and guide stakeholders toward shared goals effectively.

The role of a boundary spanner is particularly critical when addressing societal challenges. Projects that tackle issues such as climate change, social justice, or community well-being benefit from cross-sector collaboration. Encouraging your team to work across boundaries can **position your organisation as a key player in driving meaningful cultural transitions** and fostering empathy through creative work.

Operationally, boundary spanning can also improve team dynamics and resource allocation. Professionals skilled in this competence are adept at managing complexity, synthesising ideas, and building consensus among diverse groups.

The impact of boundary spanning extends beyond individual projects. For your organisation, it fosters a culture of openness, creativity, and adaptability, ensuring that your team remains competitive and forward-thinking in a rapidly evolving industry. It also strengthens relationships with external partners, enhancing your network and positioning your organisation as a hub for interdisciplinary collaboration.

Learning Outcomes



Public Agency Cluster
Topic B2

Main Learning Outcomes

Learners will **scan** diverse domains for relevant solutions and leverage creative practices in transdisciplinary collaborations (boundary spanning).

Learners will **create** working dynamics among interdisciplinary groups using artistic methods to foster effective communication and collaboration.

Learners will **adapt** creative expertise to foster innovation within transdisciplinary groups.

Knowledge

Understands the principles and practices of transdisciplinary design and collaboration.

Recognises creative practices and innovation strategies applicable in complex stakeholder situations.

Skills

Can **consult** experts to conduct research across diverse disciplines for relevant transformative examples.

Demonstrates competence in leveraging creative thinking to develop innovative solutions.

Responsibilities

Takes initiative in seeking and integrating diverse perspectives and solutions.

Provides leadership in maintaining positive dynamics within interdisciplinary teams and achieves shared goals through effective group facilitation.

Cyanotypes Practical Support



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B3 Anticipatory Innovation

Finding and shaping new markets with others

*Public Agency Cluster
Topic B3*

As a leader in the cultural and creative industries (CCIs), fostering the competence of Anticipatory Innovation within your organisation can prepare your team to **navigate uncertainty, respond proactively to emerging challenges, and secure long-term relevance** in a rapidly evolving world. While not an immediate necessity, encouraging this forward-looking skill could position your organisation as a pioneer in designing innovative and sustainable solutions.

At its core, anticipatory innovation focuses on envisioning and shaping “protopias” —practical, achievable future scenarios that balance aspiration with feasibility. This competence **empowers your team to think expansively and strategically about what could be, rather than simply reacting to what is**. By integrating approaches such as scenario planning, trend forecasting, and speculative design, anticipatory innovation equips your staff to identify opportunities, mitigate risks, and respond creatively to emerging societal, technological, and environmental shifts.

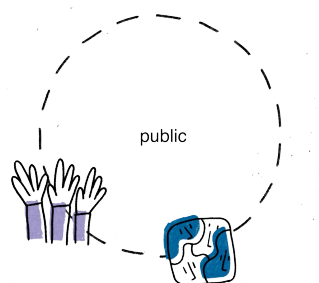
Incorporating anticipatory innovation into your organisation’s practices **can unlock transformative thinking**. Creative methods such as immersive storytelling, participatory workshops, and design sprints challenge conventional approaches and encourage your team to push boundaries. These activities not only generate innovative ideas but also foster collaboration and engagement among stakeholders, enhancing your

organisation’s capacity to lead in interdisciplinary settings.

One defining aspect of anticipatory innovation is its embrace of experimentation and learning from failure. Encouraging your team to take calculated risks and view setbacks as opportunities for growth can build resilience and adaptability. This mindset creates an organisational culture where innovation thrives, supporting your team in **exploring unconventional ideas while remaining grounded in practical outcomes**.

Anticipatory innovation is particularly relevant for addressing pressing societal issues. Whether responding to climate change, embracing digital transformation, or navigating shifting cultural landscapes, this competence enables your team to anticipate needs and design future-ready transitions. For your organisation, this means staying ahead of industry trends and **ensuring your creative outputs resonate with evolving audience expectations**.

Supporting anticipatory innovation within your team can also strengthen your organisation’s strategic positioning. By aligning creative practices with forward-looking scenarios, you enhance your ability to attract visionary clients and partners. This competence integrates seamlessly with others, such as boundary spanning and working with values, promoting collaboration and aligning future visions with diverse perspectives.



Associated Competences

- B1 Working with Values
- B2 Boundary Spanning
- B4 Narrative Design
- B5 Managing Transformations

Learning Outcomes



Public Agency Cluster
Topic B3

Main Learning Outcomes

Learners will **envision** future scenarios that lead to a better society (protopias), avoiding utopian or dystopian extremes.

Learners will effectively **employ** creative and artistic practices to stimulate thinking and foster innovation.

Learners will **develop** proficiency in creative practices that encourage risk-taking and embrace failure as part of the innovation process.

Knowledge

Is **aware** of social, economic, and technological trends that influence future scenarios.

Is **familiar** with methodologies for scenario planning and visioning.

Skills

Can analyse current trends and project potential future scenarios.

Demonstrates competence in using creative thinking to envision realistic future societies.

Shows proficiency in co-creating and communicating effective future scenarios.

Responsibilities

Takes initiative in leading visioning exercises for future scenarios.

Demonstrates leadership in promoting a culture that embraces risk-taking and learning from failure, supporting others in their creative endeavours.

Cyanotypes Practical Support



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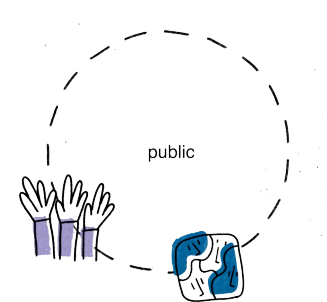
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B4 Narrative Design

Creating captivating stories

*Public Agency Cluster
Topic B4*



Associated Competences

B1 Working with Values

B2 Boundary Spanning

B3 Anticipatory Innovation

B5 Managing Transformations

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Narrative design is a powerful competence that **helps leaders in cultural and creative organisations connect with audiences, inspire action, and communicate complex ideas through compelling storytelling**. While it may not be an immediate necessity, fostering this competence among your team can significantly enhance your organisation's ability to create meaningful and memorable experiences that stand out in an increasingly competitive and fast-paced industry.

At its core, narrative design revolves around crafting stories that captivate and resonate with audiences. A strong narrative not only shares information but also evokes emotions, creating a deep connection with the listener, viewer, or participant. For your organisation, this means enabling your team to build narratives that engage audiences on a personal level, whether through a digital campaign, an interactive exhibit, or a brand identity project.

Empathy plays a critical role in effective storytelling. By **encouraging your team to understand the values, emotions, and motivations of your target audiences**, you ensure that the narratives they create are authentic and impactful. This competence allows your organisation to tailor its messaging to different stakeholders, fostering trust and engagement while elevating your creative output.

Visual literacy is another key component of narrative design. From imagery and typography to colour

schemes, your team can learn to integrate visual elements that amplify a story's impact. Supporting this skill within your organisation can help enhance the aesthetic and cultural relevance of your projects, ensuring they leave a lasting impression on audiences and clients alike.

Encouraging the exploration of storytelling strategies, such as symbolism, metaphor, or interactive media, can help your team push creative boundaries. This approach not only keeps your projects fresh and innovative but also enables your organisation to navigate diverse platforms and formats, from traditional print and film to cutting-edge digital experiences like augmented reality.

For your organisation, fostering narrative design can enhance its strategic positioning. It allows you to offer clients and partners rich, immersive storytelling that drives deeper audience engagement. By prioritising narrative design, you **strengthen your ability to differentiate your work and maintain relevance in the dynamic cultural and creative sectors**.

Ultimately, narrative design transforms communication into an art form. By fostering this competence, you empower your team to tell stories that captivate, inspire, and connect, ensuring your organisation continues to make a meaningful and lasting impact in a world increasingly defined by the power of storytelling.

Learning Outcomes



Public Agency Cluster
Topic B4

Main Learning Outcomes

Learners will **design** narratives that evoke mental imagery and employ a range of storytelling strategies.

Learners will **demonstrate** proficiency in understanding the values, emotions, and needs of their audience.

Learners will **leverage** artistic and creative contributions to enhance narrative design and storytelling.

Knowledge

Understands narrative techniques and storytelling strategies.

Recognises principles of visual literacy and their influence on perception.

Shows familiarity with different media and tools for crafting and presenting narratives.

Skills

Can **create** narratives that evoke vivid mental imagery and engage audiences.

Demonstrates competence in analysing audience values and tailoring communication strategies accordingly.

Responsibilities

Takes initiative in exploring diverse storytelling methods and ensures narratives are visually engaging and effectively communicated.

Takes responsibility for conducting thorough audience research and ensuring communications are impactful.

Cyanotypes Practical Support



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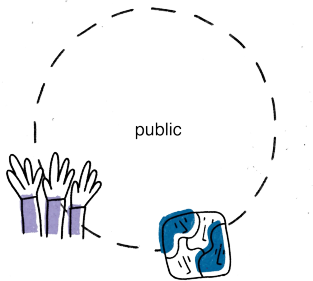
managing transformations



B5 Managing Transformations

Orchestrating change

*Public Agency Cluster
Topic B5*



Associated Competences

B1 Working with Values
B2 Boundary Spanning
B3 Anticipatory Innovation
B4 Narrative Design

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within the cultural and
creative industries (CCIs), your role in

Managing transformations is a key competence for creative leaders navigating the rapidly changing landscape of the cultural and creative industries (CCIs). While not an absolute necessity, fostering this competence within your organisation could **provide a strategic advantage in guiding your team through periods of transition, ensuring long-term sustainability and relevance.**

At its core, managing transformations is about **identifying areas for meaningful change and leading the way with clarity and purpose.** As a leader, you are responsible for assessing your organisation's current landscape, understanding emerging trends, and aligning transformation goals with both organisational objectives and broader industry shifts. Whether dealing with the green transition, digital innovation, or societal challenges, the ability to strategically plan for and manage change is crucial to maintaining competitiveness.

Engaging diverse stakeholders is essential in any transformation process. This means involving your team, external collaborators, clients, and even community representatives in co-creating solutions. By fostering an inclusive approach, you build trust and ensure shared ownership of the change process. This collaborative environment not only strengthens the likelihood of success but also enhances the collective resilience and adaptability of your organisation.

Specialised knowledge within your leadership team plays a pivotal role in successfully managing transformations. This includes understanding sustainable practices, leveraging new technologies, or exploring innovative economic models. By embedding expertise into every step of the transformation process, you can ensure that the changes implemented are practical, impactful, and aligned with the organisation's values and mission.

Clear communication is another critical element. As a leader, you set the tone for how change is understood and embraced across your organisation. Crafting messages that are transparent, concise, and tailored to your audience helps demystify the process and ensures everyone is aligned on the goals and benefits of transformation. Consistent and open communication fosters a culture of trust and collaboration, allowing your team to feel invested in the journey.

For your organisation, **managing transformations is not just about surviving change but thriving in it.** By fostering this competence, you position your team to seize opportunities, adapt to challenges, and lead the way in shaping a resilient and innovative future for the CCIs. This strategic approach ensures your organisation remains proactive, competitive, and aligned with the dynamic needs of the industry and society.

Learning Outcomes



Public Agency Cluster
Topic B5

Main Learning Outcomes

Learners will **identify** and prioritise areas for change aligned with evolving scenarios.

Learners will **engage** diverse stakeholders in co-creation processes and apply specialised knowledge to lead transformative initiatives.

Learners will critically **analyse** various economic and change theories, including those on behaviour and organizations.

Knowledge

Understands change management principles and processes.

Recognises evolving scenarios and their impact on organisational objectives.

Skills

Can conduct comprehensive assessments to identify elements requiring change and prioritise based on their impact.

Demonstrates collaborative skills and resilience, and uses it to navigate possible resistance to ensure alignment and perseverance during transformative processes.

Responsibilities

Takes initiative in identifying and prioritising change elements.

Provides leadership in ensuring inclusive engagement and ethical management of stakeholder relationships.

Takes responsibility for crafting clear communication regarding transformations and ensuring stakeholder alignment.

Cyanotypes Practical Support



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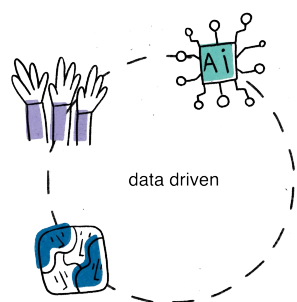
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CYANOTYPES

data-driven agency cluster



Data-driven Agency Cluster



Competences

- C1 Data & Digital Literacy
- C2 Understanding Socio-Technical Systems
- C3 Digital Self-Determination
- C4: Creatively Using Digital Technology
- C5: Digital Content Co-creation

The **Data-Driven Agency Cluster** highlights the transformative potential of data in shaping the cultural and creative industries (CCIs), enabling them to adapt, innovate, and address societal and economic challenges. This cluster emphasises **the role of data as more than a tool for efficiency—it is a resource for creativity, insight, and meaningful engagement that connects cultural producers, creative businesses and their audiences**. By harnessing data ethically and collaboratively, CCIs can align more closely with societal needs and priorities.

At its foundation, the Data-Driven Agency Cluster sees data as a bridge between CCIs and their communities. It empowers cultural initiatives and creative businesses to better understand their audiences and consumers, measure impact, and dynamically respond to changing needs. Whether through visitor feedback at museums or audience metrics for performances, data offers actionable insights that help enhance the relevance and resonance of cultural experiences. By **integrating these insights into creative practices**, CCIs can strengthen their connection to the communities they address.

This cluster advocates for embedding data practices into every aspect of the cultural ecosystem—from the creation of artworks to organisational management and policy development. Data-driven approaches are not limited to analysis but extend to storytelling and exploration, **treating data as a narrative medium that reveals patterns and sparks new possibilities**. For instance, artists can transform data into interactive installations or generative art, enriching cultural expression and expanding its horizons.

A core principle of the Data-Driven Agency Cluster is ethical stewardship. Responsible data collection, analysis, and application are essential to ensure privacy, equity, and inclusivity. This involves addressing questions of consent, ownership, and accessibility while mitigating biases. Ethical use of

data aligns with the cultural and creative sector's values, ensuring that technological advancements support fairness and transparency.

Collaboration is another key element of this cluster. Partnerships between CCIs, technology providers, research institutions, and community organisations foster innovative uses of data. **Shared platforms and open-data resources can enable organisations to pool insights, identify trends, and co-create strategies to address common challenges**.

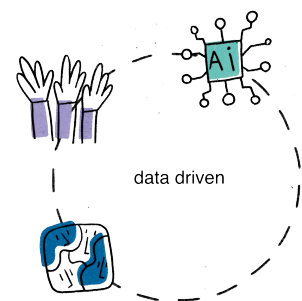
Capacity-building is central to the Data-Driven Agency Cluster. Many CCIs face gaps in technical skills or resources needed to engage with data effectively. This cluster advocates for training programs, tools, and partnerships that empower stakeholders to navigate the complexities of the data landscape. **By enhancing data literacy, it equips cultural professionals and organisations to integrate data into their work, unlocking its full potential**.

Ultimately, the Data-Driven Agency Cluster envisions a cultural and creative sector that **embraces data as a resource for transformation**. It calls for critical reflection and creative experimentation, challenging stakeholders to explore how data can inspire innovation, address societal challenges, and deepen connections between culture and community.

C1 Data and Digital Literacy

Providing resilient foundations for growth

*Data-Driven Agency Cluster
Topic C1*



Associated

Competences

C2 Understanding Socio-Technical Systems

C3 Digital Self-Determination

C4: Creatively Using Digital Technology

C5: Digital Content Co-creation

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Data and digital literacy is an increasingly relevant competence for leaders in creative businesses, design agencies, or other organisations in the Cultural and Creative Industries (CCIs). It **equips teams to navigate the digital landscape**, enabling them to approach data and technology critically and responsibly. As a strategic leader, fostering this competence among your staff could strengthen your organisation's adaptability, competitiveness, and long-term sustainability in a rapidly evolving industry.

This competence is about empowering your team to analyse, interpret, and use digital tools thoughtfully, **enhancing their creative output and decision-making capabilities**. Staff skilled in data literacy can leverage insights to refine artistic strategies, optimise workflows, and align projects with audience preferences. From analysing audience trends to tracking project performance, this capability ensures that your organisation remains responsive and relevant in a data-driven world.

Encouraging digital fluency among employees can also **improve collaboration, communication, and engagement with clients**. Familiarity with tools like project management platforms, digital design software, and online research methods streamlines teamwork and accelerates creative processes. Moreover, fostering a culture of digital literacy allows your organisation to harness cutting-edge technologies such as AI, augmented

reality, or virtual reality to elevate the quality and impact of your work.

Critical evaluation of digital information is a cornerstone of this competence. Your team must be equipped to assess the credibility of data sources, identify biases, and ensure the accuracy of digital content. In an era of misinformation, such vigilance safeguards the integrity of your projects and builds trust with stakeholders.

Prioritising online safety and security is equally vital. Providing training on cybersecurity practices—like safeguarding intellectual property, managing passwords securely, and adhering to data protection regulations—protects your organisation and its creative assets from digital threats.

Integrating data and digital literacy into talent development efforts aligns with broader organisational goals. Skilled employees contribute to informed decision-making, enhancing both the efficiency of internal processes and the quality of external client outcomes. Furthermore, equipping your team with these skills positions your organisation as a leader in innovation, capable of attracting top talent and prestigious partnerships.

By fostering data and digital literacy, you can future-proof your workforce, elevate creative possibilities, and maintain a competitive edge in a rapidly transforming industry. This investment ensures your team is not only prepared for the digital age but capable of shaping it.

Learning Outcomes



*Data-Driven Agency Cluster
Topic C1*

Main Learning Outcomes

Learners will **collect, manage**, and **interpret** data to inform decision-making within creative practices.

Learners will **navigate** digital technologies, communicate effectively online, and critically evaluate digital information.

Learners will **recognise** and evaluate the credibility of digital sources, mitigating risks related to misinformation and digital security.

Knowledge

Understands the methods and tools for collecting, managing, and interpreting data to enhance creative practices.

Recognises the importance of navigating digital technologies for effective data management and communication.

Skills

Can collect, manage, and interpret data to support informed decision-making and improve problem-solving.

Uses data to influence artistic strategies and outcomes.

Effectively **navigates** digital technologies to communicate and critically evaluate digital information within creative contexts.

Responsibilities

Supervises data collection processes to ensure they meet ethical standards and focus on obtaining information relevant to creative outcomes.

Takes responsibility for managing data in a secure and transparent manner, ensuring practices respect privacy.

Cyanotypes Practical Support



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Learning Plans

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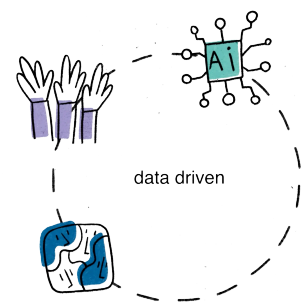
understanding socio-technical systems



C2 Understanding Socio-Technical Systems

Navigating complex information spaces

*Data-Driven Agency Cluster
Topic C2*



Associated Competences

C1 Data & Digital Literacy

C3 Digital Self-Determination

C4: Creatively Using Digital Technology

C5: Digital Content Co-creation

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For leaders in creative businesses, design agencies, or cultural organisations, understanding socio-technical systems may be a key lever for staying competitive in an industry shaped by rapid technological evolution and societal shifts. This competence focuses on analysing the interplay between social and technical factors in work environments and using these insights to design sustainable, user-centred systems. While not an immediate requirement for every organisation, fostering this competence within your teams can create a significant strategic advantage.

The modern creative workplace is deeply influenced by socio-technical systems—networks where human behaviour, social structures, and technological tools interact. As a leader, promoting awareness of these systems **can help your staff better understand how technology impacts their workflows, creativity, and relationships with clients or collaborators.** Encouraging this competence could enable your team to anticipate the ripple effects of technological changes, adapt their practices, and maintain relevance.

One area of potential focus is improving user feedback mechanisms. Creative teams often rely on iterative processes to refine projects. Professionals skilled in understanding socio-technical systems can develop tools and methods to gather actionable feedback, ensuring that creative outputs meet client needs while also delivering innovation. This capability strengthens

collaboration, enhances project outcomes, and bolsters client trust.

This competence also fosters interdisciplinary collaboration by **helping teams navigate the complex dynamics between stakeholders**—whether they are internal staff, external partners, or end users. Supporting your staff in developing this skill can help bridge the gap between technical experts, designers, and social researchers, fostering richer dialogue and better-aligned project goals.

Integrating ethical and sustainability considerations into your organisation's use of technology is another advantage. Professionals who understand socio-technical systems can evaluate the social and environmental implications of their tools and processes. This not only supports your commitment to responsible practices but also enhances your reputation and appeal to socially conscious clients and collaborators.

Encouraging this competence within your organisation aligns with goals like talent development, operational scalability, and strategic foresight. Employees skilled in analysing socio-technical systems can design adaptive workflows, identify innovation opportunities, and create systems that are both efficient and human-centred.

Supporting your staff in **developing this capability could improve innovation, client satisfaction, and resilience**—helping you stay ahead of industry trends and contribute meaningfully to the creative sector's evolution.

Learning Outcomes



*Data-Driven Agency Cluster
Topic C2*

Main Learning Outcomes

Learners will **understand** socio-technical systems involving the interaction between people and technology and their interactions within work environments.

Learners will **design** user feedback processes tailored to assess usability and effectiveness within socio-technical systems.

Learners will **understand** how various stakeholders and systems interact at both macro and micro levels in society.

Knowledge

Knows how to design and implement user feedback processes, including selecting appropriate tools for evaluating usability and effectiveness.

Shows awareness of stakeholder interactions and how these relationships function at both macro and micro levels.

Skills

Can analyse socio-technical systems, comprehending their roles and implications within creative contexts.

Demonstrates the ability to design user feedback processes tailored for assessing usability and effectiveness.

Responsibilities

Facilitates the understanding and management of dynamics between social and technical elements in different environments.

Cyanotypes Practical Support



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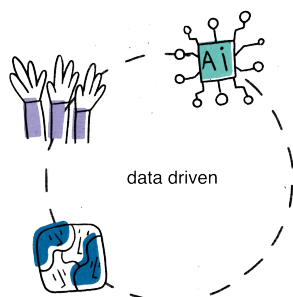
digital self-determination



C3 Digital Self-Determination

Safeguarding creativity and reputation

*Data-Driven Agency Cluster
Topic C3*



Associated Competences

C1 Data & Digital Literacy

C2 Understanding Socio-Technical Systems

C4: Creatively Using Digital Technology

C5: Digital Content Co-creation

In the fast-evolving landscape of the Cultural and Creative Industries (CCIs), digital self-determination is a competence that leaders in creative businesses and organisations might consider fostering within their teams.

As digital transformation continues to reshape how creative professionals work and engage with audiences, this competence empowers employees to navigate the complexities of personal data management, privacy, and ethical considerations in a responsible and informed way. While not a necessity for every organisation, encouraging digital self-determination could offer significant benefits in safeguarding both creativity and reputation in a competitive, data-driven world.

This competence revolves around enabling your team to take control of how they interact with digital platforms and manage personal and organisational data. For example, it involves understanding privacy settings, adhering to secure data management practices, and evaluating how information is collected, stored, and shared. Supporting employees in this area can enhance their confidence when working with digital tools, ensuring they are well-equipped to protect both their own digital identities and the organisation's intellectual property.

A particularly relevant aspect of digital self-determination for creative organisations is ensuring that employees understand how to ethically manage data in the context of artificial

intelligence (AI) and machine learning. With AI tools increasingly being used in design, content creation, and audience analysis, there's a pressing need for awareness around biases in training data and the potential implications of these technologies. By fostering this understanding, you can **position your team to leverage AI responsibly, aligning their creative work with principles of fairness, inclusivity, and transparency.**

Encouraging employees to navigate legal frameworks like GDPR is another key component. Providing training or resources on data protection rights and compliance can empower your team to work confidently within regulatory boundaries while advocating for ethical digital practices. This competence can also extend to practical skills like recognising phishing scams, evaluating platform privacy policies, and managing passwords securely - everyday practices that reduce risk and enhance organisational security.

From a strategic perspective, embedding digital self-determination in your organisation can yield broader benefits. It builds trust with clients and stakeholders by demonstrating your commitment to ethical practices. It also helps future-proof your organisation against technological disruptions and shifts in data governance, ensuring your team remains adaptable and informed.

While not essential for every organisation, fostering digital self-determination could **give your creative business an edge.**

Learning Outcomes



*Data-Driven Agency Cluster
Topic C3*

Main Learning Outcomes

Learners will **select** appropriate training data for machine learning models while considering privacy and data diversity.

Learners will **gain** knowledge about their legal rights concerning data protection under GDPR and other regulations.

Learners will **take** action to manage and control their personal data effectively, applying relevant legal protections.

Knowledge

Knows how to select appropriate training data for machine learning models, considering data diversity and privacy.

Shows awareness of proactive measures for effectively managing personal data in digital spaces.

Skills

Can **choose** appropriate training data while respecting privacy regulations.

Takes action in the digital realm to manage and control personal data effectively.

Responsibilities

Supervises the selection of datasets to ensure they meet ethical and legal standards.

Manages data securely and efficiently, promoting transparency in data practices.

Advocates for staying informed about changes in legislation to apply updates to data management practices effectively.

Cyanotypes Practical Support



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Learning Plans

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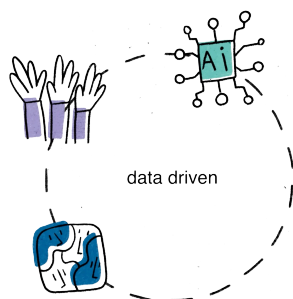
creatively using digital technology



C4: Creatively Using Digital Technology

Harnessing technology with creativity

*Data-Driven Agency Cluster
Topic C4*



Associated Competences

C1 Data & Digital Literacy

C2 Understanding Socio-Technical Systems

C3 Digital Self-Determination

C5: Digital Content Co-creation

For leaders in creative organisations and design agencies, fostering the competence of creatively using digital technology within your team can be a game-changer. While not a necessity for every organisation, it holds the potential to enhance innovation, efficiency, and competitive advantage in the ever-evolving Cultural and Creative Industries (CCIs). Encouraging your staff to embrace **this competence positions your organisation to stay ahead of industry trends while unlocking exciting new creative possibilities.**

This competence is about more than technical skills; it's about **fostering a mindset that views digital tools as creative partners rather than mere utilities.** By supporting your team in exploring technologies like artificial intelligence (AI), virtual reality (VR), and advanced design software, you can inspire them to push boundaries, experiment with bold ideas, and produce compelling, innovative work. Whether it's generating new content with AI, crafting immersive experiences with VR, or streamlining workflows with automation, creatively using digital technology can amplify your team's creative impact.

From a strategic perspective, providing opportunities for upskilling in digital technologies can enhance your organisation's reputation as a forward-thinking leader in the CCI. Encouraging staff to explore emerging tools ensures they remain agile and adaptable, capable of leveraging the latest advancements to deliver cutting-edge

projects. This proactive approach not only benefits your team but also strengthens your organisation's ability to attract top talent and prestigious clients who value innovation.

Digital technology also opens doors to new ways of engaging with audiences. Whether through interactive storytelling, immersive exhibitions, or innovative campaigns, these tools enable your team to create experiences that captivate and resonate. By fostering this competence, you equip your staff to design projects that forge emotional connections with audiences, driving loyalty and recognition for your organisation.

Leaders can play a pivotal role in integrating this competence into the workplace by creating an environment that encourages experimentation and risk-taking. Providing access to training programs, organising workshops on emerging technologies, and facilitating cross-disciplinary collaborations are just a few ways to inspire your team.

While adopting this competence is not obligatory, the benefits for your team and organisation are compelling. It enhances efficiency by streamlining processes, empowers innovation by enabling new creative approaches, and **bolsters resilience in the face of rapid technological change.** By championing creatively using digital technology, you ensure your organisation remains competitive, adaptable, and at the forefront of the creative industries.

Learning Outcomes



*Data-Driven Agency Cluster
Topic C4*

Main Learning Outcomes

Learners will **recognise** the advantages of digital technology in creative practices and select suitable tools for optimising their work.

Learners will **use** AI platforms to define and adapt prompts for image generation and presentations in virtual reality.

Learners will **design** and **produce** presentations using virtual reality tools to enhance engagement and understanding.

Knowledge

Understands how digital technology enhances creative work and knows how to select appropriate digital tools to optimise creative outputs.

Shows awareness of how to use AI platforms for generating content and creating presentations in virtual reality.

Skills

Can **recognise** the advantages of digital technology within creative practices and select suitable digital tools.

Effectively **uses** AI platforms to define and adapt prompts for generating images and presentations.

Responsibilities

Takes the lead in integrating new tools into creative processes and manages the transition to new technologies within teams.

Cyanotypes Practical Support



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Learning Plans

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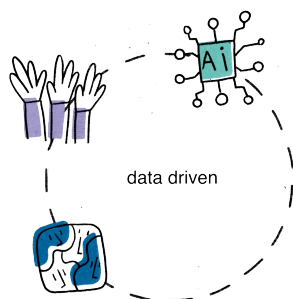
digital content co-creation



C5: Digital Content Co-creation

Managing shared creativity

*Data-Driven Agency Cluster
Topic C5*



Associated Competences

- C1 Data & Digital Literacy
- C2 Understanding Socio-Technical Systems
- C3 Digital Self-Determination
- C4 Creatively Using Digital Technology

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For leaders in creative businesses and design agencies, **fostering the competence of digital content co-creation within your teams presents a compelling opportunity** to enhance innovation, efficiency, and relevance. While not mandatory, this competence can significantly boost your organisation's ability to produce impactful, engaging digital experiences that resonate with audiences and clients alike.

Digital content co-creation is about more than simply working together—it's about combining diverse perspectives, skills, and tools to **collaboratively create content that reflects collective creativity**. Encouraging this approach within your organisation can unlock new possibilities for innovation, strengthen teamwork, and improve outcomes for your clients.

By supporting your team in mastering this competence, you empower them to produce content that connects meaningfully with audiences. Whether through crafting immersive multimedia experiences, designing interactive narratives, or curating digital campaigns, **co-creation ensures content reflects the shared expertise and creativity of the entire team**. This inclusive approach not only elevates the quality of work but also builds stronger client relationships by delivering solutions that align with their needs and values.

Integrating digital content co-creation into your strategy also prepares your organisation to thrive in an increasingly

interconnected world. Collaborative tools, version control systems, and digital platforms are at the heart of this competence, enabling seamless workflows and real-time feedback.

Providing training and resources for these tools enhances your team's efficiency and ensures they can adapt to hybrid or remote working environments without compromising creativity or quality.

Ethical considerations are a critical component of this competence. As leaders, you can guide your teams to address issues like inclusivity, intellectual property, and privacy concerns responsibly. Embedding ethical principles into the co-creation process not only strengthens your organisation's reputation but also ensures your outputs contribute positively to the broader digital landscape.

Encouraging digital content co-creation has tangible organisational benefits. It fosters a culture of collaboration, where employees feel valued for their unique contributions and inspired to innovate. The iterative nature of co-creation ensures feedback is integrated at every stage, resulting in high-quality, audience-focused outcomes. Additionally, this competence enhances your organisation's adaptability, ensuring it remains competitive and aligned with the demands of a fast-evolving industry.

Learning Outcomes



*Data-Driven Agency Cluster
Topic C5*

Main Learning Outcomes

Learners will **design** and **create** engaging interactions in online or virtual spaces, curating website content.

Learners will **create** ethically conscious content both synchronously and asynchronously with collaborators.

Learners will **apply** technical skills and conceptual knowledge to co-create digital content and manage online co-creation spaces.

Knowledge

Understands that collaborative design and curation of engaging online interactions involves integrating text, imagery, and layout.

Knows the processes for creating ethically conscious content collaboratively and is aware of

methods for using collaborative tools.

Skills

Can **work with others** to design and create engaging interactions for users in online spaces.

Collaborates seamlessly to produce cohesive and innovative digital content, applying technical skills in co-creation processes.

Responsibilities

Oversees the design of online environments that facilitate collaborative creativity among diverse stakeholders.

Promotes continuous improvement of the collaborative environment and manages group dynamics to foster innovation.

Cyanotypes Practical Support



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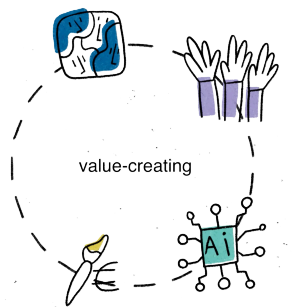
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CYANOTYPES

value-creating agency cluster



Value-creating Agency Cluster



Competences

- D1 Financial & Economic Literacy
- D2: Planning and Management
- D3 Valuing Ideas
- D4. Opportunity Management
- D5. Working With Others

The **Value-Creating Agency Cluster** emphasises the diverse ways cultural and creative industries (CCIs) generate value—spanning economic, social, cultural, and environmental dimensions. This framework expands the concept of value beyond monetary measures, highlighting the intrinsic and extrinsic contributions of creative practices to individuals, communities, and societies. It challenges CCIs to embrace their role as catalysts for holistic growth, creating benefits that support long-term societal well-being and transformation.

At its core, the Value-Creating Agency Cluster reframes cultural production as a process of generating meaning, connection, and positive change. Value creation becomes an intentional act, rooted in aligning creative endeavours with human aspirations and systemic needs. CCIs are encouraged to design projects and practices that achieve specific economic goals while fostering broader outcomes, such as strengthening community ties, advancing environmental stewardship, and preserving cultural heritage.

The cornerstone of this cluster is **multidimensional value creation**.

CCIs have a unique capacity to produce value across multiple domains simultaneously. For example, a music festival may generate economic value through tourism, cultural value by celebrating artistic heritage, and social value by bringing together diverse audiences. This interconnected approach underscores the richness of creativity's contributions, illustrating its ability to transcend boundaries and impact society in profound ways.

Balancing tangible and intangible outcomes is a critical element of this cluster. Tangible results, such as increased revenue or measurable audience growth, are essential, but the Value-Creating Agency Cluster also emphasises intangible outcomes. These include the emotional resonance of a performance, the

inspiration sparked by an artwork, or the sense of belonging cultivated by a community project.

Innovation drives value creation

within this cluster. Exploring new methods, tools, and collaborations allows CCIs to create value in unexpected ways. Digital platforms can expand audiences, immersive technologies can deepen engagement, and sustainable practices can align with environmental goals. Innovation, within this context, is not an end but a means to enhance the relevance and impact of cultural endeavours.

The cluster stresses the **importance of measuring and communicating value**. Developing frameworks such as social return on investment (SROI) or cultural impact assessments enables CCIs to articulate their contributions clearly. By demonstrating both immediate and long-term benefits, CCIs can foster greater understanding, appreciation, and support for their work.

Ultimately, the Value-Creating Agency Cluster envisions a cultural and creative sector that embraces its multifaceted role in generating value, positioning CCIs as essential drivers of societal progress. By aligning creative practices with economic, social, cultural, and environmental goals, the cluster ensures that creativity remains a cornerstone of human development and a catalyst for a more vibrant, inclusive, and sustainable future.

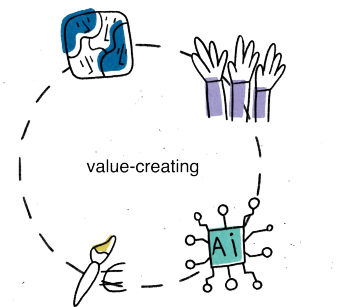
financial & economic literacy



D1 Financial & Economic Literacy

Strengthening organisational resilience

*Value-Creating Agency Cluster
Topic D1*



Associated Competences

- D2: Planning and Management
- D3 Valuing Ideas
- D4. Opportunity Management
- D5. Working With Others

For leaders in creative businesses and cultural organisations, fostering financial and economic literacy within your team is a strategic opportunity to enhance both individual and organisational resilience. While not an absolute necessity, **integrating this competence into your talent development strategy** can offer your organisation a significant advantage in navigating the complexities of the Cultural and Creative Industries (CCIs) and achieving long-term sustainability.

Financial and economic literacy equips your team to make informed decisions about managing resources, securing funding, and aligning creative projects with broader economic contexts. Encouraging your staff to build **these skills ensures they are prepared to design projects that are not only innovative but also financially sustainable**. This competence also empowers teams to approach financial management with confidence, enabling them to navigate fluctuating market conditions and take advantage of funding opportunities.

Your role in fostering this competence begins with creating opportunities for your team to develop practical financial skills. Workshops on budgeting, grant applications, or investment planning can demystify financial concepts, making them accessible and applicable to creative practices. Encouraging the use of tools for cost analysis, financial forecasting, and resource allocation can further embed financial literacy into daily workflows.

Incorporating economic literacy into your organisation's strategy enhances its ability to innovate and compete. Understanding business models that balance economic viability with social or environmental impact can lead to more diverse and sustainable revenue streams. For example, adopting circular economy principles or exploring ethical investment opportunities can align your organisation with global priorities while maintaining financial stability.

From a leadership perspective, this competence supports smarter decision-making at the organisational level. Teams that understand financial principles are better equipped to assess the feasibility of new initiatives, evaluate risks, and propose solutions that align with your strategic goals. This **alignment not only improves operational efficiency but also positions your organisation as a forward-thinking player in the CCIs**.

Financial and economic literacy also fosters resilience. It equips your team to adapt to economic changes, whether that means responding to funding shifts, addressing rising operational costs, or exploring new revenue models. This adaptability is critical in maintaining a competitive edge while navigating the green, digital, and societal transitions reshaping the CCIs.

Learning Outcomes



Value-Creating Agency
Cluster
Topic D1

Main Learning Outcomes

Learners will **understand** different global economic systems and their impact on societies.

Learners will **know** various business models, including those for the common good, and apply them to societal challenges.

Learners will **enhance** decision-making through financial literacy by analysing costs and resources in creative projects.

Knowledge

Understands global economic systems, their interconnectedness and their impact on societies and the cultural and creative industries.

Knows existing business models (direct, indirect, platform, etc) and business models for the common good.

Skills

Can **analyse** the influence of economic systems on societies and the cultural and creative sectors.

Applies business models to address societal and professional challenges, using tools like the business model canvas.

Evaluates costs and resources to enhance financial decision-making in creative projects.

Responsibilities

Demonstrates interest in aligning personal values with the economic systems they participate in and promotes the common good within their economic context.

Cyanotypes Practical Support



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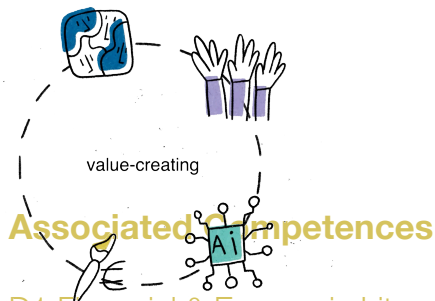
planning & management



D2: Planning and Management

Aligning creativity efficiently

*Value-Creating Agency Cluster
Topic D2*



D1 Financial & Economic Literacy

D3 Valuing Ideas

D4. Opportunity Management

D5. Working With Others

As a leader in a creative organisation, the competence of planning and management within your team offers a strategic advantage for sustaining your organisation's success in an increasingly dynamic industry. While not always viewed as a priority in creative environments, nurturing these skills among your team could **transform how projects are executed, aligning creativity with efficiency and long-term sustainability.**

Planning and management involve more than organising schedules or allocating resources—it's about enabling your team to approach projects strategically and adapt to shifting priorities without compromising on quality or innovation. Encouraging your staff to embrace project management tools like Gantt charts, Kanban boards, or task management apps can improve workflow visibility and ensure smoother collaboration across departments. By fostering familiarity with methodologies like Agile or Waterfall, your team can adapt their planning processes to suit diverse project demands and deadlines.

From a leadership perspective, helping your team develop these competences directly supports your organisation's strategic goals. Employees skilled in aligning tasks with broader objectives can better understand how their individual contributions drive the overall mission. Tools like the Eisenhower Matrix or Pareto Principle can guide them in prioritising high-impact activities, improving their efficiency and focus.

Time management is an equally critical aspect of planning and management. Supporting your team in adopting techniques such as time blocking or setting boundaries helps them maintain productivity without burnout. In fast-paced creative industries, where shifting client expectations or new opportunities often require quick adjustments, resilience and adaptability are vital. By embedding these principles into your team's workflow, you **create a culture of proactive problem-solving.**

On an organisational level, strong planning and management skills enhance decision-making and operational efficiency. Projects are more likely to be delivered on time and within budget, ensuring client satisfaction and strengthening your reputation in the market. This **competence also supports innovation by freeing up mental bandwidth**—when staff feel in control of their workload, they are better equipped to channel their creative energy.

Fostering planning and management as part of your talent development strategy **can also contribute to staff well-being and retention.** Employees who feel equipped to handle their responsibilities are less stressed and more engaged, creating a positive workplace environment that attracts and retains top talent.

Learning Outcomes



Value-Creating Agency
Cluster
Topic D2

Main Learning Outcomes

Learners will **demonstrate** a basic understanding of project planning tools and apply them effectively in managing creative projects.

Learners will **gain** insight into the finite nature of time and its implications for personal and professional development.

Learners will **distinguish** between important and urgent tasks, and is able to manage stressful situations in a mindful and more relaxed way by taking a step back.

Knowledge

Understands various tools for project planning and time management, including both traditional and innovative approaches.

Recognises the importance of aligning tasks with personal and professional objectives and understands decision-making principles and resource allocation strategies.

Skills

Can **use** project planning tools in practical situations and prioritise tasks based on their personal and professional goals alignment with objectives.

Reflects on project progress, adapts strategies, and allocates resources effectively to meet goals.

Responsibilities

Demonstrates autonomy in applying acquired knowledge to enhance planning and management processes, ensuring alignment with personal values and goals.

Cyanotypes Practical Support



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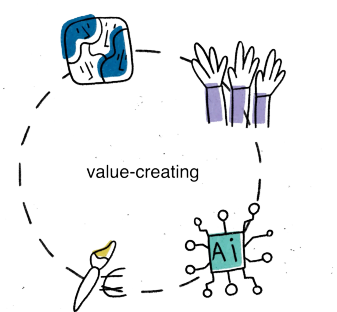
valuing ideas



D3 Valuing Ideas

Transforming creative concepts innovatively

*Value-Creating Agency
Cluster
Topic D3*



Associated Competences

D1 Financial & Economic Literacy
D2: Planning and Management
D4. Opportunity Management
D5. Working With Others

As a strategic leader in a creative organisation, the competence of valuing ideas represents an opportunity to elevate how your team transforms creative concepts into solutions that are not only innovative but also impactful and sustainable. While it may not always seem like a necessity, fostering this skill within your organisation **could enhance its ability to align creativity with practicality**, ensuring that ideas move beyond the conceptual stage to create measurable value for clients and stakeholders.

Valuing ideas begins with deeply understanding problems. Encouraging your team to engage in qualitative research techniques—such as interviews, focus groups, and ethnographic observation—ensures that their creative outputs are grounded in real-world insights rather than assumptions. As a leader, you can support this by investing in training or resources that enable your staff to explore user motivations and challenges in depth. These efforts **result in more relevant and targeted solutions**, aligning with your organisation's mission to deliver exceptional results.

Human-centered design is at the heart of this competence, emphasising empathy, experimentation, and iteration. By embedding this approach into your organisation's workflow, you can help your team focus on creating solutions that are not only functional but also resonate with users. Encouraging iterative design processes, where ideas are prototyped and refined through stakeholder feedback, allows your staff

to ensure their concepts are meaningful and impactful. This practice not only enhances project outcomes but also builds trust and stronger relationships with clients.

Validation and testing are equally critical. Implementing structured feedback loops with target audiences can guide your team in refining their ideas and aligning their outputs with user expectations. As a leader, you can champion this process by creating opportunities for collaboration with diverse stakeholders, **ensuring that the final results are both innovative and relevant.**

Finally, tools like the Lean Canvas or impact assessment frameworks can help your team evaluate the feasibility, sustainability, and long-term value of their concepts. Providing access to such resources **empowers your staff to balance creativity with responsibility**, ensuring that projects align with organisational goals while addressing broader societal needs.

By fostering the competence of valuing ideas, you enable your team to bridge the gap between creativity and practical application. This not only enhances the quality of your organisation's outputs but also strengthens its reputation as a forward-thinking and responsible player in the creative industries. Encouraging this competence within your workforce ensures that your organisation remains competitive, innovative, and **capable of creating meaningful impact in an evolving market.**

Learning Outcomes



Value-Creating Agency
Cluster
Topic D3

Main Learning Outcomes

Learners will **understand** basic qualitative research methods and use them to identify real-life problems in local contexts.

Learners will **collect, develop, and assess** ideas using human-centred design and test them with target groups.

Learners will **use** the lean canvas method to evaluate ideas for both user needs and sustainable income generation opportunities.

Knowledge

Understands the basics of qualitative research methods used in social sciences and knows how to identify and analyse real-life problems within societal contexts.

Shows familiarity with the processes of idea collection,

development, and assessment based on identified problems.

Skills

Can effectively **use** qualitative research methods and human-centred design techniques to identify societal problems.

Manages the entire cycle of idea management, including collecting, developing, and assessing ideas, and is skilled in using methods like the lean canvas.

Responsibilities

Ensures empirical research is conducted ethically and responsibly.

Takes responsibility for accurately identifying real-life problems and testing solutions with diverse groups, managing the idea development process independently.

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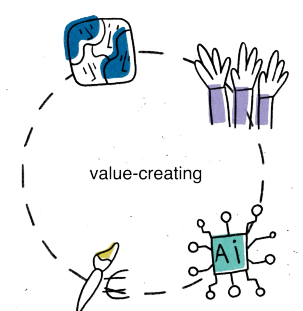
opportunity management



D4. Opportunity Management

Locating paths to growth

*Value-Creating Agency Cluster
Topic D4*



Associated Competences

D1 Financial & Economic Literacy
D2: Planning and Management
D3 Valuing Ideas
D5. Working With Others

Opportunity management is a critical competence for the Cultural and Creative Industries. As a leader responsible for strategic oversight and talent development in a creative organisation, opportunity management offers a valuable framework for enhancing your team's ability to identify, assess, and **act on opportunities that balance artistic vision with financial sustainability**. While it may not always seem like an immediate necessity, fostering this competence can position your organisation to thrive in the rapidly evolving Creative and Cultural Industries (CCI).

Opportunity management begins with a mindset shift: recognising potential where others might see challenges. For your team, this means equipping them to identify promising collaborations, secure innovative funding opportunities, and explore cross-sector partnerships. By **encouraging analytical thinking paired with creative intuition**, you enable them to evaluate opportunities critically, ensuring they align with organisational objectives and long-term goals.

One foundational principle is 'effectuation', a decision-making approach suited to uncertain environments. Effectuation emphasises leveraging existing resources, maintaining flexibility, and co-creating transitions with stakeholders. By introducing your team to this framework, you help them navigate uncertainty with confidence, turning ambiguous situations into actionable strategies.

Balancing artistic integrity with financial sustainability is another crucial element of this competence. Opportunity management equips professionals to assess funding options and collaborations that **support creative goals without compromising values**. As a leader, you can foster this by providing resources or training in innovative funding models, ensuring your organisation remains agile while preserving its creative core.

Collaboration is at the heart of opportunity management. Encouraging your team to **look beyond traditional networks and disciplines can unlock fresh ideas and competitive advantages**. Cross-sector partnerships and interdisciplinary ventures not only diversify revenue streams but also amplify the impact of your projects. You can facilitate this by building connections with stakeholders across industries, creating a culture where collaboration is a central tenet of success.

For the organisation, mastering opportunity management delivers far-reaching benefits. It enhances the ability to craft impactful projects that align with societal needs and trends, fostering sustainable growth. It positions your team to respond proactively to shifts in the industry, ensuring that your organisation remains competitive and resilient. Moreover, it reinforces your role as a leader in shaping a vibrant, forward-thinking cultural sector.

Learning Outcomes



Value-Creating Agency
Cluster
Topic D4

Main Learning Outcomes

Learners will **evaluate** and **manage** opportunities in the creative field, considering financial sustainability and artistic integrity.

Learners will **make** informed decisions about collaboration opportunities across different sectors.

Learners will **identify** and **assess** funding opportunities and strategically decide their relevance to their projects.

Knowledge

Understands financial sustainability and artistic integrity in the creative field.

Shows awareness of various funding sources and their suitability for creative projects.

Skills

Evaluates and **manages** opportunities within the creative field, balancing financial sustainability with artistic integrity.

Makes informed decisions about collaborative opportunities across different CCI sectors and assesses funding opportunities relevant to creative goals.

Responsibilities

Takes initiative in identifying opportunities for collaboration, creative/artistic project and business ventures that align with personal creative and professional objectives.

Cyanotypes Practical Support



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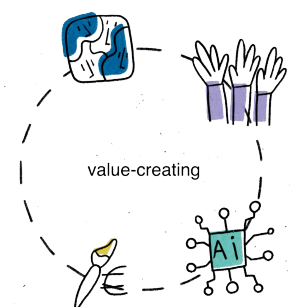
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D5. Working With Others

Steering talents and perspectives

*Value-Creating Agency
Cluster
Topic D5*



Associated Competences

- D1 Financial & Economic Literacy
- D2: Planning and Management
- D3 Valuing Ideas
- D4. Opportunity Management

For leaders in creative organisations or design agencies, fostering the competence of Working With Others can elevate your team's capacity for collaboration, driving innovation and inclusivity in the dynamic landscape of the Cultural and Creative Industries (CCI). While it might not appear to be an immediate priority, embedding this competence in your strategy can **unlock long-term benefits for both your employees and your organisation as a whole.**

At its core, Working With Others is about creating environments where diverse talents and perspectives come together to achieve shared goals. In today's CCI, projects often span multiple disciplines, cultural contexts, and expertise levels, making effective collaboration a cornerstone of success. As a leader, you can champion this competence by fostering a culture that values teamwork and mutual respect, **empowering your employees to engage in dynamic and impactful partnerships.**

One key element of this competence is the ability to recognise and value diverse viewpoints. Encouraging open dialogue and creating space for all voices enriches the creative process, leading to innovative solutions that resonate with wider audiences. You can facilitate this by promoting inclusive team practices and providing tools or training in constructive communication and active listening.

Equally important is identifying and leveraging expertise. Collaboration

flourishes when team members understand how their strengths complement one another. Leaders can amplify this by creating opportunities for skill mapping, forming interdisciplinary teams, or establishing partnerships with external specialists. These efforts **ensure that projects draw on the broadest range of capabilities**, enhancing their overall quality and impact.

Strong team dynamics are another critical component of this competence. Encouraging clear communication, fostering trust, and addressing conflicts constructively build an environment where employees feel valued and motivated to contribute their best work. As a leader, modelling these behaviours and providing resources for conflict resolution or team-building activities can reinforce positive collaboration practices.

From an organisational perspective, cultivating Working With Others can strengthen your competitive edge. Teams that collaborate effectively are more innovative, adaptable, and efficient. They are better equipped to tackle complex challenges, deliver high-quality outcomes, and maintain strong client relationships. Moreover, a workplace that values collaboration attracts top talent, enhances employee satisfaction, and fosters a sense of belonging.

Learning Outcomes



Value-Creating Agency
Cluster
Topic D5

Main Learning Outcomes

Learners will effectively **collaborate** with others in co-creation activities and challenge-based learning environments.

Learners will **recognise** and leverage apply both internal and external expertise in collaborative endeavours.

Learners will **understand** and value different perspectives in teamwork to encourage creativity, inclusivity, and new ideas.

Knowledge

Understands co-creation and challenge-based learning environments.

Shows awareness of internal and external expertise and can assess complementary skills within an organisation or project.

Knows the importance of diverse viewpoints relating to creativity, inclusivity, and new ideas

Skills

Collaborates effectively in co-creation activities and learning environments.

Assesses and **utilises** internal and external expertise in collaborative projects and identifies diverse viewpoints to enhance decision-making.

Responsibilities

Collaborates with others in co-creation and challenge-based settings, addressing skill gaps by leveraging expertise.

Promotes creativity and inclusivity by valuing and incorporating diverse viewpoints.

Cyanotypes Practical Support



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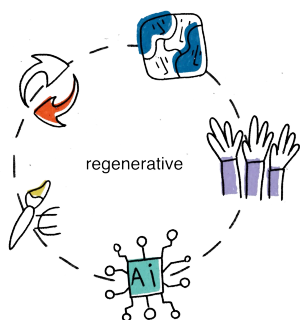
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regenerative agency cluster



Regenerative Agency Cluster



Competences

- E1 Self-Awareness & Empathy
- E2. Ethical and Sustainable Thinking
- E3 Problem Framing
- E4. Exploratory Thinking
- E5 Actionable Futures

The **Regenerative Agency Cluster emphasises the transformative potential of cultural and creative practices to actively restore and rejuvenate social, environmental, and economic systems.** It redefines the role of cultural and creative industries (CCIs) as catalysts for renewal, advocating for practices that heal, replenish, and strengthen communities and ecosystems. By focusing on principles of resilience, reciprocity, and interconnectedness, this cluster positions culture as a powerful force for regeneration in an increasingly fragile world.

At its core, Regenerative Agency moves beyond the goal of sustainability, which seeks to maintain existing systems, and instead prioritises regeneration—repairing past harm and building capacity for future flourishing. This **shift challenges CCIs to align their work with natural cycles, community well-being, and long-term vitality,** ensuring that their contributions extend beyond immediate outcomes to foster enduring impact.

A key principle of the Regenerative Agency Cluster is systems thinking, which highlights the interconnected nature of social, ecological, and economic systems. By understanding these interdependencies, CCIs can address root causes of issues rather than treating surface symptoms, creating more profound and lasting change. This perspective encourages cultural practices that are holistic, adaptive, and deeply integrated into the broader systems they influence.

Reciprocity is another foundational principle of this cluster, centring on the idea of giving back as much—or more—than is taken. For cultural and creative production, this could mean designing outputs that restore resources, strengthen relationships, and enhance the health of ecosystems and societies. Examples include using biodegradable materials, collaborating with communities to co-create cultural experiences, or crafting narratives that

promote climate resilience and social healing.

The relationship between culture and nature is central to Regenerative Agency. Inspired by natural systems that are cyclical, balanced, and restorative, CCIs are encouraged to adopt practices that mirror these principles. Zero-waste events, renewable energy use, and creative storytelling focused on environmental stewardship are just a few ways **this cluster envisions culture as a driver of ecological renewal.**

Education and capacity-building play a critical role in the Regenerative Agency Cluster. **Creative professionals and organisations need the skills and knowledge to transition to regenerative approaches.** Initiatives focused on ecological principles, impact measurement, and restorative design equip stakeholders to lead these efforts effectively.

Narratives of hope, resilience, and transformation are powerful tools in the regenerative process. CCIs can use storytelling to inspire audiences, foster dialogue, and mobilise action on critical issues such as climate change, social justice, and mental health. Through their work, they can spark imagination and motivate communities to envision and create a regenerative future.

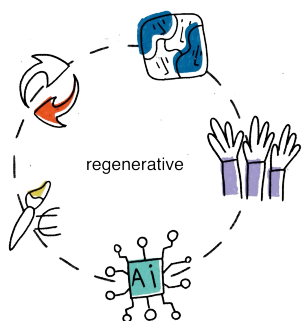
self-awareness & empathy



E1 Self-Awareness & Empathy

Understanding connections and their impact

*Regenerative Agency Cluster
Topic E1*



Associated Competences

E2. Ethical and Sustainable Thinking

E3 Problem Framing

E4. Exploratory Thinking

E5 Actionable Futures

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For creative leaders and strategists in the Cultural and Creative Industries (CCI), fostering Self-Awareness & Empathy among your team is not just about individual growth—it is about aligning your organisation with the principles of sustainability, inclusivity, and interconnectedness that are increasingly shaping the industry. While not an immediate necessity, embedding this competence into your strategy could position your organisation as a leader in ecological, cultural, and economic regeneration.

At its core, Self-Awareness & Empathy **enables professionals to understand their roles within broader systems**, recognising how their actions impact—and are influenced by—complex networks of human, non-human, and ecological relationships. For your organisation, promoting this competence helps employees reflect on the values and responsibilities that underpin their creative and professional endeavors. This clarity fosters intentional decision-making, aligning individual contributions with the organisation's overarching goals.

Empathy, as an extension of self-awareness, equips your team to connect deeply with diverse stakeholders—clients, collaborators, and even the ecosystems their projects touch. Encouraging employees to adopt perspectives beyond human-centric thinking, such as eco-centric or community-driven approaches, broadens their creative lens. This mindset leads to designs and strategies

that embrace diversity and interconnectedness, ensuring projects resonate with their audiences while addressing broader ecological or societal concerns.

A culture of care and solidarity is central to this competence. By embedding these values into your organisation's practices, you empower your team to design with sustainability and regeneration in mind. This might involve collaborating with local communities, incorporating circular design principles, or reflecting on the ethical dimensions of projects. Encouraging such approaches not only **enhances the impact of individual projects** but also strengthens your organisation's reputation as a forward-thinking and responsible leader in the CCI.

From a leadership perspective, fostering Self-Awareness & Empathy helps create an environment where employees feel valued and supported. This competence encourages open dialogue, mutual understanding, and a focus on collective well-being, contributing to stronger team dynamics and more resilient workflows. Additionally, these practices align with the increasing demand for organisations to address ecological and societal challenges proactively.

This competence equips your organisation to thrive in an interconnected world, where human and non-human systems are interdependent. By fostering these qualities in your team, you prepare your organisation to contribute meaningfully to a regenerative and sustainable future.

Learning Outcomes



Regenerative Agency
Cluster
Topic E1

Main Learning Outcomes

Learners will **discover** ecological complexity, recognise interdependence, and become aware of their own agency.

Learners will **understand** the terms human, non-human, and more-than-human in relation to their creative practices.

Learners will **apply** these concepts to identify choices that promote care and solidarity.

Knowledge

Understands self in relation to entanglement with other living beings and shows awareness of ecological interdependencies.

Knows the differences between human, non-human, and more-than-human entities, and understands the historical

development of the category of the "human."

Skills

Can **articulate** sustainable and regenerative values, identify sustainable choices, and show empathy towards more-than-human worlds.

Differentiates between various more-than-human perspectives and assesses the impact of decisions on these contexts.

Responsibilities

Develops and articulates interest in aligning personal values with the more-than-human world in specific contexts.

Acts with awareness and responsibility for personal behaviour, aligning actions with values and curiosity.

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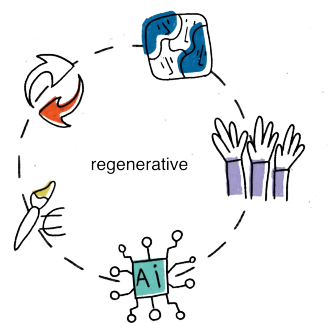
ethical & sustainable thinking



E2. Ethical and Sustainable Thinking

Moving beyond short-term gains

*Regenerative Agency Cluster
Topic E2*



Associated Competences

- E1 Self-Awareness & Empathy
- E3 Problem Framing
- E4. Exploratory Thinking
- E5 Actionable Futures

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For leaders and strategists in the Cultural and Creative Industries (CCIs), fostering Ethical and Sustainable Thinking among your team can **position your organisation as a forward-thinking player in an industry increasingly focused on regeneration and responsibility.**

While this competence may not seem immediately pressing, incorporating it into your strategy can future-proof your organisation, enhance its impact, and align it with the growing demand for sustainability in creative practices.

At its core, Ethical and Sustainable Thinking encourages teams to move beyond short-term gains and consider the long-term implications of their decisions on people, communities, and ecosystems. This involves **reflecting on how creative projects intersect with ecological, social, and economic systems**, ensuring that every action contributes to a regenerative future. For your organisation, embedding this perspective into decision-making and project planning could lead to designs and initiatives that resonate deeply with clients and audiences while addressing critical global challenges.

This competence also equips your team with the ability to apply practical sustainability frameworks, such as circular design principles or the four-pillar sustainability model. By integrating these tools, your organisation can develop innovative, responsible approaches to production, resource use, and collaboration. Whether crafting a digital experience, designing an

exhibition, or curating a festival, ensuring that projects align with ethical and regenerative principles can enhance their relevance and impact.

Ethical and Sustainable Thinking also fosters a culture of accountability within your organisation. Encouraging your team to consider the broader consequences of their choices nurtures a sense of responsibility and care. For example, prioritising resource-efficient practices, engaging with local communities, or adopting environmentally conscious technologies demonstrates a commitment to sustainability that can **strengthen your organisation's reputation and attract like-minded partners and clients.**

This competence is closely tied to innovation. By challenging your team to address ethical and ecological challenges creatively, you inspire them to explore new approaches that drive both artistic and practical impact. It also aligns with broader industry trends, where organisations that integrate sustainability into their practices are increasingly recognised as leaders.

From a strategic perspective, fostering Ethical and Sustainable Thinking positions your organisation to meet the challenges of the green transition while maintaining its competitive edge. It builds trust with stakeholders, deepens employee engagement, and enhances your contribution to a more sustainable and equitable cultural sector.

While not a necessity, investing in this competence could be the key to aligning your organisation with the values and

Learning Outcomes



Regenerative Agency
Cluster
Topic E2

Main Learning Outcomes

Learners will **understand** that concepts of ethics and justice have ecological dimensions.

Learners will **understand** the conditions of habitability and viability in relation to their life situations.

Learners will **apply** frameworks for regenerative sustainability, considering both human and more-than-human perspectives.

Knowledge

Understands the ecological dimensions of ethics and justice and the concepts of multi-species relations and ecological entanglements.

Can **imagine** the impact of decisions on future generations and is aware of competing terms for approaching ethics.

Skills

Can **situate** decisions within more-than-human terms, demonstrating familiarity with design methods that incorporate these considerations.

Understands the use of technology to comprehend ecological complexity.

Responsibilities

Acts with awareness and takes responsibility towards the world, ensuring ethical considerations guide decision-making.

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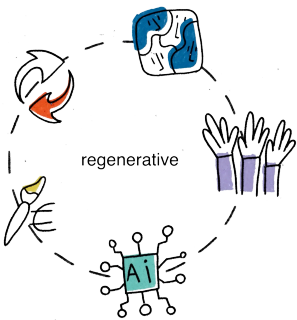
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E3 Problem Framing

Asking the right questions

*Regenerative Agency
Cluster
Topic E3*



Associated Competences

- E1 Self-Awareness & Empathy
- E2. Ethical and Sustainable Thinking
- E4. Exploratory Thinking
- E5 Actionable Futures

For leaders and strategists in the Cultural and Creative Industries (CCIs), fostering Problem Framing among your team could unlock innovative ways to approach complex challenges. While not necessarily a priority for every organisation, this competence offers significant value by **encouraging creative professionals to rethink how problems are defined and solved**, turning obstacles into opportunities for long-term positive impact.

At its core, Problem Framing shifts the focus from solving isolated issues to understanding the broader systems in which challenges are embedded. By cultivating this perspective, your team **can analyse how cultural, social, economic, and ecological factors** intersect and influence one another. For your organisation, this means moving away from linear problem-solving toward approaches that align with your strategic goals, **enhance collaboration, and support sustainable outcomes.**

This competence emphasises reframing challenges through holistic thinking. Encouraging your team to look beyond immediate concerns and consider regenerative solutions can lead to creative breakthroughs. For instance, when designing a public art installation or planning a cultural event, exploring the interplay between human and ecological systems can reveal innovative ways to engage audiences while supporting environmental or community goals.

Problem Framing is particularly relevant in cross-disciplinary projects. The ability to incorporate multiple perspectives ensures that solutions are inclusive and well-rounded. Tools like scenario planning or the Actant Mapping Canvas can help your team visualise the connections between various factors, identify leverage points, and prioritise impactful actions. By integrating these frameworks, your organisation can **address challenges more effectively and position itself as a thought leader in the sector.**

Encouraging Problem Framing among your team also aligns with broader competences like Ethical and Sustainable Thinking and Exploratory Thinking. Together, these skills equip professionals to imagine alternative futures, assess systemic impacts, and **develop innovative strategies that resonate with clients, stakeholders, and audiences.**

From a strategic perspective, fostering this competence within your organisation can lead to solutions that are not only creative but also sustainable and adaptable to changing circumstances. It helps your team navigate complexity with confidence, ensuring that projects align with both your mission and the needs of the communities you serve.

By encouraging your team to think critically and act collaboratively, you position your organisation to thrive in an ever-evolving landscape, driving meaningful change and creating lasting impact.

Learning Outcomes



Regenerative Agency
Cluster
Topic E3

Main Learning Outcomes

Learners will **be familiar** with regeneration frameworks (i.e. methods and principles of designing for long-term sustainability in terms of people, economy, and environment), such as ecologies of technology and regenerative sustainability.

Learners will **apply** design-for-regeneration approaches and assess short- to long-term regenerative impacts.

Learners will **gain** awareness of the transversal dimensions of sustainability and regeneration.

Knowledge

Can **describe** sustainability in cultural, economic, environmental, and social terms.

Differentiates between sustainability and regeneration, identifying how actions affect ecological interdependencies.

Skills

Knows how to use tools for generating data to inform decision-making and imagines short, mid, and long-term impacts, designing for mitigations and resilience.

Responsibilities

Takes responsibility for effectively framing problems within their broader impact contexts.

Cyanotypes Practical Support



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Learning Plans

For each of the 5 cluster competences, we provide a [Learning Plan](#) that is intended to facilitate the design of learning modules and any associated microcredentials..

Sample Demonstrator Module

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Cyanotypes Blueprinter

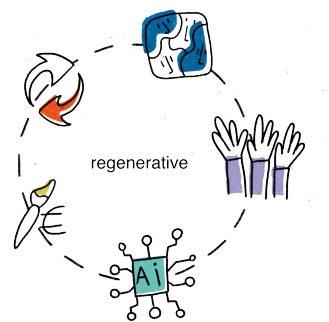
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E4. Exploratory Thinking

Turning alternatives into opportunities

Regenerative Agency
Cluster
Topic E4



Associated Competences

E1 Self-Awareness & Empathy
E2. Ethical and Sustainable Thinking
E3 Problem Framing
E5 Actionable Futures

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For leaders in the Cultural and Creative Industries (CCIs), fostering Exploratory Thinking among your team can be a strategic advantage in navigating uncertainty and unlocking innovation. While not essential for all organisations, this competence equips professionals to critically analyse trends, imagine diverse futures, and craft adaptable strategies. It supports your organisation's capacity to stay ahead in an ever-evolving landscape, **balancing creative exploration with practical foresight.**

At its core, Exploratory Thinking **challenges individuals to question assumptions, envision alternative scenarios, and consider the long-term implications of their decisions.** Encouraging your team to develop this mindset fosters curiosity and creativity, enabling them to identify opportunities and navigate complexities with confidence. For your organisation, this means enhancing decision-making processes, anticipating challenges, and positioning your projects to remain relevant and impactful in the face of change.

This competence emphasises the importance of foresight tools such as scenario planning, trend analysis, and horizon scanning. These methodologies help your team evaluate potential futures, distinguish between plausible and actionable pathways, and prioritise strategies that align with your organisation's mission and values. By integrating these tools into your planning processes, you create a framework for exploring opportunities

that balance innovation with inclusivity and sustainability.

The Precautionary Principle is a key component of Exploratory Thinking, encouraging proactive measures to mitigate risks even in the absence of complete information. Guiding your team to approach uncertainty with evidence-based analysis and ethical considerations enhances their ability to make informed, responsible decisions. This approach ensures that your organisation not only adapts to emerging challenges but also remains aligned with principles of fairness and equity.

Exploratory Thinking also integrates seamlessly with other competences, such as Self-Awareness and Empathy, which **help your team recognise biases and consider diverse stakeholder needs.** It aligns with Ethical and Sustainable Thinking, ensuring that future-oriented strategies reflect regenerative values, and it complements Problem Framing, which contextualises challenges within broader systemic dynamics.

For organisations in the CCIs, the practical applications of Exploratory Thinking are vast. From identifying market trends to designing innovative services, fostering **this competence can lead to more resilient, forward-looking strategies.** It supports collaboration across disciplines, enriching creative processes and ensuring your organisation remains at the forefront of industry innovation.

Learning Outcomes



Regenerative Agency
Cluster
Topic E4

Main Learning Outcomes

Learners will **show awareness** of the precautionary principle of acting now to avoid future negative impacts.

Learners will **show** a positive attitude toward fact-based analysis.

Learners will **differentiate** between potential, possible and realistic futures to articulate diverse scenarios.

Knowledge

Knows the precautionary principle and is interested in conducting fact-based analyses.

Understands the necessity of fairness and inclusion, recognising all perspectives involved.

Skills

Can **analyse** and assess ideas, actions, and scenarios to determine their alignment with values.

Integrates knowledge from different domains to articulate different future scenarios.

Responsibilities

Acknowledges the value of scientific evidence and the impact of possible consequences on scenario preferences.

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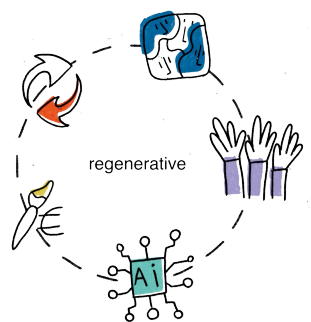
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E5 Actionable Futures

Turning Vision into Reality

*Regenerative Agency
Cluster
Topic E5*



Associated Competences

- E1 Self-Awareness & Empathy
- E2. Ethical and Sustainable Thinking
- E3 Problem Framing
- E4. Exploratory Thinking

For leaders in the Cultural and Creative Industries (CCIs), fostering the competence of Actionable Futures among your team can transform forward-thinking ideas into tangible, meaningful outcomes. This competence bridges the gap between imagining possibilities and implementing actions, equipping your organisation with the mindset and tools to lead purposeful change. While not every organisation may see this as a priority, integrating Actionable Futures can enhance decision-making, drive innovation, and position **your organisation as a proactive force in the face of uncertainty.**

At its core, Actionable Futures is about designing processes that transform vision into execution. It emphasises inclusive decision-making that values diverse perspectives, creating transparent and fair strategies to guide action. For organisations, this means building structures where every stakeholder's input strengthens the approach, ensuring solutions are equitable and widely supported.

A key aspect is fostering interdisciplinary thinking to inform practical decisions. By synthesising knowledge from various fields, your team can craft innovative yet evidence-based strategies. This competence encourages moving beyond theoretical discussions to address real-world challenges effectively. For your organisation, this could mean using insights from market trends, policy shifts, or stakeholder feedback to

design transitions that resonate across interconnected systems.

An essential part of Actionable Futures is its focus on adaptability. **Complex systems often produce unexpected outcomes, and this competence prepares your team to navigate these uncertainties.** Encouraging reflective and iterative approaches ensures that actions align with long-term goals while fostering resilience and learning from setbacks. Leaders can embed this mindset in their teams, nurturing the confidence to take calculated risks and adjust strategies as conditions evolve.

This competence also builds on other CYANOTYPES pillars. It integrates with Exploratory Thinking to envision innovative scenarios, Problem Framing to target root causes, and Ethical and Sustainable Thinking to guide actions with regenerative values.

To operationalise Actionable Futures, consider tools like scenario planning, stakeholder mapping, and strategic project management. These methods not only guide execution but also engage your team in participatory, collaborative processes. For example, design thinking workshops can align team efforts and generate actionable pathways for complex transitions.

This approach inspires your team to take initiative, navigate complexity, and lead with purpose. While not every leader may prioritise this competence, its potential to drive meaningful transformation **makes it a valuable addition to your strategic toolkit.**

Learning Outcomes



Regenerative Agency
Cluster
Topic E5

Main Learning Outcomes

Learners will **design** inclusive and transparent processes that are fair and open to everyone.

Learners will **act** promptly in the face of uncertainty to make informed decisions and take concrete actions.

Learners will **understand** how human actions may have unpredictable consequences and apply relevant laws and policies to engagement contexts with anticipated, personal and relevant actions.

Knowledge

Understands how diversity can be a strength and recognises that human actions may have unpredictable consequences.

Shows awareness of relevant laws and policies that affect engagement.

Skills

Can **identify** relevant stakeholders, design inclusive processes, and act promptly in uncertain situations.

Synthesises relevant knowledge to inform concrete actions.

Responsibilities

Shows willingness to engage with others to challenge the status quo and promote accountability for unsustainable practices.

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