

## 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 Professionals & Individuals**.

### The Guidebooks



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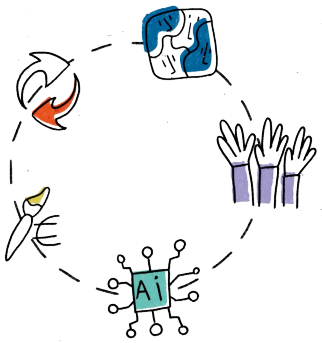


# The Guidebooks



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

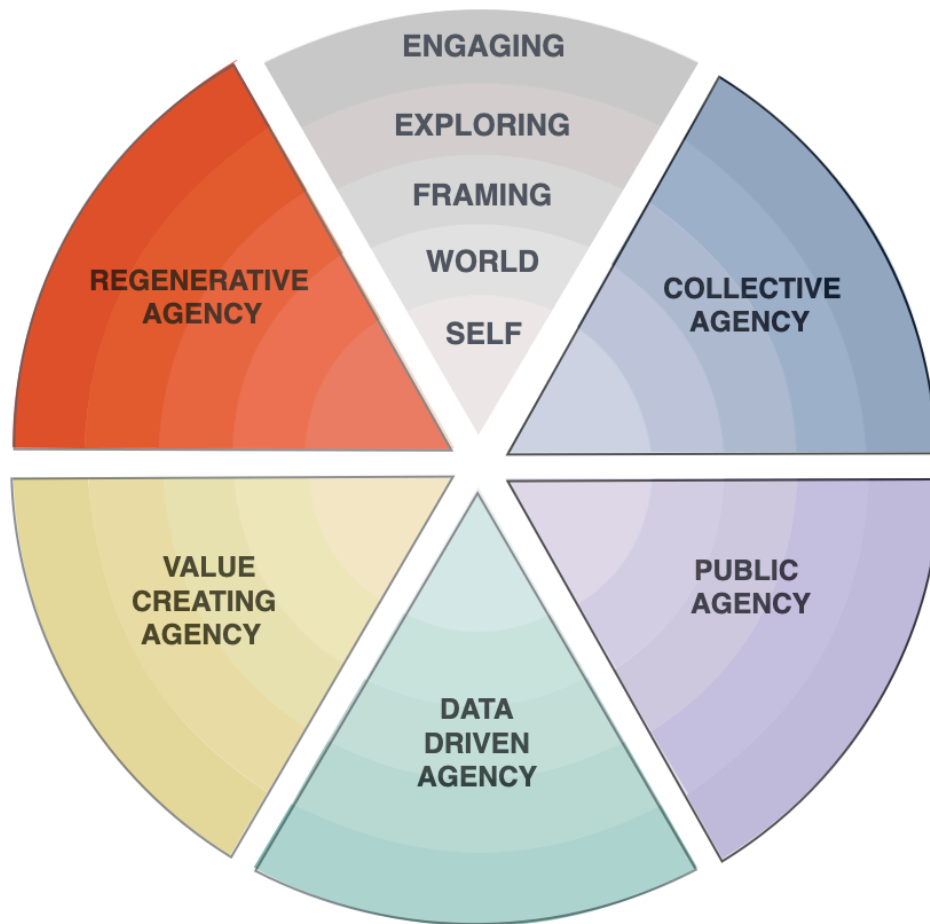
The Cyanotypes Framework can be adapted to personal,

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 professionals and individuals for using the Creative Agency Competence Framework and pilot activities being undertaken by Cyanotypes partners in document **T1.7 Pilot Scenarios**.



## 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

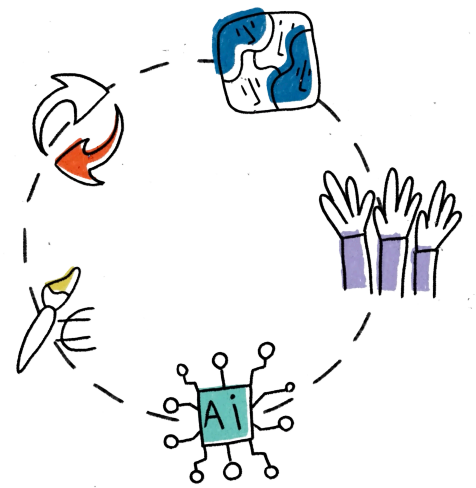
### collective agency cluster

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**

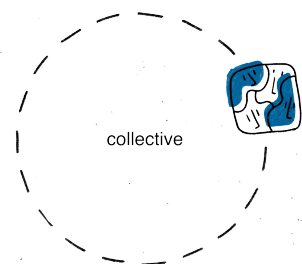
STRATEGIC SKILLS FOR CREATIVE FUTURES

# collective agency cluster



Creative Professionals  
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## 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.**

# creative confidence

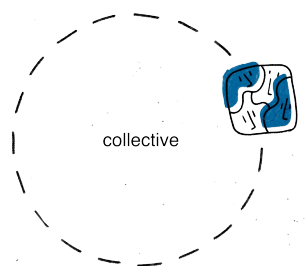


Creative Professionals  
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## A1 Creative Confidence

*Developing trust in your creative skills*

*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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Creative confidence is **the ability to trust in your creative skills, experiment with ideas, and adapt to new challenges with resilience and enthusiasm**. For artists, performers, designers, and others in the cultural and creative industries (CCIs), it's a vital skill that can help you navigate rapid changes, overcome uncertainty, and thrive in your unique practice.

At its core, creative confidence is about recognising creativity as an essential part of who you are and what you do. It's not just for "natural talents" or specific disciplines—it's a skill that anyone can develop with practice. Creative confidence gives you the freedom to approach challenges with curiosity and find innovative solutions. **It helps you stay true to your creative vision while also exploring new directions that align with your values and the evolving world around you.**

One of the key aspects of creative confidence is embracing experimentation. Not every idea has to be perfect from the start—what matters is giving yourself permission to try, fail, and learn. This mindset transforms setbacks into opportunities for growth. Whether it's a new technique, a collaboration, or a project outside your comfort zone, experimenting builds your adaptability and strengthens your ability to thrive in changing environments.

Collaboration also plays a big role. Creative confidence grows when you share ideas, exchange feedback, and

work with others who bring different perspectives. This doesn't mean losing your unique voice—it means enhancing it by being part of something bigger. Together, diverse teams can create work that has a deeper impact, both artistically and socially.

Fear of failure is one of the biggest barriers to creative confidence, but it's something you can work through. Taking small, manageable risks helps build trust in your own abilities. Setting up safe, supportive spaces where you can share your work without fear of judgment—whether with peers, mentors, or online communities—makes a big difference.

Investing in creative confidence isn't just about your growth as a maker; it also impacts your career sustainability. Confident professionals are more likely to attract meaningful opportunities, connect with audiences, and find fulfilment in their work. This competence helps you approach the future with both courage and purpose.

If this resonates with you, consider exploring workshops, training programs, or creative communities that focus on building creative confidence. These can provide tools, inspiration, and support to help you unlock your full potential as a maker in the CCIs.

# 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

Fully worked out learning material representing 2 ECTS (50 hours) at EQF Level 5 is available on our [open learning platform](#) for one of the cluster competences. This sample

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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CYANOTYPES

# collaboration across creative disciplines

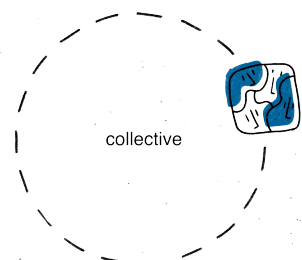


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## A2 Collaboration Across Creative Disciplines

*Working with others on shared interests*

*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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Collaboration across creative disciplines is more than a skill—it's a mindset that helps you approach challenges with openness, curiosity, and a commitment to shared success. For creative professionals like artists, performers, or designers, working with others from diverse backgrounds and skill sets **can unlock new possibilities and help you create work that's richer, more impactful, and uniquely positioned to address the world's complexities.**

In today's cultural and creative industries (CCIs), where innovation thrives on diversity, collaboration is essential. It means breaking out of silos and combining your unique expertise with the strengths of others to co-create something extraordinary. Whether it's a musician teaming up with a filmmaker or a designer collaborating with a technologist, crossing disciplinary boundaries can lead to transitions that neither could achieve alone.

Collaboration starts with communication—being clear about your ideas and receptive to others'. Actively listening, asking thoughtful questions, and sharing feedback create an environment where everyone's contributions are valued. This fosters mutual respect and encourages the kind of teamwork that turns good ideas into great projects.

One of the most exciting aspects of working across disciplines is the chance to learn new approaches. You might see your creative process from a fresh angle or discover tools and techniques you've never considered. This

exchange of knowledge doesn't just benefit the project—it **enriches your personal practice, making you a more adaptable and innovative professional.**

Of course, collaboration isn't without challenges. Differences in working styles, communication habits, or expectations can create friction. But these moments are opportunities to grow—learning to navigate conflicts and finding common ground builds problem-solving skills and cultural sensitivity, both of which are invaluable in today's interconnected world.

As you collaborate, you're not just creating work; you're building inclusive environments where diversity is celebrated, and shared goals drive progress. These spaces encourage innovation, foster empathy, and strengthen relationships among professionals, making the creative sector more dynamic and equitable.

If you're looking to develop your collaborative skills, consider joining interdisciplinary projects, attending workshops, or participating in creative communities. These opportunities provide a supportive space to practice and refine your ability to work across disciplines, helping you unlock your full potential while contributing to a sustainable, vibrant creative future.

# 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.

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# conceptual and critical thinking

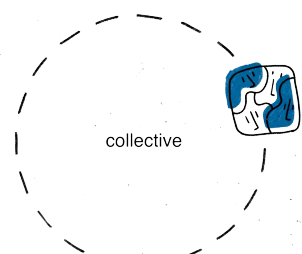


Creative Professionals  
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## A3 Conceptual and Critical Thinking

*Grounding ideas in reality*

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 creative professional in today's fast-evolving cultural and creative industries (CCIs), your ability to think conceptually and critically can set you apart. These interconnected skills empower you to analyse challenges, generate bold ideas, and transform them into innovative and impactful solutions. **This competence goes beyond creating—it helps you navigate the green, digital, and societal shifts shaping the future of your field.**

Conceptual thinking fuels your creativity. It's the process of imagining possibilities, visualising solutions, and exploring "what ifs." Whether you're designing a new performance, crafting a visual identity, or creating immersive experiences, this kind of thinking allows you to see beyond the obvious and push creative boundaries.

**Critical thinking complements this by grounding your ideas in reality. It helps you assess their feasibility, relevance, and potential impact.** For example, if you're working on a community art project, critical thinking allows you to evaluate how well your ideas align with the community's needs and goals. By combining imagination with thoughtful analysis, you can ensure your work is both groundbreaking and meaningful.

One of the most powerful aspects of this competence is its adaptability. Creative industries often intersect—film blends with design, technology meets performance. Recognising patterns across disciplines and applying

knowledge from one context to another can lead to fresh, innovative approaches. It's about seeing the bigger picture while understanding the details.

Building these skills means embracing curiosity and a willingness to question. Ask yourself, "Why does this matter?" or "What if we approached this differently?" Tools like brainstorming, mind mapping, or even sketching out systems can help you explore new angles. Pair this with critical reflection—document your process, weigh potential outcomes, and refine your ideas.

**These skills are essential in a fast-changing world.** They prepare you to adapt to uncertainty, make informed decisions, and communicate your ideas effectively. They also help you collaborate across teams, ensuring your contributions are clear and impactful.

If you want to strengthen your conceptual and critical thinking, look for workshops, courses, or collaborative projects that challenge you to think differently. These experiences will not only sharpen your skills but also enhance your ability to create meaningful transitions, helping you thrive in a complex and vibrant creative industry.

# 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.

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# interacting in creative ecosystems

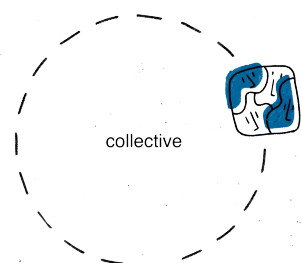


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## A4 Interacting in Creative Ecosystems

*Finding and working with other creatives*

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 creative professional, you know that your work doesn't happen in a vacuum. Whether you're an artist, performer, or designer, you're part of a larger creative ecosystem—a dynamic network of relationships, resources, and influences that shapes your practice. Developing the competence to interact effectively within this ecosystem can open doors to richer collaboration, sustainable growth, and lasting impact.

At the core of this competence is **recognising how interconnected everything is**. Your creative work influences and is influenced by other actors—fellow creatives, cultural organisations, local communities, and even environmental systems. Understanding these relationships helps you see the bigger picture and align your work with societal, cultural, and ecological priorities. It's about ensuring your creativity resonates beyond your immediate audience.

**One powerful way to navigate these networks is through systems thinking.** This means looking at your work as part of a larger web of interactions—identifying how different elements influence one another and finding ways to drive positive change. For instance, if you're working on a public art project, systems thinking might involve mapping out how your work interacts with community needs, urban development, and environmental concerns.

Collaboration is key to thriving in creative ecosystems. Building strong, trust-based relationships with diverse

stakeholders—whether it's co-creators, local communities, or policymakers—can lead to resource sharing, innovative co-creation, and greater impact. Imagine a theatre performance that involves local voices, creating a piece that is both artistically meaningful and deeply rooted in its context.

Ethics also play a vital role. How does your work affect the environment? Does it represent marginalised voices responsibly? These questions ensure that your creative practice is not only innovative but also equitable and sustainable. Addressing these considerations can set your work apart, making it more impactful and relevant.

Creative ecosystems are constantly evolving, shaped by trends, technologies, and economic shifts. Adapting to these changes with resilience and flexibility ensures your work remains current and responsive. This might mean exploring new tools like virtual reality for storytelling or collaborating across disciplines to tackle societal challenges.

Interacting effectively in creative ecosystems can strengthen your practice, uncover opportunities, and connect you with a larger purpose. Consider exploring workshops or courses that focus on systems thinking, collaborative strategies, or sustainable practices. Investing in **this competence can enhance your ability to thrive as a creative professional while contributing to a vibrant, sustainable future for the creative sector.**

# 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.

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CYANOTYPES

# collective action

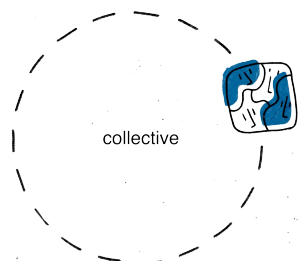


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## A5 Collective Action

*Making the change work*

*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 creative professional, you often face pressing challenges that call for solutions beyond your individual capabilities. Whether it's addressing environmental concerns, adapting to digital transformation, or promoting social equity, the power to create meaningful change lies in collective action. This competence **helps you move from recognising urgent issues to taking purposeful, collaborative steps toward transformative solutions.**

At its core, collective action begins with the realisation that collaboration amplifies impact. Challenges like climate change, digital inequities, or societal divides are complex, requiring diverse perspectives and shared efforts to address them effectively. By working with others across disciplines and communities, you can pool ideas, resources, and skills, turning urgent problems into opportunities for creative and inclusive change.

One of the key aspects of collective action is recognising the value of multiple perspectives. For example, if you're developing a public art installation to raise awareness about climate change, engaging voices from scientists, community leaders, and fellow artists ensures that the project is both meaningful and relevant. Evaluating ideas from different angles enriches the process and ensures the outcome resonates widely.

This competence also invites you to see challenges as opportunities.

Urgency can inspire innovation—turning limitations into a catalyst for creativity. A lack of resources might push you to explore sustainable practices; societal issues could lead to projects that drive meaningful conversations and foster connection.

Translating ideas into action is where collective action shines. Collaboration often generates brilliant concepts, but the true value lies in bringing them to life. Whether it's organising community events, creating shared workshops, or leading interdisciplinary projects, moving from theory to practice ensures your work has tangible impact.

Fostering collective action requires creating environments where collaboration can thrive. **By developing skills like communication, conflict resolution, and participatory design, you can strengthen your ability to work in diverse teams and navigate complex projects effectively.**

Collective action empowers you to tackle challenges with creativity and shared purpose. It fosters social bonds, boosts resilience, and equips you to adapt to a rapidly changing world. Consider exploring workshops or trainings that focus on collaborative processes and community engagement. Developing this competence not only enhances your practice but also positions you as a driver of meaningful, lasting change in the creative industries and beyond.

# 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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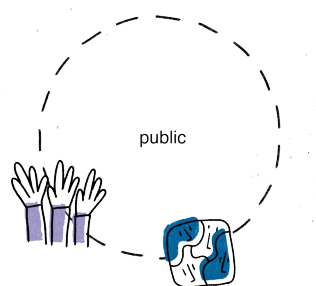
CYANOTYPES

# public agency cluster



Creative Professionals  
and Individuals

## 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

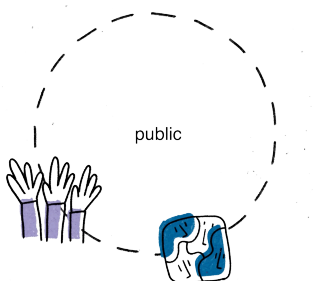


Creative Professionals  
and Individuals

## B1 Working with Values

*Recognising and respecting different approaches*

Public Agency Cluster  
Topic B1



### Associated Competences

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

As a creative professional, your work often involves collaborating with others, engaging with diverse audiences, and navigating different cultural and personal perspectives. Working with Values is a competence that helps you connect deeply with the people you work with and create work that resonates on a meaningful level. This skill focuses on **recognising and respecting diverse values, fostering open dialogue, and ensuring your creative projects reflect a sense of inclusivity and shared understanding.**

At its heart, this competence is about realising that values are not just preferences—they are shaped by culture, history, and personal experiences. They influence how people view the world, make decisions, and relate to others. For example, when working on a project aimed at representing a community, understanding the values that matter to its members ensures that your work is authentic and respectful. This requires curiosity and a willingness to explore what lies beneath the surface. Tools like the “iceberg model” can help you uncover deeper beliefs and behaviors that shape those values.

Creating inclusive environments is a key part of working with values. This means fostering spaces where everyone feels respected and heard. For instance, if you’re leading a collaborative project, taking time to address biases and ensure equal participation can strengthen trust and creativity within the team. When sensitive topics arise, open

and judgment-free discussions allow for a richer exchange of ideas and ensure the project reflects a range of perspectives.

This competence also supports building meaningful partnerships. In today’s creative landscape, working with diverse stakeholders—communities, organisations, or even corporate partners—requires aligning values to ensure the collaboration is not only effective but also equitable and respectful. Whether you’re curating an exhibition or co-creating a performance, understanding and negotiating shared values strengthens these relationships and ensures lasting impact.

By developing this competence, you’ll **enhance your ability to create work that feels authentic and inclusive.** It’s particularly valuable for projects addressing complex or sensitive issues, ensuring they honor the voices of all involved. This approach enriches your creative process, builds trust with audiences, and opens doors to more impactful opportunities.

Consider seeking out workshops or courses that focus on cultural sensitivity, inclusive design, or ethical practices in the arts. Strengthening your ability to work with values will not only help you grow as a professional but also empower you to create a more equitable and meaningful cultural landscape where creativity becomes a shared space for all.

# 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.

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CYANOTYPES

# boundary spanning



Creative Professionals  
and Individuals

## B2 Boundary Spanning

*Helping people to connect*

*Public Agency Cluster  
Topic B2*

As a creative professional, you've likely encountered projects where collaboration across different fields, disciplines, or cultures is essential. Boundary Spanning is a competence that helps you move beyond traditional boundaries, connecting ideas, people, and expertise to create impactful transitions. Whether you're designing, performing, or leading a project, **this skill enables you to foster innovation and tackle challenges that benefit from diverse perspectives.**

At its core, boundary spanning is about building bridges. Imagine you're collaborating with a scientist, a community leader, and a fellow artist on a project addressing environmental awareness. Each brings unique insights, but their approaches might differ significantly. As a boundary spanner, you facilitate collaboration by identifying common goals, integrating varied ideas, and ensuring everyone feels heard. This creates a shared vision where creative and practical solutions thrive.

**This competence is particularly valuable for tackling complex challenges.** By stepping outside the boundaries of your own expertise, you can discover new approaches and synthesise ideas that wouldn't emerge in isolated settings. For example, integrating storytelling with data visualisation might amplify the impact of a climate change campaign, blending emotional resonance with factual clarity.

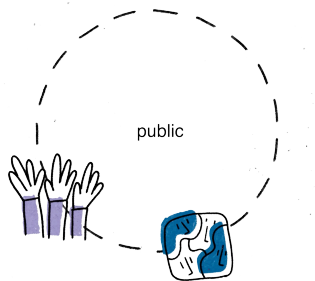
Boundary spanning isn't just about connecting disciplines—it's also about navigating diverse contexts. Projects addressing societal issues, like social inequality or mental health, often require collaboration between sectors such as art, education, and public policy. Your ability to adapt your creative skills to these varied environments ensures that your work resonates broadly and contributes meaningfully.

As you develop this competence, tools like design thinking or visual mapping can be invaluable. These **methods help clarify shared objectives, organise complex ideas, and keep teams focused on their collective mission.**

They also encourage iterative processes where feedback is embraced, ensuring that the outcomes are both innovative and effective.

Boundary spanning transforms challenges into opportunities for growth and discovery. It helps you not only expand your own creative practice but also make a broader impact by contributing to projects that address societal and environmental needs.

Consider seeking workshops or training programs that focus on interdisciplinary collaboration or systems thinking. Strengthening your capacity for boundary spanning will not only enhance your adaptability but also empower you to take on transformative roles in the cultural and creative industries. By mastering this skill, you'll turn boundaries into opportunities for connection and innovation, shaping a more inclusive and impactful future.



## Associated Competences

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

# 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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# anticipatory innovation



Creative Professionals  
and Individuals

## B3 Anticipatory Innovation

*Unlocking the power of your imagination*

Public Agency Cluster  
Topic B3

As a creative professional, you're already accustomed to thinking ahead — whether imagining the next artistic project or considering how your work connects with broader societal changes. **Anticipatory Innovation takes this skill to the next level, empowering you to actively design, test, and implement ideas that shape the future rather than simply reacting to it.** This competence allows you to navigate uncertainty with confidence, creating work that remains relevant and impactful in a rapidly evolving world.

Anticipatory innovation is about imagining what could be. Instead of perfect worlds or dire predictions, it encourages practical, achievable visions of the future. These scenarios help guide your creative decisions, offering a framework to explore possibilities without fear of the unknown. For example, how might your art reflect or influence environmental shifts, digital transformations, or evolving cultural values?

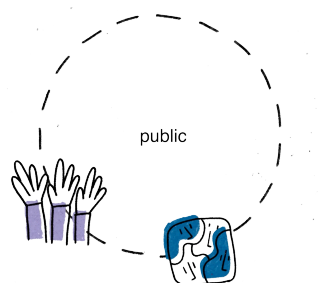
Central to this competence is the use of artistic and creative methods to spark new ways of thinking. Whether you're experimenting with speculative design, crafting immersive narratives, or engaging in participatory workshops, these practices help uncover unconventional solutions and push the boundaries of conventional approaches. This is especially powerful for addressing emerging challenges, like climate change or social inequality, where innovative perspectives can lead to transformative outcomes.

Anticipatory innovation also encourages a bold embrace of risk-taking and failure. Viewing mistakes as opportunities for growth can liberate your creative process, allowing you to explore untested ideas and adapt when circumstances change. **This mindset builds resilience, ensuring you're prepared to face complexities and uncertainties in your work with adaptability and creativity.**

This competence is particularly relevant for tackling pressing societal issues. Whether designing for sustainability, exploring the potential of new technologies, or addressing changing audience needs, anticipatory innovation helps you stay proactive and aligned with the future.

To develop this skill, consider exploring tools like scenario planning or trend forecasting. These methods can help you visualise potential futures and craft strategies to address them. Additionally, engaging in interdisciplinary collaboration or boundary-spanning projects can expand your perspectives, equipping you to work across fields and cultures.

Anticipatory innovation invites you to see the future as a canvas for creativity—a space where you can imagine, experiment, and shape what lies ahead. Look for training programs or workshops that focus on future thinking or innovation strategies to strengthen your capacity for this vital skill.



## Associated Competences

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

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# 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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# narrative design

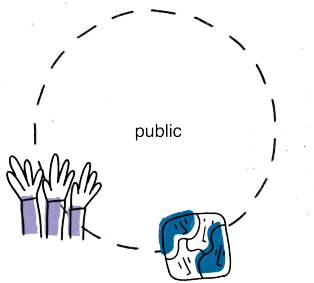


Creative Professionals  
and Individuals

## B4 Narrative Design

*Creating stories that captivate*

*Public Agency Cluster  
Topic B4*



### Associated Competences

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

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As a creative professional, storytelling is likely already a part of your work. Narrative Design takes this further, **empowering you to craft stories that deeply connect with audiences, evoke emotions, and leave lasting impressions.** Whether you're designing an exhibition, writing a script, or creating interactive media, narrative design is about transforming your ideas into compelling experiences that resonate on a personal and cultural level.

At its heart, narrative design is the art of creating stories that captivate. It's about understanding what your audience values, what moves them, and how they perceive the world. This requires empathy—stepping into your audience's shoes to tailor your narrative to their emotions and motivations. When you connect with people on this level, your work becomes more meaningful and impactful.

To create an engaging story, you can use tools like imagery, typography, colour, and even sound to enhance your message. Visual literacy—the ability to understand and use visual elements effectively—plays a key role in ensuring that your story is not only told but felt. For example, a well-designed poster or a visually dynamic exhibition can tell a story as effectively as words, if not more so.

Narrative design also involves employing storytelling strategies like character development, metaphor, and symbolism to build depth and intrigue. Whether your work takes the form of a

traditional story, an immersive VR experience, or an interactive installation, these techniques help you create narratives that linger in the minds of your audience.

In the cultural and creative industries, **narrative design is a cornerstone of many disciplines.** Filmmakers use it to craft compelling plots, designers employ it to tell brand stories, and curators leverage it to engage visitors in exhibitions. No matter your field, the ability to design a strong narrative can elevate your work and amplify its impact.

Investing in your narrative design skills can unlock new opportunities for growth and innovation. It can help you create work that not only communicates but inspires—work that audiences remember and share. Consider seeking out workshops, online courses, or training programs focused on storytelling, visual literacy, or interactive design to hone this competence further.

By developing your narrative design skills, you'll be able to craft stories that go beyond the surface, connecting deeply with your audience and ensuring your creative work makes a lasting impact in an ever-changing world.

# 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.

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# managing transformations

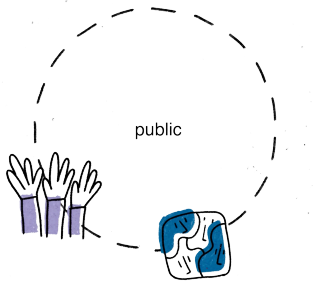


Creative Professionals  
and Individuals

## B5 Managing Transformations

*Making sense of change*

*Public Agency Cluster  
Topic B5*



### Associated Competences

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

Change is a constant in the cultural and creative industries (CCIs), with shifts in technology, sustainability priorities, and societal demands reshaping the landscape. Managing Transformations is **a vital competence that equips you as a creative professional to lead and adapt during these transitions, turning challenges into opportunities for innovation and growth.**

At its core, this competence helps you navigate and prioritise areas for change, whether it's integrating sustainable practices, embracing digital tools, or responding to evolving audience expectations. By assessing trends and understanding the current landscape, you can align your projects with meaningful and relevant goals, ensuring they remain impactful in a rapidly changing world. Tools like scenario planning and strategic analysis can help map out pathways for growth and transformation.

Collaboration is a key element of managing transformations. Change processes thrive when they include diverse perspectives, whether from team members, community partners, or industry stakeholders. Engaging others in co-creation not only strengthens your initiatives but also builds trust and shared ownership, essential for long-term success. For example, involving community voices in a project aimed at cultural preservation ensures it resonates deeply with those it serves.

Clear communication is another cornerstone of this competence.

Guiding others through change requires concise and purposeful messaging that explains why the transformation is necessary, what it entails, and how it benefits all involved. Tailoring your communication to different audiences ensures that everyone—from collaborators to funders—feels informed and aligned with your vision.

Specialised knowledge is also crucial for managing transformations effectively. Whether you're integrating new digital tools, transitioning toward more sustainable practices, or navigating new funding models, **understanding these elements allows you to craft innovative yet practical solutions.**

This competence isn't just about reacting to change—it's about proactively leading it. It encourages a balance of strategic vision and practical expertise, helping you build resilience in the face of uncertainty. Moreover, by fostering collaboration and inclusivity, you can ensure your transitions are well-supported and aligned with broader goals for equity and sustainability.

By developing this competence, you'll be prepared to guide meaningful transitions, ensuring your creative work not only thrives but also shapes a resilient and innovative future in the cultural and creative industries.

# 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.

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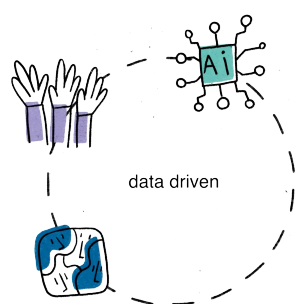
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# data-driven agency cluster



Creative Professionals  
and Individuals

## 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**.

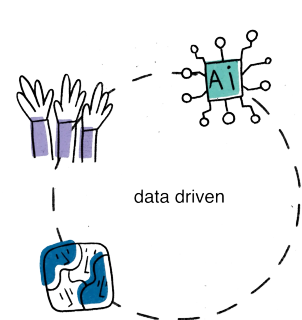
Ultimately, the Data-Driven Agency Cluster envisions a cultural and creative sector that **embraces data as a resource for transformation**. It calls for critical reflection and creative experimentation, challenging stakeholders to explore how data can inspire innovation, address societal challenges,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



## C1 Data and Digital Literacy

### *Working with data*

#### *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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As a creative professional navigating the fast-evolving world of art, design, and performance, you've likely noticed how digital tools and technologies are reshaping the way we create, share, and engage with work. Data and digital literacy is a skill that can help you harness these tools effectively,

**enabling you to stay ahead in your field while ensuring your creative practice remains relevant and impactful.**

At its core, data and digital literacy is about more than just using technology—it's about understanding how to collect, interpret, and apply digital information in ways that enhance your work. For example, analysing audience engagement data can help you refine your approach to connect more deeply with your audience. Whether you're exploring online platforms, leveraging social media, or experimenting with new digital tools, this competence empowers you to make informed decisions and unlock new creative possibilities.

**Digital literacy also equips you to navigate the digital world**

**responsibly and safely.** From understanding privacy settings to protecting your intellectual property, knowing how to safeguard yourself and your work online is essential. It's especially important as more of our creative and professional interactions move into virtual spaces. Mastering these practices gives you confidence and ensures your work is protected.

Another important part of this competence is critically evaluating the information you encounter online. In a world filled with misinformation and biased data, knowing how to assess the credibility of sources is invaluable. It ensures that your creative projects are grounded in reliable insights and remain authentic and trustworthy.

**The ability to embrace digital tools is a game-changer for your practice.**

Technologies like AI, virtual reality, and digital design platforms are opening up new avenues for storytelling and artistic expression. Whether it's creating an immersive VR installation or using AI to generate unique design elements, these tools allow you to push the boundaries of your craft and stay innovative.

Investing in data and digital literacy doesn't just benefit your creative work—it also enhances your career prospects. It helps you streamline workflows, collaborate effectively with peers, and make smarter decisions. It can even help you adapt to the rapidly changing demands of the cultural and creative industries.

If you're looking to strengthen your skills, consider seeking out workshops, online courses, or tutorials in digital tools and data management. By developing this competence, you'll gain the confidence to navigate the digital era with ease, ensuring your creative practice thrives in today's connected world.

# 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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**CYANOTYPES**

# understanding socio-technical systems

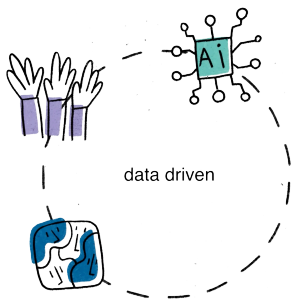


Creative Professionals  
and Individuals

## C2 Understanding Socio-Technical Systems

*Thinking about people and technology*

*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

As a creative professional, you've likely noticed how technology and social dynamics are becoming increasingly intertwined in your work. Whether you're a designer, performer, or artist, **your creative practice exists within a broader system where technical tools and human interactions constantly influence each other.**

Understanding socio-technical systems is a competence that can help you navigate this complexity, enabling you to use technology responsibly, design more inclusive projects, and connect with audiences and collaborators in meaningful ways.

At its core, this skill helps you recognise that neither technology nor social structures exist in isolation—they form a network of interactions. For instance, think about how a digital tool like an art-sharing platform influences how artists showcase their work, how audiences engage with it, and how these behaviours shape the platform itself. **By learning to analyse these relationships, you can better understand how your creative choices interact with technology and society, ultimately making more thoughtful decisions about your work.**

A key aspect of this competence is using feedback effectively. Whether you're gathering input from audiences, collaborators, or technology users, structured feedback processes allow you to refine your creative outputs. For example, if you're creating an interactive installation, audience responses can reveal how user-friendly or impactful it

is. This iterative approach ensures your work stays relevant and engaging.

Collaboration is another crucial element of understanding socio-technical systems. In your projects, you likely engage with various stakeholders, from tech developers to community members. This competence helps you bridge gaps between these diverse perspectives, fostering trust and alignment. For example, when collaborating on a cross-disciplinary project, understanding the needs of each contributor ensures smoother communication and more cohesive outcomes.

This skill is also about addressing the ethical and societal implications of your work. Are the tools you use inclusive? Do they amplify voices that are often overlooked? By considering these questions, you can ensure your creative practice aligns with your values and contributes positively to your field.

Investing in this competence enhances your ability to adapt to rapid changes in technology and society. **It positions you to thrive in an evolving landscape while staying true to your creative vision.** Look for workshops or courses on user experience design, systems thinking, or ethical technology use to develop this skill. By mastering it, you'll be better equipped to create work that resonates with both people and the systems shaping their lives.

# 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.

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**CYANOTYPES**

# digital self-determination

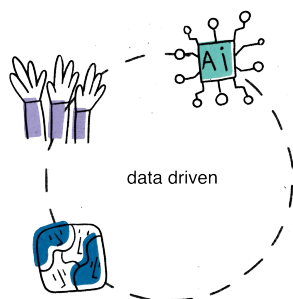


Creative Professionals  
and Individuals

## C3 Digital Self-Determination

*Learning how to use data responsibly*

*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

Digital self-determination is a critical competence for navigating today's data-driven world, empowering individuals to manage personal data responsibly, make informed decisions about their digital rights, and ensure compliance with relevant regulations like the General Data Protection Regulation (GDPR). It focuses on equipping professionals, particularly in the Cultural and Creative Industries (CCIs), to **address challenges and opportunities arising from digital transformation, including ethical considerations, privacy, and the increasing role of artificial intelligence (AI).**

At its core, digital self-determination emphasises the ability to exercise control over personal data. This includes understanding the privacy settings of digital platforms, using secure data management practices, and recognising how personal information is collected, stored, and shared. By taking these steps, individuals can assert ownership over their digital identities and engage more confidently in online environments.

A key aspect of this competence is selecting appropriate training data for machine learning models, an area of growing relevance in the CCIs. Professionals need to understand how biases in datasets can influence AI outputs, as well as the ethical and legal implications of using personal data. Developing this awareness ensures that the creative use of technology aligns with principles of fairness, inclusivity, and transparency.

Understanding legal rights concerning data protection is another crucial dimension. Regulations like GDPR grant individuals rights over their personal data, such as the ability to access, rectify, or erase information held by organisations. Professionals with this competence can navigate these rights effectively, ensuring compliance and safeguarding privacy while advocating for stronger data protection measures.

**Practical data management and control are integral to digital self-determination.** This includes evaluating the privacy policies of platforms and applications, recognising potential vulnerabilities like phishing scams, and implementing secure practices like strong password management. These skills help mitigate risks and enable individuals to operate safely and confidently in digital spaces.

The importance of this competence is reflected in roles like Digital Self-Determination Consultants, who advise on ethical data practices and compliance with regulations, and Digital Literacy Consultants, who integrate self-determination principles into training programs.

Developing digital self-determination offers numerous benefits. It empowers individuals to take control of their data and decisions, reducing vulnerabilities to risks like identity theft and data breaches. It fosters ethical practices in the handling of information, encouraging more equitable and transparent digital environments.

# 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.

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**CYANOTYPES**

# creatively using digital technology

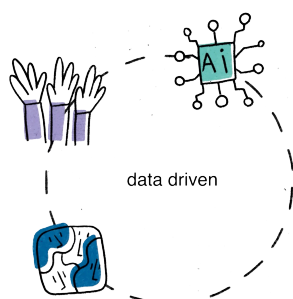


Creative Professionals  
and Individuals

## 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

As a creative professional, you're no stranger to the ways technology can enhance your work. Whether you're designing visuals, crafting performances, or creating interactive experiences, digital tools can take your practice to new heights. The competence of **creatively using digital technology isn't just about knowing how to use the tools—it's about integrating them into your creative process** to unlock new possibilities, streamline workflows, and produce work that resonates deeply with your audience.

This competence starts with understanding the potential of the tools at your disposal. Digital technology offers a vast array of possibilities, from image editing software to immersive technologies like virtual reality (VR). For example, a designer might use VR to create interactive installations that allow audiences to step into their creative vision. A performer could experiment with AI-generated music to push the boundaries of their sound. By exploring these tools and aligning them with your creative goals, you can **expand your artistic range and make your work more dynamic and impactful.**

AI, in particular, is transforming the creative landscape. Imagine using AI to help brainstorm concepts, refine designs, or even generate drafts of your work. By guiding these tools with your unique artistic sensibility, you can merge your creativity with machine efficiency to produce something truly original. This isn't about replacing your creativity but enhancing it, giving you the time and

space to focus on the parts of your work that matter most.

Immersive technologies like VR or augmented reality (AR) are also reshaping the way audiences engage with art. These tools allow you to tell stories or present work in ways that captivate and immerse your audience, creating experiences that leave lasting impressions. For instance, a theatre production could incorporate AR to add a layer of interactivity, drawing the audience into the story in entirely new ways.

By mastering digital tools, you can not only create more innovative and engaging work but also improve your efficiency. Automating repetitive tasks frees up time for deeper exploration and experimentation, allowing you to focus on developing your ideas. Additionally, these technologies keep you competitive in a rapidly changing industry, helping you stay relevant and adaptable.

If you're feeling uncertain about where to start, consider seeking out workshops, courses, or online resources focused on specific technologies like AI, VR, or creative coding. Developing this competence will empower you to embrace the digital tools shaping the future of creativity while staying true to your artistic vision. It's a step toward **creating work that not only stands out but also resonates in meaningful, transformative ways.**

# 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.

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**CYANOTYPES**

# digital content co-creation

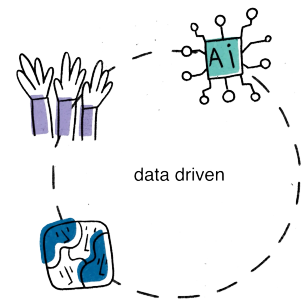


Creative Professionals  
and Individuals

## C5: Digital Content Co-creation

*Sharing your creative talents*

*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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As a creative professional, you may already collaborate with others to bring your ideas to life, whether you're designing an exhibition, producing a performance, or creating a digital campaign. Digital content co-creation takes collaboration to the next level, empowering you to work with others in shared, creative processes that make the most of today's digital tools and platforms. It's about **blending ideas, skills, and technologies to craft engaging and impactful content that truly resonates with audiences.**

At its heart, digital content co-creation is all about shared creativity. Imagine teaming up with a filmmaker, a sound designer, and a coder to develop an interactive online art piece. Each person contributes their expertise, and together you create something greater than the sum of its parts. This collaborative energy thrives on clear communication, respect for one another's strengths, and well-organised workflows—whether you're working in person or remotely.

Engaging your audience is a key focus of this competence. Creating digital experiences isn't just about making content; it's about making content that connects. Whether it's designing a website, producing a multimedia performance, or crafting an interactive narrative, understanding what your audience values and tailoring your work to meet their expectations can make all the difference. Think about how you might use visuals, sound, or interactivity to draw people in and leave a lasting impression.

Ethics play a crucial role in digital content co-creation. As you collaborate, questions about inclusivity, intellectual property, and privacy are bound to arise. Addressing these thoughtfully ensures your work respects and represents everyone involved while contributing to a more equitable digital landscape. For instance, being mindful of whose stories are told and how they're represented can add depth and integrity to your projects.

Mastering the technical side of digital collaboration is also vital. Tools like collaborative editing platforms, version control systems, and online project management software keep teams connected and on track. When used effectively, these tools streamline processes, reduce misunderstandings, and make co-creation more seamless and enjoyable.

The benefits of digital content co-creation are wide-ranging. It **helps you tap into new ideas and perspectives, sparking innovation and pushing your creative boundaries.** It strengthens teamwork, builds lasting professional relationships, and creates content that's richer and more dynamic. Moreover, the process itself can be deeply fulfilling, as it reflects the collective energy and vision of everyone involved.

By honing your digital co-creation skills, you'll be better prepared to lead and contribute to projects that inspire, engage, and leave a meaningful impact in today's ever-evolving cultural and creative industries.

# 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.

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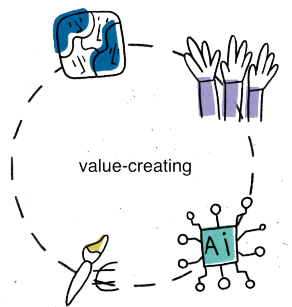
**CYANOTYPES**

# value-creating agency cluster



Creative Professionals  
and Individuals

## 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 endeavors 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

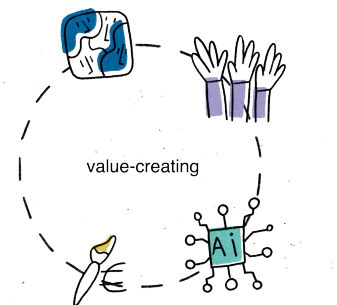


Creative Professionals  
and Individuals

## D1 Financial & Economic Literacy

*Making informed decisions*

Value-Creating Agency  
Cluster  
Topic D1



### Associated Competences

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

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As a creative professional, you might feel overwhelmed by the financial **complexities of balancing your artistic vision with the need for economic sustainability**. Financial and economic literacy is a competence that can empower you to navigate these challenges with clarity and confidence. It's about understanding the financial systems and tools that impact your work, making informed decisions, and aligning your creative projects with long-term personal and professional growth.

At its core, this competence starts with understanding the basics of finance — how budgets, funding, and taxes work in the context of the Cultural and Creative Industries (CCIs). Whether you're a freelancer managing fluctuating income or part of an organisation seeking funding, knowing how to track expenses, plan for growth, and handle taxes can bring stability and reduce financial stress. Think of it as learning the “language” of money so you can focus on what you do best: creating.

**Another essential part of this competence is understanding business models and how they apply to creative work.** For instance, you might want to explore new ways to monetise your art, like offering workshops, developing merchandise, or licensing your designs. Learning how to evaluate these options can help you decide what aligns with your values and provides a sustainable income. Beyond profit, financial literacy also enables you to design projects that create social or environmental value, such as

community art programs or eco-friendly design solutions.

Managing finances isn't just about making ends meet; it's also about securing your creative future. This includes setting financial goals, understanding funding opportunities, and planning for stability in unpredictable times. For example, if you've ever wondered how to apply for grants or seek investors, developing this competence can give you the tools to navigate those processes successfully.

Financial literacy also connects to larger economic systems. Understanding how trends like the green economy or digital transformation impact the CCIs can help you position yourself strategically in a shifting landscape. Whether you're pricing your work or negotiating contracts, being financially savvy ensures your creative contributions are valued appropriately.

**Developing this competence enhances your resilience as a creative professional.** It equips you to sustain your practice, make confident decisions, and adapt to change—all while staying true to your artistic vision. Consider looking for workshops, online courses, or mentorships focused on financial planning for creatives. By strengthening your financial and economic literacy, you'll not only secure your career but also contribute to a thriving, sustainable creative sector.

# 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.

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# planning & management

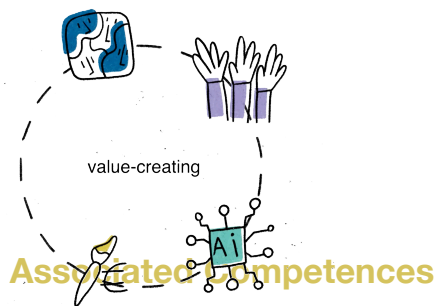


Creative Professionals  
and Individuals

## D2: Planning and Management

*Focusing and managing your resources*

*Value-Creating Agency Cluster  
Topic D2*



D1 Financial & Economic Literacy

D3 Valuing Ideas

D4. Opportunity Management

D5. Working With Others

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As a creative professional, balancing your artistic vision with the practical demands of your work can feel overwhelming. Planning and management are essential **competences that help you stay organised, use your time effectively, and allocate resources wisely**, so your creative projects thrive. These skills allow you to confidently navigate the complexities of the Cultural and Creative Industries (CCIs), ensuring your work is both impactful and sustainable.

At its core, planning and management are about structuring your workflow in ways that align with your goals. This could mean using tools like scheduling apps or Kanban boards to track your progress or breaking your project into smaller, manageable tasks. For example, if you're preparing for an exhibition or a performance, creating a timeline with key milestones ensures that every step contributes to your ultimate vision without unnecessary stress.

Equally important is the ability to prioritise. Not all tasks are equally urgent or important, and learning to focus on high-impact activities can save you time and energy. Simple techniques like the Eisenhower Matrix can help you decide what to tackle first and what to delegate or delay. This clarity keeps your projects moving forward while leaving space for the creative flow that fuels your work.

Time management is another cornerstone of this competence. Strategies like time blocking—setting

aside dedicated hours for focused work—or reducing distractions can help you stay productive while protecting your mental well-being. It's also essential to set boundaries, ensuring you leave time for rest and personal growth. Remember, a balanced schedule not only sustains your energy but also enhances your creativity.

**Being adaptable is crucial in the ever-changing landscape of the CCIs.** Plans might need to shift when opportunities or challenges arise. Having a flexible mindset allows you to adjust without losing momentum or focus.

By mastering these skills, you're not just organising your tasks—you're creating the foundation for long-term success. Whether you're a freelancer juggling multiple projects or part of a team managing complex collaborations, effective planning and management ensure you deliver high-quality work on time and within budget.

To develop these competences, explore workshops or online courses on project management or time management tailored for creatives. Learning to manage your time and resources effectively will help you **take control of your practice, reduce stress, and create meaningful, impactful work while maintaining your artistic integrity.**

# 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

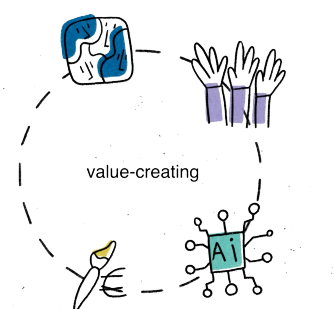


Creative Professionals  
and Individuals

## D3 Valuing Ideas

*Making your ideas relevant*

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 creative professional, you likely have no shortage of ideas, but transforming those ideas into meaningful outcomes is where the challenge often lies. The competence Valuing Ideas equips you to take your creative concepts and turn them into impactful solutions that resonate with real-world needs. By blending research, design, and strategic thinking, **this skill ensures your ideas are not only innovative but also sustainable, relevant, and aligned with societal goals.**

At its heart, valuing ideas is about deeply understanding the problem you're addressing. Instead of relying on assumptions, this competence encourages you to dig into the motivations, challenges, and aspirations of the people your work serves. For example, conducting interviews or observing how people interact with similar projects can give you invaluable insights into their needs. This research becomes the foundation for ideas that connect on a meaningful level.

Once you've identified a solid concept, human-centred design can guide you through its development. This approach ensures that your creative process remains focused on the people who will engage with your work. For instance, if you're designing an interactive installation, user feedback during early prototypes can help you refine its functionality and appeal. Experimentation and iteration are key—embrace the process of testing, learning, and improving.

Valuing ideas also involves thinking critically about the long-term impact of your work. Tools like the Lean Canvas or a simple checklist can help you assess whether your idea is viable in terms of sustainability, resources, and audience engagement. Does your project align with your values? Does it contribute positively to society? By considering these questions, you can ensure your creative efforts have lasting significance.

This competence is especially valuable in the Cultural and Creative Industries (CCIs), where the pressure to innovate often meets the challenge of limited resources. **Valuing ideas helps you find a balance between creativity and practicality, ensuring your work is both impactful and achievable.**

To develop this competence, consider exploring workshops or online resources on human-centred design, creative problem-solving, or project evaluation. By mastering the ability to value ideas, you'll not only elevate your creative practice but also ensure your work makes a tangible difference, leaving a lasting impression on the world around you.

# 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

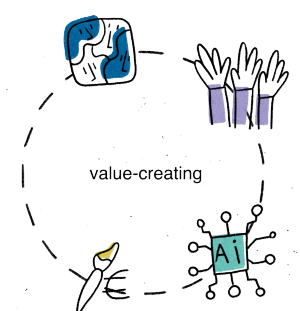


Creative Professionals  
and Individuals

## D4. Opportunity Management

*Making things happen*

*Value-Creating Agency  
Cluster  
Topic D4*



### Associated Competences

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

As a creative professional, you likely encounter moments where the next big opportunity feels just out of reach. Opportunity Management is a skill that helps you identify, evaluate, and act on potential openings that align with your creative vision and financial goals. In the dynamic world of the Cultural and Creative Industries (CCIs), **mastering this competence is essential for turning uncertainty into growth and ensuring your projects have lasting impact.**

At its core, opportunity management is about spotting potential where others may see only challenges. Imagine securing a partnership with an unexpected collaborator, discovering a new funding stream, or finding ways to expand your audience through cross-disciplinary projects. This **competence helps you critically assess these possibilities, ensuring they fit with your personal and professional aspirations.** It's about combining your creative instincts with thoughtful analysis to ensure your choices make both artistic and financial sense.

A key aspect of this competence is balancing your artistic integrity with financial sustainability. In an ideal world, you wouldn't have to choose between creating meaningful work and making a living. Opportunity management equips you to navigate this balance, finding funding models, partnerships, or project scopes that support your creative goals without compromising your vision. Whether it's writing grant applications, negotiating sponsorships, or crowdfunding a project, this skill helps

you connect your creativity to the resources it needs to thrive.

Collaboration plays a big role in opportunity management. Working with others—whether they're from your field or a completely different sector—can open doors to resources, ideas, and audiences you might not have reached on your own. It's about building partnerships that enhance your work, strengthen your impact, and encourage mutual growth.

This competence also encourages a mindset of adaptability and resourcefulness. It's about recognising the tools, connections, and assets you already have and using them creatively to pursue new paths. **By focusing on what's possible instead of what's missing, you can approach challenges as opportunities for innovation.**

To sharpen your opportunity management skills, explore courses in strategic planning, creative entrepreneurship, or funding strategies. By mastering this competence, you'll be better equipped to lead projects that honour your creative integrity while ensuring their practical success. Opportunity management isn't just about sensing the moment—it's about shaping your own future in a way that's both sustainable and inspiring.

# 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.

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# working with others

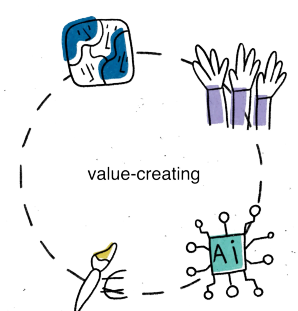


Creative Professionals  
and Individuals

## D5. Working With Others

*Succeeding together*

*Value-Creating Agency  
Cluster  
Topic D5*



### Associated Competences

D1 Financial & Economic Literacy

D2: Planning and Management

D3 Valuing Ideas

D4. Opportunity Management

As a creative professional, collaboration is likely a familiar part of your work. Whether you're an artist, performer, or designer, working effectively with others is key to achieving your vision and creating impactful projects. Working With Others is a competence that helps you navigate the complexities of teamwork in the Creative and Cultural Industries (CCIs), where diverse perspectives and dynamic environments often converge. **By mastering this skill, you can build stronger partnerships, foster inclusivity, and unlock greater creative potential.**

Collaboration in CCIs is more than just dividing tasks—it's about weaving together the strengths and ideas of everyone involved. Think about a multidisciplinary project where a filmmaker, musician, and graphic designer come together to tell a compelling story. **Success depends on creating a space where each contributor feels valued and their expertise is integrated seamlessly.** By learning to facilitate open communication and constructive dialogue, you ensure that every voice enriches the process, leading to innovative and inclusive outcomes.

A key aspect of this competence is recognizing the value of diverse viewpoints. Different backgrounds, skill sets, and experiences can transform a project, bringing in fresh ideas and new ways of thinking. For example, working with a community group on a public art installation requires listening to their stories and incorporating their insights

to create something meaningful. This openness not only enhances the creative process but also fosters trust and inclusivity.

Another important element is leveraging expertise effectively. Knowing when to collaborate with external specialists, such as photographers, writers, or technologists, can elevate your work to new heights. Networking and forming strategic partnerships help you **identify complementary skills that enhance your project's impact.**

Building positive team dynamics is equally crucial. This involves strong communication, active listening, and addressing conflicts constructively. Creating an environment where everyone feels empowered to contribute encourages deeper engagement and a stronger sense of shared purpose.

Working with others also means balancing responsibility and autonomy. While collaboration thrives on collective effort, each team member must take initiative and maintain accountability. This balance ensures that the group moves forward cohesively while allowing individual creativity to shine.

To sharpen your collaboration skills, consider workshops in teamwork, communication, or conflict resolution. By developing this competence, you'll be equipped to lead or contribute to projects that thrive on collective effort, creativity, and innovation. Working With Others isn't just a skill—it's a mindset that transforms teamwork into a foundation for success in a rapidly evolving creative sector.

# 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.

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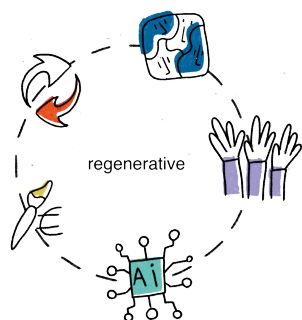
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# regenerative agency cluster



Creative Professionals  
and Individuals

## 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

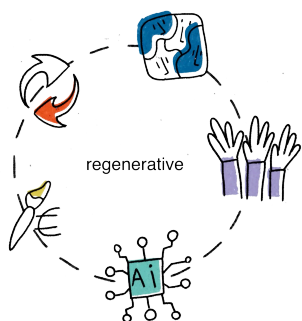


Creative Professionals  
and Individuals

## E1 Self-Awareness & Empathy

*Thinking about your self and other animals*

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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As a creative professional, your work is deeply interconnected with the world around you—shaped by cultural, social, and even ecological systems. Self-Awareness & Empathy is a competence that helps you understand these connections and align your creative decisions with broader principles of care, sustainability, and regeneration. This skill not only enriches your creative practice but also empowers you to make a positive impact on the world.

At its core, self-awareness involves reflecting on your values, choices, and their ripple effects. It's about asking questions like: How does my work affect the people, communities, and environments it touches? What role do I play in the larger creative and societal ecosystem? **By understanding your place in this network, you can act with greater intention, ensuring your work aligns with both personal integrity and collective well-being.**

Empathy builds on this self-awareness by helping you connect with the needs and perspectives of others—whether that's your collaborators, audiences, or the non-human world. For example, when designing a public art installation, empathy enables you to consider not only the emotional and cultural resonance of the piece but also its environmental footprint. This broader perspective encourages solutions that honour diversity, interconnectedness, and shared responsibility.

A key aspect of this competence is embracing an ethos of care. This means approaching your work with

thoughtfulness and a commitment to regeneration—not just sustaining existing systems but actively contributing to their renewal. Whether it's crafting a performance that inspires action on climate change or creating designs that highlight marginalised voices, care transforms creative projects into meaningful acts of solidarity.

For those in the Cultural and Creative Industries (CCIs), this competence is particularly relevant as we face urgent global challenges like climate change, social inequality, and rapid technological shifts. By cultivating self-awareness and empathy, you can design projects that are not only innovative but also inclusive and sustainable. These skills also help you navigate the complexities of collaboration, ensuring your work resonates with diverse audiences and contributes to a more equitable world.

Developing **this competence involves practices like reflective journaling, mindfulness, and engaging with perspectives outside your immediate experience.** Workshops on inclusive design, ethical practices, or sustainability in the arts can also deepen your understanding and application of these principles.

By embracing self-awareness and empathy, you'll enhance your ability to create work that connects deeply with others, respects the environment, and drives meaningful change—ultimately shaping a creative practice that thrives in harmony with the world around you.

# 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

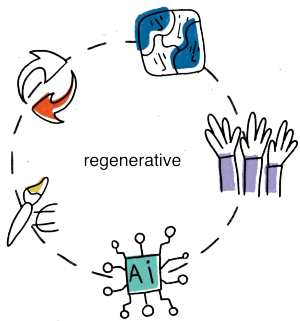


Creative Professionals  
and Individuals

## E2. Ethical and Sustainable Thinking

*Considering your impact of your work*

*Regenerative Agency  
Cluster  
Topic E2*



### Associated Competences

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

As a creative professional, you play a unique role in shaping how people see and interact with the world. Ethical and Sustainable Thinking challenges you to broaden your perspective, **considering not just the human impact of your work but its effects on the environment and non-human systems.** This competence empowers you to make decisions that contribute to a more sustainable, inclusive, and regenerative future.

At its core, this competence is about understanding the interconnectedness of life. It invites you to reflect on how your creative choices—materials, processes, and messages—affect ecosystems and communities. For example, if you're designing an art installation or a performance, have you thought about its environmental impact or the cultural implications of the materials you use? Ethical and sustainable thinking encourages you to explore these questions, ensuring your work aligns with values of care and responsibility.

**A key element of this competence is moving beyond the idea of “sustainability as maintenance” to embrace regeneration.** Instead of just minimising harm, you can design projects that actively restore and enhance the systems they touch. Whether it's rethinking how you source materials or using your creative platform to highlight environmental issues, this approach positions you as a force for positive change.

Applying frameworks like circular design principles or regenerative sustainability models can help you create work that balances innovation with ecological responsibility. For example, incorporating biodegradable materials into your designs or crafting narratives that inspire audiences to consider their relationship with nature can elevate your work while contributing to broader societal goals.

Ethical and sustainable thinking also involves cultivating a sense of personal responsibility. It means being mindful of the long-term consequences of your decisions, not only for the present but for future generations. This could include reimagining traditional practices in your field to align with ecological principles or collaborating with organisations focused on sustainability to amplify your impact.

This competence is deeply connected to others, such as Self-Awareness and Empathy, which helps you consider diverse perspectives, and Exploratory Thinking, which inspires innovative approaches to sustainability challenges. Together, these skills equip you to navigate complex environmental and ethical issues with confidence and creativity.

Developing this mindset is not just about following trends—it's **about leading meaningful change.** Explore workshops on sustainable design, ethical practices in the arts, or eco-conscious innovation to strengthen your approach. By embracing ethical and sustainable thinking, you can create work that not only inspires but also contributes to a thriving, resilient future.

# 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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CYANOTYPES

# problem framing

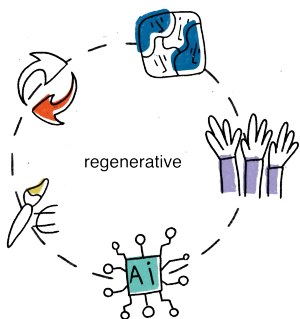


Creative Professionals  
and Individuals

## E3 Problem Framing

*Asking better questions*

*Regenerative Agency  
Cluster  
Topic E3*



### Associated Competences

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

As a creative professional, you're constantly tackling challenges, whether in your projects, collaborations, or responses to societal issues. Problem Framing offers you a way to go beyond quick fixes, helping you rethink challenges as opportunities for lasting, positive change. This competence equips you to explore the bigger picture, understanding how problems are interconnected and how creative solutions can drive renewal and systemic well-being.

At its heart, problem framing is about asking better questions. Instead of focusing on immediate symptoms, **this competence encourages you to dig deeper, uncovering the root causes of challenges.** For example, if you're designing a public art installation to address urban decay, it's not just about beautifying a space—it's about considering its social, cultural, and ecological impacts. Who lives there? What are their needs? How can your work foster both aesthetic and community renewal?

Problem framing invites you to shift your perspective. Rather than seeing problems as isolated, it encourages you to view them as part of a larger system. This might mean considering how your creative practice connects with non-human elements, such as the environment, or how your work can regenerate rather than just sustain existing systems. By broadening your lens, you'll uncover opportunities to not just solve problems but create transitions that benefit communities, ecosystems, and future generations.

This competence also emphasises collaboration. Complex challenges require diverse perspectives, and engaging with others—artists, scientists, local communities, and beyond—can unlock new insights and solutions. Tools like scenario planning or the Actant Mapping Canvas can help you map these relationships, visualise their dynamics, and identify where your creative work can have the most impact.

Developing this skill means embracing frameworks that support reflective and adaptive thinking, such as resilience and triple-loop learning. These approaches encourage you to examine not just what you do, but why you do it and how it connects to deeper values and systems. This reflective mindset helps you adapt to evolving circumstances and refine your strategies for even greater impact.

**Problem framing isn't about abandoning creativity for pragmatism—it's about using your creativity to shape a better world.**

Seek workshops or resources on systems thinking, sustainable design, or regenerative practices to strengthen this skill. By mastering problem framing, you'll be better equipped to navigate complexity, unlock potential, and craft work that leaves a meaningful legacy for both people and the planet.

# 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



**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

Fully worked out learning material representing 2 ECTS (50 hours) at EQF Level 5 is available on our [open learning platform](#) for one of the cluster competences. This sample

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

## Supporting Materials

Should you wish to co-design your own learning plans, syllabi and curricula, please consult the [Train-the-Trainer Toolkit](#) where you will find a detailed handbook and a wide range of support materials and templates.

## Cyanotypes Blueprinter

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# exploratory thinking

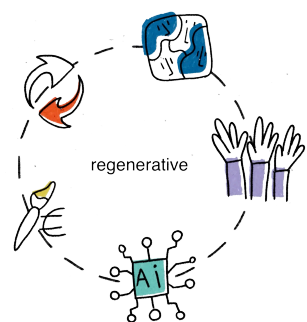


Creative Professionals  
and Individuals

## E4. Exploratory Thinking

*Creatively analysing your imagination*

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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As a creative professional, you're no stranger to imagining possibilities. Exploratory Thinking takes this skill further, equipping you to analyse complex challenges, envision diverse futures, and approach uncertainty with curiosity and creativity. This competence helps you transform the unknown into a space of opportunity, **fostering innovation and meaningful change in your work and beyond.**

Exploratory Thinking encourages you to question assumptions and challenge established norms. For example, if you're designing a digital experience or planning a cultural event, this competence invites you to ask not just "What will this look like now?" but "What could this become in five or ten years?" It's about envisioning long-term outcomes, adapting to future trends, and ensuring your work remains relevant and impactful in a rapidly changing world.

**Central to this skill is the ability to explore alternative scenarios.** Using tools like scenario planning or trend analysis, you can map out a range of possible futures. Imagine creating a project that not only addresses current needs but also anticipates shifts in technology, audience expectations, or environmental conditions. These insights allow you to make informed, forward-looking decisions while remaining adaptable to unforeseen challenges.

Fairness and inclusion are vital components of exploratory thinking. Considering diverse perspectives

ensures your future-focused strategies are equitable and reflective of broader societal needs. For instance, involving community voices in the development of public art or cultural programs enriches your work and creates deeper connections with your audience.

**This competence also integrates the Precautionary Principle, guiding you to act responsibly even in the face of incomplete information.** For creative professionals, this means taking thoughtful, proactive steps—whether experimenting with sustainable materials, exploring ethical uses of technology, or addressing emerging social concerns in your work.

Developing exploratory thinking requires embracing both reflection and action. Start by engaging with tools like horizon scanning to identify opportunities or use speculative design to reimagine how your projects could influence future transitions. Collaborate across disciplines to expand your perspectives and draw inspiration from diverse fields.

Exploratory Thinking **empowers you to navigate complexity with confidence**, opening doors to groundbreaking ideas and meaningful impact. Seek workshops or training in foresight strategies, systems thinking, or sustainable design to strengthen this competence. By mastering it, you'll not only adapt to uncertainty but thrive within it, shaping futures that are innovative, inclusive, and full of possibility.

# 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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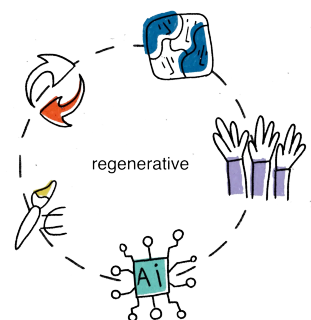
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## E5 Actionable Futures

*Turning your 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

As a creative professional, your work is fuelled by imagination and vision. Actionable Futures builds on these strengths, equipping you with the skills and mindset to transform your ideas into tangible actions that lead to meaningful change. This competence helps bridge the gap between dreaming and doing, enabling you to lead with purpose and make a lasting impact in your field.

At its core, Actionable Futures is about taking decisive steps to bring visions to life. Imagine you've envisioned a community art initiative to raise environmental awareness. This competence **helps you move beyond the concept stage, guiding you to design actionable plans, engage stakeholders, and adapt your approach as circumstances evolve.** It's not just about having great ideas—it's about turning them into outcomes that matter.

A key part of this competence is developing inclusive decision-making processes. This means involving diverse perspectives to ensure your actions are fair, transparent, and aligned with shared values. For example, if you're designing an interactive exhibition, including input from different community groups can make your project more engaging and relevant. Inclusive processes not only enrich your work but also build trust and collaboration.

Actionable Futures emphasises the importance of integrating knowledge from various disciplines. Whether you're combining artistic expression with

digital technology or blending cultural insights with sustainability practices, this competence encourages you to craft strategies that are both innovative and grounded in real-world contexts. It's about connecting the dots between creativity, ethics, and practical solutions.

This competence also prepares you to navigate the unpredictability of complex systems. Not every plan unfolds perfectly, and that's okay. By fostering a reflective and iterative mindset, Actionable Futures helps you learn from setbacks, refine your strategies, and stay aligned with your long-term goals. This resilience **ensures you're ready to adapt and keep moving forward, even in uncertain circumstances.**

Practical tools like scenario planning, design thinking, and project management are essential for putting this competence into action. They help you map out pathways for change, prioritise tasks, and mobilise resources effectively. Community organising and stakeholder mapping further enhance your ability to bring people together and sustain collective efforts.

By mastering Actionable Futures, you'll gain the confidence to turn your creative visions into impactful realities. Consider exploring training in strategic planning, collaborative design, or systems thinking to strengthen this competence. With these skills, you'll be ready to lead transformative initiatives that shape a sustainable, equitable, and innovative future for the cultural and creative industries.

# 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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