How to be a Hub Superhero

EUROPEAN
CREATIVE HUBS
NETWORK

Contents

> *"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."*
>
> John Quincy Adams

Introduction

About the programme

The European Creative Hubs Network (ECHN) is a two-year project co-funded by the European Union through the Creative Europe programme. The project helps Creative Hubs connect and collaborate across Europe.

Launched in February 2016, ECHN is building a community network of Creative Hubs by hosting a series of people-to-people encounters incorporating trainings, debates, best practice sharing and other topical, and sometimes, difficult discussions. The project is led by the British Council, in partnership with six creative hubs across Europe: Bios (Greece), betahaus (Berlin, Germany), Creative Edinburgh (UK), Factoria Cultural (Madrid, Spain), Kulturni Kod/Nova Iskra (Serbia), The Roco (UK), and the European Business and Innovation Centres Network (EBN).

About the 3 training workshops

The project aims to build the capacity of creative hubs leaders and therefore contribute to the resilience of creative hubs across Europe.

One strand of its activities focuses on skills development for creative hub leaders through workshops. A series of 3 workshops have been designed and hosted by the project partners - Factoria Cultural, betahaus Berlin, and Creative Edinburgh, with help from the British Council - in 2017. Each workshop targeted a slightly different audience, from hub leaders who are at the beginning of their creative hub managing career to those who have extensive experience and are ready to set the next trend in the creative hub world. The Skills Diary for Creative Hub Leaders, developed by the British Council together with SNOOK, collects learning outcomes from the 3 workshops, and provides an open access for the whole creative hubs network.

Photograph by: Dominik Trybakopia

About this toolkit

This toolkit builds on the European Creative Hubs Skills Workshop organised in Berlin on 7 - 8 June 2017.

The How to be a Hub Superhero workshop was hosted by betahaus Berlin together with Jörn Hendrik Ast, the founder of Berlin-based start-up Superheldentraining GbR (Superhero training - http://superheldenjournal.de). It contains testimonials of 30 hub leaders who participated in the event.

Learning outcomes

By the end of this toolkit, you will be able to:

- Identify your leadership skills
- Build on your strengths
- Understand and address your inner doubts
- Map out your team's leadership skills

Photograph by: Dominik Trybakopia

Photograph by: Dominik Trybakopia

1. The leadership skills of a creative hub leader

1.1 Reflecting on your Creative Hub

This practical toolkit will help you to reflect upon and develop your leadership skills in the context of your Creative Hub.

The role of a hub manager or 'convenor' is key for developing a successful hub and its community. Hub leaders work with people from diverse backgrounds and with different work styles. Moreover, hubs often develop fast without any real structural planning, grown out of local needs and entrepreneurial energy (Creative Hubkit p.2). Thus, the responsibilities of hub leaders cut across traditional departments in order to form and run new, innovative business models.

But what particular challenges do hubs and their leaders face, and what do they need to succeed? What do the hub teams need? Before moving on to leadership skills, take a moment to reflect on your Hub.

To complete your reflection, use 'The Journey Map of Your Creative Hub' activity. We also invite you to read the Creative HubKit, and the How to Start Me Up: Building My Creative Hub toolkit. Although they are aimed at leaders earlier in their journey, they provide useful food for thought.

"A creative hub is a place, either physical or virtual, which brings creative people together. It is a convenor, providing space and support for networking, business development and community engagement within the creative, cultural and tech sectors."

Creative Hub definition, Creative HubKit, p.4

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Activity:
The Journey Map of Your Creative Hub

Use the following activity to explore the journey of your Creative Hub, mapping key milestones, challenges and difficulties. Explore the highs and lows and consider how you felt about them.

Step one:
Consider four key moments of your hub journey and mark whether they were a high or a low along the timeline on the top left of the exercise page.

Step two:
Describe the event in the four boxes below the timeline. Suggested aspects to consider may be: what happened? Why was it significant? What was the impact of this event?

Step three:
Read the questions on the righthand side of the activity. Shift perspectives and consider your hub's performance today – what has exceeded your expectation, what is going well and what is not running very well? Have your successes contributed to things that run smoothly? Do you see any improvements from the challenges you faced?

You may want to print several copies of the exercise in order to evaluate your journey further.

Highs

Lows

What happened?

Your hub today

What is exceeding expectations?

What is running smoothly?

What is not going so well?

1.2 Leadership styles and the Superhero within us

Creative Hubs need leaders who are able to tackle all the challenges you have identified in the previous section. They need to be hands-on superheroes! Using this toolkit, you will determine your leadership style, where your strengths and weaknesses lie, and how to develop new strategies and solutions.

Effective leaders are masters of unlocking the potential within themselves and others, benefiting from otherwise undetected resources and skills.

No leader exists in isolation. For this reason, you will need to recognise your team's leadership styles and which strengths and weaknesses might complement each other. Leadership styles are about dominant traits, but are also influenced by the context, in particular when working under extreme stress or if your hub is facing difficulties or a period of change.

The Superhero within us

After conducting thorough research, Jörn Hendrik Ast, founder of the Superheldentraining GbR (Superhero training), has defined four main archetypes of leaders: the Entrepreneur, the Maker, the Fighter and the Helper. Each type is characterised by a set of strengths and weaknesses. For the purpose of this toolkit, we will refer to these superhero archetypes.

Additionally, during the European Creative Hubs Network training in Berlin (June 2017), 30 creative hub leaders worked in groups to outline characteristics for each leadership category in the Creative Hubs context. For a better understanding of how superhero archetypes relate to creative hub leaders, the results of the brainstorming activity are summarised below.

It is important to note that human personality is complex; therefore a person can resonate with the characteristics of more than one superhero archetype. As you read further, you will most likely learn that you identify with several of the superheroes, but one of them would be your dominant type.

For the following section, it may be useful for you to highlight or underline with a pen the attributes you identify with. This will give you an indication of which Superhero archetype you are.

1.3 The Entrepreneur

These are the idea-drivers, the innovation masters, and the ones who see the possible in the impossible.

Strengths:
They always have fresh ideas and are looking for the next big thing. Entrepreneurs have the foresight to spot a great idea and help others see the possibilities by offering new angles and perspectives.

"The human mind once stretched to a new idea never goes back to its original dimension." - Oliver Wendell Holmes

What hub leaders said about Entrepreneurs' strengths:
"They are visionaries."
"They like to protect ideas, and believe every idea is worth the effort."
"They have the capacity to bring ideas to the real world."
"They are dreamers, but also set ideas into motion."
"They have Caring Wings: their mission is to protect and lead their community towards the goal."

Weaknesses: Entrepreneurs are primarily interested in the bigger picture and less concerned with the finer details. They are focused on the success of their projects and turn away attention from what they consider as less important matters.

What hub leaders said about Entrepreneurs weaknesses:
"They sometimes feel that other people are in the way."
"They can be too stubborn."
"They are often led by perfectionism and an obsession to always be better."
"Time is a limitation – they want things done right now."
"They are always interrupting the 'thinking' to do the 'doing' - this affects their focus."

Entrepreneurs in history: Steve Jobs, co-founder, chair and CEO of Apple Inc. He has been referred to as the "Father of the Digital Revolution," and "a master of innovation."[1]

1. Four types of leaders, by Paul B. Thornton, Professor, Business Administration, Springfield Technical Community College https://trainingmag.com/four-types-leaders

Photo by: Dominik Trybakopia

1.4 The Maker

These are the idea crafters, the solution perfectionists, and the quality controllers.

Strengths:

They are the masters of knowledge and bearers of expertise to help others see the value in ideas. They thrive in the freedom of self-thought and management.

What hub leaders said about Makers' strengths:

"They are leaders and pioneers of thought."

"They see themselves as evangelists."

"They like to be ready for all situations."

"Structure and preparation is important for them."

"They tend to be trend setters and idealists."

"They can have "Helper Wings" too: The ability to act as an umbrella and harmonise."

Weaknesses:

Makers are not keen on being told what to do or how to do it, especially if instructions come from those they see as less knowledgeable.

What hub leaders said about Makers' weaknesses:

"They can display a lack of acceptance."

"They seem to hold a fixation on solutions."

"They do not always see the actual needs of the community."

"They want to work towards their own agenda."

Makers in history:

Leonardo da Vinci, Renaissance painter, writer, inventor and mathematician. Known for his talent in all challenges he pursued.

Photo title: Photographer name www.souurceurl.com

1.5 The Fighter

These are the risk takers, the idea furnaces, and the seekers of the ultimate challenge.

Strengths:

They will always take the first step and thrive on the unknown. They love to solve problems and will work tirelessly to achieve their goals.

What hub leaders said about Fighter's' strengths:

"They have a lot of energy."

"They tend to say 'yes' to any challenge."

"They can easily sum up circumstances and define problems."

> "They are very assertive in accomplishing tasks."
>
> Hub Leader

Weaknesses:

They tend to disengage quickly and seek other challenges when they feel their current project is no longer thrilling and pushing their limits.

What hub leaders said about Fighters' weaknesses:

"They do not work well with others, and often like being a solo player."

"They can be perfectionists."

"They tend to say 'yes' to any challenge."

" They sometimes consider people with lower levels of energy or enthusiasm to be lazy."

"They are often victims of too many emotions, which makes them get too involved and start to micromanage."

"They fear not being able to control things when they are not there."

Fighters in history:

Rosa Parks, African-American civil rights leader. She became known as "the mother of the freedom movement."

1.6 The Helper

These are the survivalists, the pioneering activists, and the world healers.

Strengths:
They are the diligent fighters of fairness. They apply inclusive methods to their leadership and put their cause above all else.

What hub leaders said about Helpers' strengths:
"They give a voice to others."
"They are great at engaging others."
"They create a space for community."
"They get things done quickly and well."
"They have a fighting spirit."
"They care for details when connecting people, values, and goals."
"They look at all sides of a problem."
"They have a passion for achieving a higher impact."

Weaknesses:
They tend to be easily disappointed when their efforts are not recognised by the wider community. They might find it hard to abandon their cause.

What hub leaders say:
"They can sometimes have too much passion and miss the easy wins."
"They demand high levels of energy and resources from others."
"They can easily experience burn-out."
"They find it hard to be decisive."
"They are seen as idealistic and as dreamers."

Helpers in history:
Martin Luther King Jr, American activist and leader of the African-American civil rights movement. Well-known for his belief in nonviolent civil disobedience, and for inspiring others to speak out against injustice.

Activity:
What's your
leadership style?

Now, we invite you to take Jörn Hendrik Ast's [Superhero Quiz](#) to find out your leadership style. Please note that the results are not immediate and might take a few days or weeks to arrive. However, this toolkit allows you to continue based on the archetypes outlined above.

Read again through The Superhero Within Us section (1.2 to 1.6), and highlight the characteristics that you feel describe you best. Count the number of affirmations you identify with from each type. The superhero for which you have most affirmation should be your predominant archetype. In the next chapter you will be guided through a series of introspective exercises to help you get in touch with your strengths and weaknesses.

Additional resources and assessment tools on your leadership style and, for instance, how you relate to others, are listed in Further Reading section on page 36.

2. Identify your leadership strengths and weaknesses

Understanding your leadership style will place you in more situations where your strengths shine. You will be able to transform your weaknesses into new strengths and self-development opportunities.

By choosing to ignore our weaknesses, we inadvertently self-sabotage. For this reason, it is crucial to learn to identify our flaws, as well as our coping and avoidance mechanisms. This toolkit helps you to acknowledge your weaknesses and invites you to see them not with shame, but as a powerful instrument.

"Human resources are like natural resources; they are often buried deep. You have to go looking for them, they are not just lying around on the surface. You have to create the circumstances where they show themselves."[2]

Ken Robinson, TED Talk: Bring on the Learning Revolution!

2. https://www.ted.com/talks/sir_ken_robinson_bring_on_the_revolution

> *"You have to go to where your doubts are and where you're weak. Where you're not prepared and things feel too big for you."*
>
> Jörn Hendrik Ast

Photo by: Dominik Trybakopia

2.1 Your timeline

The practice of Reflective Learning combines two methods, learning by 'looking back' and learning by 'looking ahead.' The first approach explores how you would normally do things and the second invites you to determine the 'new way of doing things'. Reflective Learning is an impactful technique that truly changes practice. Consider it a type of 'career hygiene', a method for personal reflection at the end of each year.

Taking time to reflect is a challenge for busy hub leaders, but it is vital for the development of your hub. The reflection is not just a run through of achievements and highlights, but must take into account difficulties and failures.

The Chaos Theory of Careers[3] considers people and the environment in which their careers develop as dynamic systems, subject to complex influences and chance. For example, think about how you became a Hub leader.

3. Chaos Theory of Careers: A New Perspective on Working in the Twenty-First Century, J. Bright and R. Pryor

Despite the complex influences, similar patterns emerge over time - recognising those patterns can help you:

- **Strengthen your self-efficacy:** There is nothing more motivating than the acknowledgement of yourself. We can be our own Superheroes.
- **Adopt a holistic orientation:** A contemporary approach to the development of a fluid career includes us and our needs.
- **Embrace a modern career concept:** Your field of work is always changing – do not be afraid to change with it.

Photo by: Dominik Trybakopia

Activity:

Recall the moments that defined your career; events where you were instrumental to the outcome - positive or negative. When did these moments occur? What happened? Why do they stand out? The events can be from any point in your career and do not necessarily need to be about your Creative Hub.

The events you've chosen are your Career Snapshots: moments in time that you most likely use as reference points of change.

We recommend that you print this activity more than once to give you enough space to cover all events that you may think of.

Your Career Snapshots are great examples of how you have achieved goals and overcome hurdles. These are events where you were the main character in the story. However, just like in Superhero comics, there are usually other external elements that control, benefit, or determine the outcome of a challenge. In the next chapter you will learn how to master your external strengths and assets.

When: _____

This happened: _____

_____

Draw your moment:

This moment stayed with me because: _____

_____

_____

_____

When: _____

This happened: _____

_____

Draw your moment:

This moment stayed with me because: _____

_____

_____

_____

2.2 Uncovering your external strengths and assets

Now that you have identified your leadership style characteristics, it is time to explore the wider web of elements which influence success. A few key components you can work with and build on in your journey are people, network and assets.

People: These are the key players in your team; the people whose skills and personality complement your own (or not).

Network: Professional and personal, these are the people who, in the past or the future, have/will play(ed) a role in a project, business, or idea that you want to put into motion.

Assets: These are the 'things' that you can use to convince others to believe in you. An asset could be anything: from a physical space to your experience or expertise within a certain field, or access to a network that someone else might not have.

Further insights you can consider, as advised by Jody Turner, social researcher and cultural narrator:

- **Do not compare yourself to others, but do seek out those who inspire you:** In your network, who are the people that you look upon and who intimidate you because of their achievements? Take the first step and introduce yourself to these people if you have not already. Include yourself in their network and, when possible, offer opportunities to collaborate. Align yourself with people who you see as competitors within your field. If they have a quality you admire, how could you develop the same quality?

- **Understand yourself and begin self-supporting:** You have already begun identifying your archetypical leadership skills and your Superhero type. Knowing your strengths and where to deploy them gives you greater control over future situations. How might you use your strengths to support your progress towards success?

- **Conquer your weaknesses by partnering with others:** Teamwork complements your own skills with those of others. For instance, within a team you encounter multiple talents, expertise, perspectives, and the energy needed to push a project beyond your personal strength. Who has your back, acts as a mentor or a sounding board when times get tough?

- **Use failure as motivation:** Sometimes the pain of failure is enough to kill a great idea, but it can also be the impetus to reassess and revitalise. Ask yourself constructive questions about why the idea or plan failed. Was it too big risk or not risky enough? Were relationships damaged as a result, and what does it take to rebuild them? Assessing these questions with a trusted partner/colleague can yield valuable insights.

2.3 Uncovering what might be holding you back

We have come a long way on your journey to become a better Hub leader. Of course, leaving your comfort zone can be frightening: "What awaits me? Will I succeed?".

For this reason it is important to look at our self-doubts as well. As discussed earlier, an outstanding leader understands his/her own powers. They navigate internal

"The problem with the world is that the intelligent people are full of doubts while the stupid ones are full of confidence."

Charles Bukowski

dialogues with ease and effectively overcome challenges. If you allow space for self-doubt, you simultaneously create a space for understanding and growing self-confidence, and move out of your old comfort zone.

If you would like to continue exploring ways to tackle your inner doubts, more resources are listed in Further Reading.

Activity:
What are your fears?

Take a look at the doubts and fears that other Creative Hub leaders expressed during the Berlin workshop - do you identify with any? Use the blank bubbles to express your own concerns, about the future of your Creative Hub, even if they may seem irrational at first.

"My doubt is my lack of experience and how to build a community"

"I was not prepared for all the sacrifices I needed to make, to make my dream a reality"

"I have the fear of being focused on only one thing"

"*Should you be constantly starting new things, or be happy with what you have already created? How do you grow?*"

"*A lot of people in our co-working space aren't interested in our values. They are just interested in the infrastructure. Are we sustainable if we only share the values of 20% of those who inhabit our spaces?*"

My doubts:

Activity: What are your fears?

Activity:
The three 'whys'

This activity is designed for you to explore the doubts you have with regards to your hub. To start, choose one of the examples you used in the previous activity: what are your fears?

Write it on the activity sheet below and then start going through the 'why' questions.

The aim of this activity is to understand the root cause of this fear, what fuels it, and whether it is justified. If you have more than one doubt, you can use this activity several times.

What do I doubt? (Be specific!)

_____

_____

_____

Why? Because:

_____

_____

Why might that be? Because:

_____

_____

Why do you think that is? Because:

_____

_____

Why is that? Because:

_____

_____

Why is that? Because:

_____

_____

If you have come to the root of the problem, do you know what the solution is? If not, keep asking why until you can answer this question.

_____

_____

_____

_____

_____

_____

_____

Activity: The three 'whys'

3. Build leadership skills in your Creative Hub

Chapter 3 builds on the leadership styles presented in Chapter 1, and knowledge about your own leadership strengths from Chapter 2.

This chapter will present:

- Actions you can take to develop new skills based on your superhero style
- How to create an action and training plan for your hub
- How to support your team's leadership skills

Photo by: Dominik Trybakopia

3.1. Actions you can take to develop new skills based on your superhero style

Jörn's work helps people to find their most authentic self. During the Superhero workshop, hub leaders considered their strengths and weaknesses within their Superhero archetypes, as highlighted in Chapter 1 (1.3-1.6 Page 9-12).

The second part of the workshop asked participants to create concrete action plans based on their strengths and weaknesses.

Below are suggested actions by other hub leaders:

The Entrepreneurs

Characteristics:
Entrepreneurs are the idea generators and visionaries, but can struggle to see the bigger picture and engage in projects they see no personal benefit in.

Advice from hub leaders to take away:
"You need to allow yourself the time to think"
"You must learn to involve more people"

> *"You should get better at delegating tasks to others."*
>
> Hub Leader

The Makers

Characteristics:

Makers are masters of knowledge and thrive from self-management, but dislike being told what to do.

Advice from hub leaders to take away:

"You need to be more realistic about your goals."

"You must have a clear and shared manifesto to avoid misunderstandings in your team."

"You need to listen to your community better."

> *"You need to put yourself in the shoes of others."*
>
> Hub Leader

The Fighters

Characteristics:

Fighters are the dare devils and problem solvers, but are also the first to disengage when things do not excite them anymore.

Advice from hub leaders to take away:

"You need to learn when to say 'no'."

"'Done' is better than 'perfect'."

"You need to trust other people and accept and appreciate people's help."

> *"You need to take time out and stop micromanaging."*
>
> Hub Leader

The Helpers

Characteristics:
Helpers will always be fair and inclusive, but can struggle when not praised for their efforts.

Advice from hub leaders to take away:
"You should work on how to define your success."
"You need to learn to support and love yourself first."
"You need to appreciate the smaller milestones."

> *"You need to learn to prioritise tasks better."*
>
> Hub Leader

Which piece of advice from other hub leaders do you resonate with? Reflect on how you can incorporate these lessons in your professional development. We suggest you make a habit of reminding yourself regularly this piece of advice.

Photo by: Dominik Trybakopia

3.2. An action and training plan for your hub

Start with why

It is easy to know what you do and how you do it, but knowing why you do it can be one of the most difficult questions you must answer as a leader.

What brought your Creative Hub into existence? What purpose drives your work, and what motivates you to keep going? Answering your why could be the key to unlocking your leadership purpose.

Read more about Start with Why:

https://startwithwhy.com/

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action/transcript

How great leaders inspire action

Activity:
Training plan: Discovering your why

Three things I want to achieve:

What are your goals? A goal is a concrete and measurable aim that you can 'tick off' when completed. Treat it as a to-do task in your diary, set a completion date, and write a statement starting with "I will know that I have achieved this goal when…". We suggest you do try out this exercise developed by Jörn Hendrik Ast (Superhero training).

Three things I am missing:

What is standing in the way of you reaching these goals? It could be people, a space, or resources.

Three things that will help me:

How will you go about sourcing the things you are missing?

Three things I am going to do:

How will you reach your goals? These should be concrete actions that you can take within your current capacity and available resources.

Three things I want to achieve:

1.

2.

3.

Three things that will help me:

1.

2.

3.

Three things I am missing:

1.

2.

3.

Three things I am going to do:

1.

2.

3.

How to be a Hub Superhero

Activity: Training plan: Discovering your why

3.3. Sharing is caring - how could you support your team's leadership skills?

Now that you have gone through the 'why' journey and you have laid out your personal objectives and the targets, and have set parameters and goals for your hub, it is time to explore how you can bring this knowledge to your own team.

Photo by: Dominik Trybakopia

The 2013 Gallup Global State of the Workplace report outlines the three main reasons for the modern workforce experiencing work dissatisfaction as:

- **Disengagement at work and inner resignation** – Worldwide only 13% of employees are engaged at work.
- **Lack of orientation** – Feeling that you do not have a purpose or fit in in your organisation or field.
- **Your outlook is not future-proof** – Feeling unsure of what the future might bring and how prepared you feel to meet those challenges?

An assumption that careers are linear is still a dominant perception about work. While most of us realise that this is not the case, we still operate as if it is. Such an assumption sets us for disappointment when career expectations do not go as planned.

Many individuals experience career paths that are continuously influenced by internal and external changes, on a personal and on a professional level. In some situations we manage to overcome our circumstances, and in other, less fortunate conditions, we find ourselves in a disadvantaged position.

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3.4. Using your leadership knowledge to support your team's success

As hub leaders, we need to ensure that our team members have happy and healthy careers. Below are examples of how you can help your team and the individuals within them, encourage each other and grow together.

Encourage teamwork and expect it in return: When forming or rebooting a team, collaboration and sharing must be set as a clear expectation from the start. Emphasise your expectations in conversations, feedback, rewards and recognitions. Additionally, consistent daily actions will reinforce these expectations.
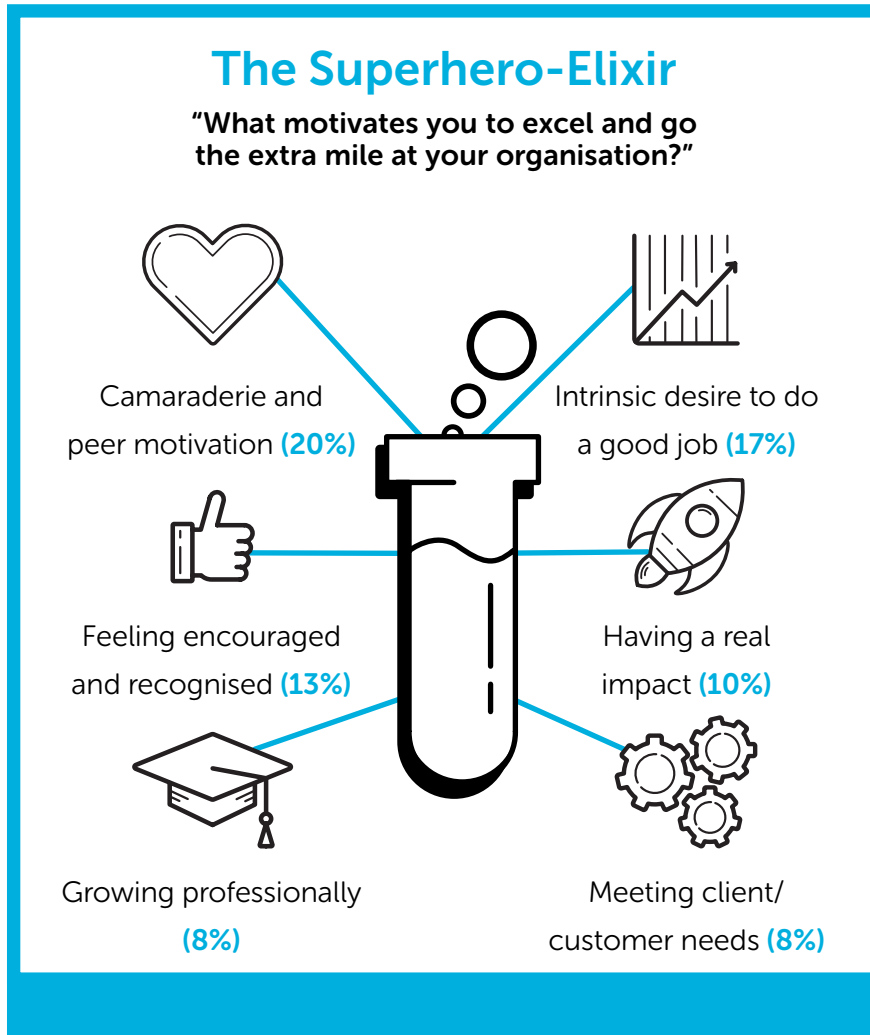
Work with your team to create a personalised vision: A common vision is crucial for the success of your hub and the team. Even if your team collaborates very well, without a common vision it is difficult to know when the team and each member has

succeeded. This vision must be beneficial to the overall direction of your hub, as well as the personal goals of each individual.

Focus on growing relationships, and encourage your team to do the same: Relationships within your team matter, and will help your hub develop and succeed. However getting to know each other is more than just being in the same room every day. Use the knowledge you have learned from this toolkit to understand the different skillsets of your team members, and combine individuals who can complement each other's strengths.

Allow your team to grow independently, but be available to help when needed: As a leader, it is important to make time for your team and provide guidance. On the other hand, you must also allow your team to be on its own. People learn and grow with guidance, but micromanagement will only stunt their development as a team. Be aware that this method may take a long time to nurture, but the result will be a team who is capable and diligent.

In a visual format, this is what employees value in the workplace, or The Superhero-Elixir:

The Superhero-Elixir

"What motivates you to excel and go the extra mile at your organisation?"

Camaraderie and peer motivation **(20%)**

Intrinsic desire to do a good job **(17%)**

Feeling encouraged and recognised **(13%)**

Having a real impact **(10%)**

Growing professionally **(8%)**

Meeting client/ customer needs **(8%)**

Conclusion

You have now reached the end of the Superhero training, and we hope that the resources, knowledge, and advice from other Creative Hub leaders have been helpful.

By completing this toolkit you have determined your Superhero type, discovered your strengths and weaknesses, and most importantly, how to efficiently apply this knowledge at your Creative Hub.

To keep growing as a leader, we suggest you continue your training beyond this toolkit. You can find helpful resources in Further Reading section, at the end of this toolkit.

Source: 2014 TINYpulse Employee Engagement and Organizational Culture Report

Reflective learning

Part of being a successful creative leader is the ability to reflect meaningfully on past lessons, and to set achievable goals for the future. To complete this toolkit, we recommend you answer the questions in this reflective activity.

Three things I learned during this course

1. _____

2. _____

3. _____

One thing which I was reminded of during this course

_____

One thing which surprised me during this course

_____

One key message I will share with colleagues

_____

_____

_____

One action I will take tomorrow

Tomorrow I will _____

_____

_____

Three actions I will take in the future

I will _____   To achieve this I will need _____

I will _____   To achieve this I will need _____

I will _____   To achieve this I will need _____

Further reading

This list is for information purpose and does not constitute an endorsement

Superhero Journal and training developed by Jörn Hendrik Ast, the founder of Berlin-based start-up Superheldentraining GbR (Superhero training):

http://superheldenjournal.de/

Creative Hubkit:

http://creativeconomy.britishcouncil.org/blog/15/06/28/creative-hubkit-made-hubs-emerging-hubs/

Active Citizens is a social leadership training programme that promotes intercultural dialogue and community-led social development. The toolkit has been created to help facilitators to design and deliver the Active Citizens programme all over the world:

https://www.britishcouncil.org/sites/default/files/active-citizens-global-toolkit-2014-2015.pdf

Other assessment of leadership styles and how we relate to others:

https://hbr.org/2015/06/assessment-whats-your-leadership-style

https://www.cpp.com/products/firo-b/index.aspx

https://www.cpp.com/products/mbti/index.aspx

Start with Why:
https://startwithwhy.com/

Gallup:
Employee engagement insights and advice for global business leaders
http://www.gallup.com/services/178517/state-global-workplace.aspx?g_source=STATE_OF_THE_GLOBAL_WORKPLACE_2013&g_medium=topic&g_campaign=tiles

Addressing your inner doubts:

Taming your Gremlin
http://www.tamingyourgremlin.com/

Daring Greatly to Unlock Your Creativity
Brene Brown and Chase Jarvis
https://youtu.be/kAk4cwjvJ0A

Chaos Theory of Careers:
A New Perspective on Working in the Twenty-First Century, J. Bright and R. Pryor
https://www.researchgate.net/publication/234633957_The_Chaos_Theory_of_Careers

Credits

This publication has been prepared as part of the European Creative Hubs Network project, co-funded by the EU's Creative Europe programme, run by the British Council in partnership with a consortium of organisations, including betahaus Berlin. This particular chapter is based on the How to be a Hub Superhero workshop held in Berlin between 7-8 June 2017.