How to Future Proof Your Creative Hub

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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), Roco (UK) , and the European Business and Innovation Centres Network (EBN).

About the workshops

The project aims to build the capacity of Creative Hub leaders and therefore contributes to the resilience of Creative Hubs across Europe.

One strand of its activities focuses on skills development for Creative Hub leaders through workshops. In 2017, a series of three workshops have been designed and hosted by project partners Factoria Cultural, betahaus Berlin, and Creative Edinburgh - with support from the British Council. Each workshop targeted a slightly different audience, from 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 three workshops, and provides open access for the whole Creative Hubs network.

About this toolkit

This toolkit builds on the European Creative Hubs Skills Workshop organised in Edinburgh 26th - 27th October 2017.

This toolkit is built on the European Creative Hubs Skills Workshop organised in Edinburgh on 26-27 October 2017. Creative Edinburgh hosted this workshop - How to Future Proof Your Creative Hub - together with Karen Kinghorn. It contains testimonials of some 30 hub leaders who participated in the event. In each section, a list of additional resources invites you to explore the topics further. Links are for information only and do not constitute an endorsement.

Learning Outcomes

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

- Find a renewed sense of energy to lead your hub into the future.
- Know how to build awareness, interest and collaboration.
- Identify strategic advocacy and communication areas.
- Build a strong network.
- Find new ideas to bring into local hubs.

1. Thinking about the future

In 2014, more than 7 million Europeans were in some way directly employed within the creative sector, meaning that there are over 2.5 times more people employed in this sector than in the automotive industry, or 5 times more than in chemical industries. This places a lot of responsibility on creative leaders to create a future that supports a growing industry. Before planning for the future, leaders need to take the time to reflect on the past and evaluate the present.

To help understand better the creative hubs community across Europe, and the way it evolves over years, the European Creative Hubs Network has launched a pilot annual study: the Creative Hubs Barometer. One of the purposes of this Barometer is for the creative hubs community to use it as an awareness tool for each hub's strategy and management. To learn more about the Barometer findings or contribute to it, you can read more here: http://creativehubs.eu/creative-hubs-barometer-pr/

Taking the time to plan for you hub's future does not mean meticulously organising every interaction, deal, or decision. It means building a strong vision of the future and gaining an overview of where your hub needs to grow.

The following chapters will help you on your way.

Activity: Understanding your business environment

While reading this toolkit, use the next page to write the ideas that you have for your hub.

Ideas:

_____

_____

_____

_____

_____

_____

_____

Start with the present

Planning for your hub's future is energising, especially when envisioning the many opportunities available to hubs.

When looking to the future it is important to consider past achievements and goals. You may ask yourself or work with your team to explore 'did we achieve what we set out to do?', or 'what can we do better next time to make our goals more attainable?'. Looking to the future while being aware of the 'now' will help you plan realistically.

Here are some ways to ignite your future-thinking.

Take a step back

Observe your hub from an outsider's point of view. If you are struggling to get into character, imagine you are a new member of the hub who is looking for a suitable community to join, or a potential funder - which would be most important element to you? Alternatively, ask someone who you trust and who is not familiar with your hub, to explore the offerings and give you their first impression.

Questions you may want to consider are:
- What do we already do that our members love?
- What do we already do that could be better?
- What do we not do that members are frequently requesting?
- Who are our members, and are they our target audience?
- What audience are we not reaching?
- What data or information do we have to back up these conclusions?
- How does your hub fit in the ecosystem - locally, nationally and internationally?

Work with your customers

The most important aspect of your business is the relationship that you have with your customers.

In this context, this means the people, organisations, and businesses who benefit from your hub. Perhaps one of your ideas for the future is to engage with communities further afield, but keep your existing customers included in your plans, and they will touch other people who can benefit your business.

To learn more about how to understand your customers better, please see pages 15 - 16 in **How to set up a Creative Hub**. If you are interested in understanding how to engage your communities online, please refer to page 21 in the same toolkit.

Activity:
Build up your hub's future

Scenario building is an exercise that will help you to create an image of multiple possibilities for your hub's future, rather than zooming in on only one potential direction.

> *"Let's talk about failure. Failure is so important"*
>
> *- Creative Hub Leader*

To help imagine these, use this template:

As a creative hub manager,
I want to develop my relationships with other hub leaders in my country.
So that we can have a larger influence on important issues.

Scenario 1:

If a national agreement between hub leaders **happens, the impact is** greater power to make the voices of the creative industry heard.

Scenario 2:

If I am able to join with just one other hub leader **the impact is** that we can still set an example for other hub leaders in Europe.

I will know that I am successful when creative leaders are being consulted for policy and community decisions.

Do not be afraid to talk about failure, exploring a 'failed' scenario may even help you to forecast potential challenges you could face.

Start off with filling in these phrases:

As a _____

I want to _____

So that _____

Continue with these scenarios
(you can have more than one!)

If _____ **happens, the impact is**

_____

_____

End with
I will know that I am successful

_____

_____

_____

Start off with filling in these phrases:

As a _____

I want to _____

So that _____

Continue with these scenarios
(you can have more than one!)

If _____ **happens, the impact is**

_____

_____

End with
I will know that I am successful

_____

_____

_____

2. Creativity & Technology

Disruptive innovations have a big impact on how we work. The past decade has seen us change the way we communicate, socialise, find a partner, and travel. Technology is so embedded in everything we do in our lives, sometimes we hardly notice it. It has made us faster, more dynamic and productive, and challenged traditions. One could argue it has also made us more self-absorbed and distracted from a 'human-ness' we (at this point) cannot get from an algorithm alone.

How do we keep up with innovation?

Understanding your environment will help your hub remain adapted to a changing world.

You might come across a trend that you feel is beneficial to your hub's future. It might be a new communication style, a way to engage communities, or an emerging industry or technology.

Suggestions for how you can explore new ideas and direction:

- Run events in your hubs with community members. Ask them to speak about their areas of expertise.
- Create a focus group to consider new ideas and trends in a safe and honest environment. How will you prototype and test new ideas?
- Connect with other hubs or businesses doing exciting things.
- Get out of your comfort zone, connect with hubs and organisations working in different areas. How are they innovating and adapting?

Trends on the horizon

Artificial intelligence as the new coworker

Whether it is automation of management processes in teams, how we engage with our customers, or how it fuels creativity, Artificial Intelligence (AI) has the potential to disrupt the workplace. New possibilities of engaging with your communities arise - such as through chatbots, smart assistants, and connected devices - reducing the need for human responses to common requests. What might that mean for hubs? Could AI be regarded as a valued co-worker? Might AI become an integral part of your value proposition?

Read more:

Are You Ready For Artificial Intelligence in the Workplace
https://www.forbes.com/sites/forbescoachescouncil/2017/08/18/are-you-prepared-for-artificial-intelligence-in-the-future-workplace/#77366b647597

Artificial Intelligence in the Creative Industries
http://www.springer.com/gb/book/9780792330615
http://creativeindustryhub.co.uk/2016/01/artificial-intelligence-in-the-creative-industries/
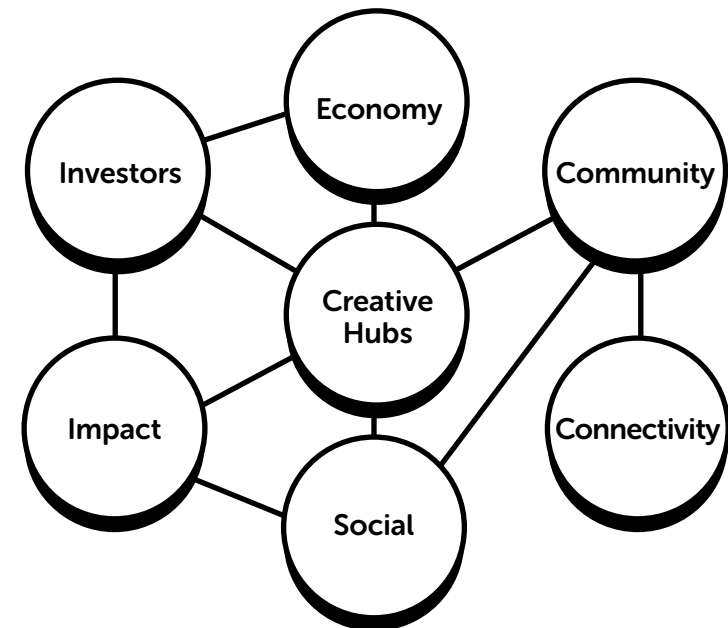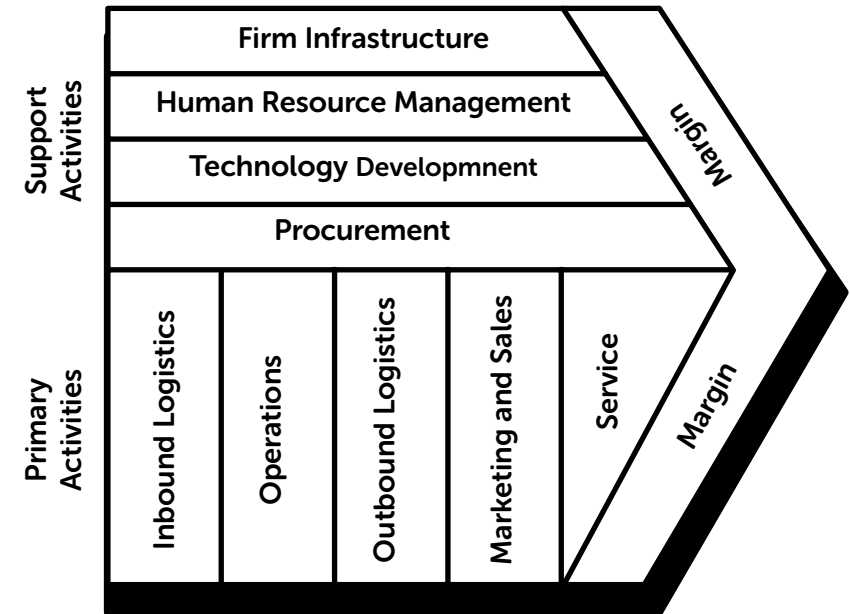

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Constellations, not value chains

How we work across disciplines is also changing. The traditional judgements surrounding freelance employment are evolving with the on-demand labour market and with the increased need for cross-fertilisation of skills.

Chris Speed, professor of Design Informatics at Edinburgh University, estimates that by 2022 the traditional purpose of static workplaces and management models will be displaced by constellations of flexible digital marketplaces.

The first diagram demonstrates a linear value chain, whereby products or services are passed from manufacturer to supplier, service provider to customer. In this traditional approach the role of the customer typically does not come in until the end.

In the second diagram, the value does not lie in the company or industry, but rather the value-creating system. Today customers want products and services that require active participation from all actors in the ecosystem, demanding more ethical and transparent business models.

Beyond the gig economy and the quantified workforce

Industries are moving away from hiring workers based on self-authored résumé alone. The CV of the future will be co-authored by those you encounter in your professional life, and will include insight into behaviours in previous roles and how others perceived your actions in crucial situations.

Employers will introduce staff-facing technologies to monitor staff happiness, altering feedback and interaction styles accordingly. These technologies will allow us to mine 'emotional data' from employees by recognising facial expressions, body language, and listening in on conversations, all with the purpose of raising staff satisfaction.

Read more:

- The situation of workers in the collaborative economy http://www.europarl.europa.eu/RegData/etudes/IDAN/2016/587316/IPOL_IDA(2016)587316_EN.pdf
- Quantified self? How about a quantified workplace? https://www.wired.com/insights/2013/05/quantified-self-how-about-a-quantified-workplace/
- Jon Barnes - From Hierarchies to #Hashtags - in How Work Works - An inventory of effects (p.41-48) (http://creativehubs.eu/wp-content/uploads/2016/10/How_Work_Works-Publication-PDF_Preview.pdf) // Jon's talk: https://vimeo.com/192907344
- Paul Curion - Calculations of the effect of machines - in How Work Works - An inventory of effects (p.11-24) (http://creativehubs.eu/wp-content/uploads/2016/10/How_Work_Works-Publication-PDF_Preview.pdf)
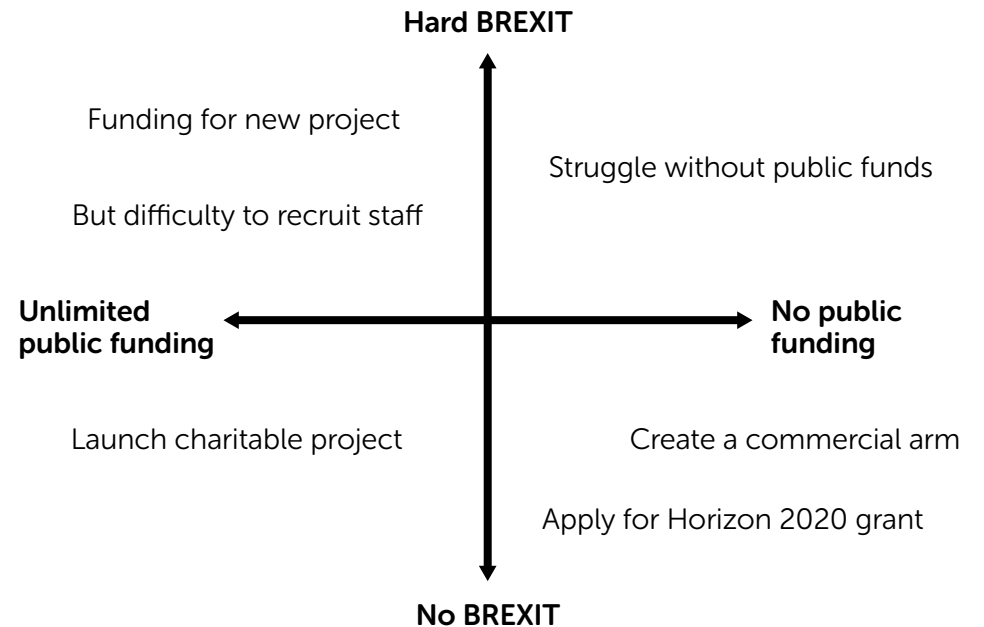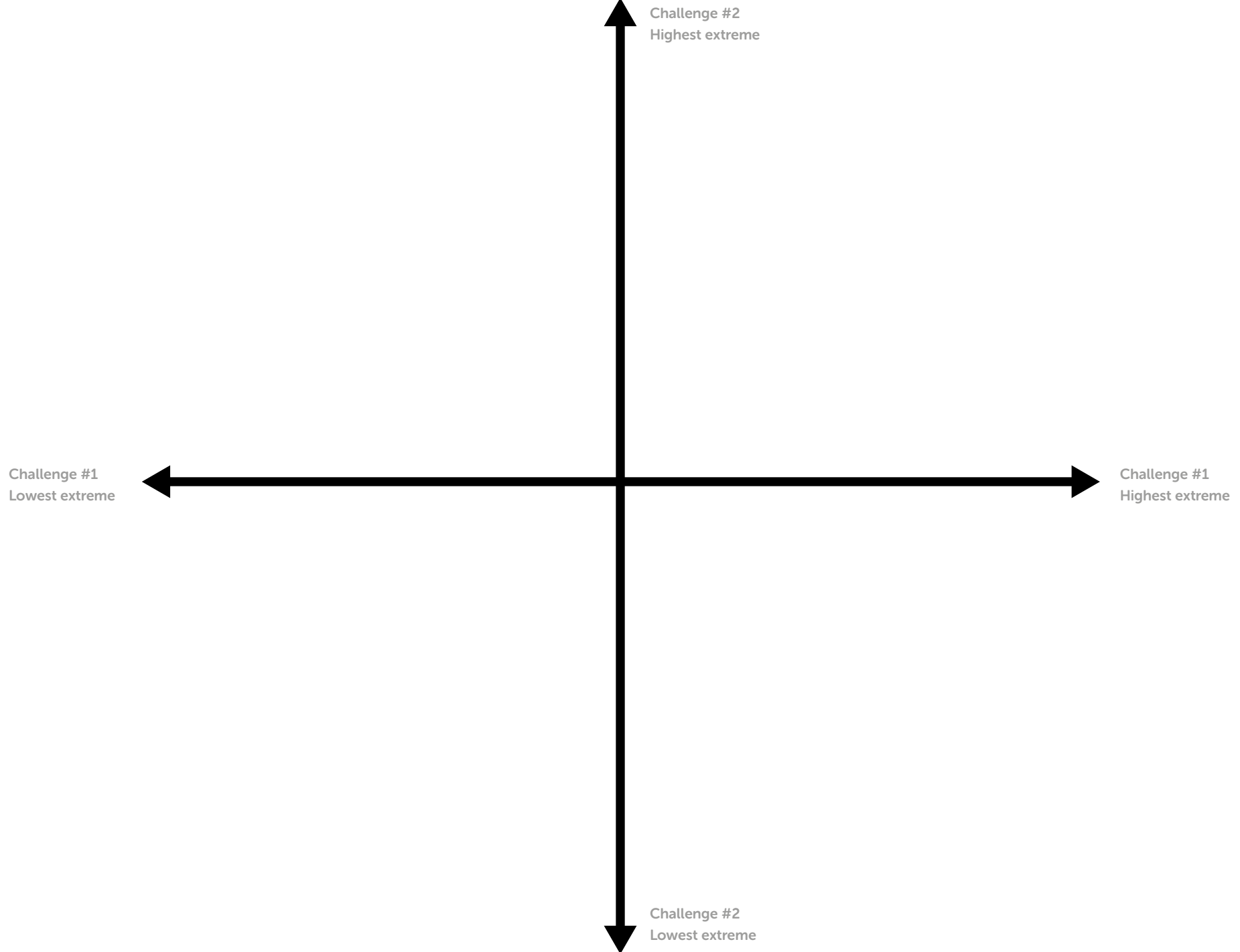
Activity:
Scenario planning

1. **You will need** a packet of sticky notes and a large sheet of paper
2. **Write down on the sticky notes** the challenges that are facing: you, your hub, your industry and your area.
3. **Choose two of these challenges** (e.g.: public funding and technology changes).
4. **What are the 2 extremes for each of these challenges?** (e.g.: public funding increases massively vs. public funding disappears completely / or / people rebel against technology and go back to pre-tech days vs. technology replaces human contact everywhere).
5. **Take a large sheet of paper**, draw a cross in the middle and place each of the extremes at one end (see photo).
6. **Explore the scenarios in each quadrant:** what would happen if we had all private partnerships and a hard Brexit, or no private partnership and no Brexit.

Discuss what scenario would benefit your hub the most and what are the implications? What scenario would benefit your hub the least? Where do you want to be? Have you identified new opportunities?

Example:

Hard BREXIT

Funding for new project

Struggle without public funds

But difficulty to recruit staff

Unlimited public funding

No public funding

Launch charitable project

Create a commercial arm

Apply for Horizon 2020 grant

No BREXIT

Challenge #2
Highest extreme

Challenge #1
Lowest extreme

Challenge #1
Highest extreme

Challenge #2
Lowest extreme

Activity: Scenario Planning

3. Innovation & growth

The power of a creative network

Collaboration within the creative sector is second-nature when it comes to finding solutions. We no longer live in towns 'too small' for more than one person practicing a trade. Consultants work beyond their physical locations to share ideas and expertise.

> *"Because I have a small organisation, it was nice to connect with a bigger one. It would be useful for us to connect with a bigger organisation with an established community"*
>
> *- Creative Hub Leader*

A strong network of peers is a valuable resource, but tapping into the right one can be difficult. Here are some tips to get started:

- **Treat every encounter as a networking opportunity:** Meetups, conferences or events are good organised encounters, but unexpected introductions can yield great relationships. Consider setting a 'networking budget' to attend more expensive events.

- **Quality vs. quantity:** You get back what you put in, so speak to as many people as you can, even if at first you do not think their business can benefit your hub. Set yourself a target to leave an event with new connections. A spread and depth of connections have their uses.

- **Reach out:** Get in touch with an organisation or a person who you admire. Do not worry about having a business proposal, sometimes meeting up for a coffee is enough to spark ideas for future collaborations.

"It's an ever present thing of trying to stay relevant. Who have you not involved yet, that you want to get involved?"

- Creative Hub Leader

Read More:

The Power of Networks: Fractals of Complexity
http://bigthink.com/think-tank/the-power-of-networks-fractals-of-complexity

The Power of Networks. Christopher G. Brinton, Mung Chiang
http://powerofnetworks.org/

RSA Animate: the power of Networks
https://www.youtube.com/watch?v=nJmGrNdJ5Gw

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Twinning - finding your perfect match

In October 2017 the European Creative Hubs network met in Edinburgh, UK to explore the futures of their communities. One of the most discussed topics was the desire to 'twin' with another European hub:

- Smaller and bigger, or recent and older hubs;
- Multi-purpose hubs with single-purpose hubs;
- Hubs exploring similar growth areas;
- Hub mentoring - teaching and learning skills and processes.

The European Creative Hubs network can easily help you find other creative hubs in Europe to connect with.
http://creativehubs.eu/network/

Read More:
Connecting people, ideas, and resources across communities, David V. Gibson, Manuel V. Heitor, Alejandro Ibarra Yunez
http://bit.ly/2zY0hxt

"We can be the antidote to isolation"

- Creative Hub Leader

"This is so important. This peer-to-peer connection creates international bonds. It's a very deep experience"

- Creative Hub Leader

"Go find people and offer help to others"

- Creative Hub Leader

Skill sharing in a sustainable economy

It is the cumulative input from multiple sectors that continually raise the bar, reshape expectations to create best practices in business. Skill sharing, as a unique selling proposition (USP), is being adopted across economies, and some of the biggest companies today are built on the premise of sharing. On a smaller scale, skill sharing can be a good way to promote collaboration within your hub.

Read More:

Sustainable communities through skill sharing

https://www.thersa.org/discover/publications-and-articles/rsa-blogs/2013/04/sustainable-communities-through-skill-sharing

"People are going to work well together if they have empathy. Buy a coffee machine! Give people an opportunity to meet each other. I have 500 people in my coworking space, and the best thing I did was buy a coffee machine"

- Creative Hub Leader

Case study - Summerhall, Edinburgh

Summerhall in Edinburgh is the city's newest and biggest cultural arts venue, which opened in 2011 with the intention of being a place for linking art with education, science and the community. The hub has since expanded across all fields of creative practice housing spaces for writers, artists, musicians, and even brewers, distillers and beekeepers. The hub hosts over 750 events annually outside August, and is a key venue during the Edinburgh Festival.

At the start, the hub tended to divide the building by practice, with tech startups located in TechCube, artists in the old stables, and creatives requiring less space intensive studio and offices in the main building. This has developed over the years and is now less formally arranged. There is now a yearlong waiting list for space. The Royal Dick bar in the central courtyard is a great space for all to socialise and get to know each other. It is not uncommon to see developers collaborating with beekeepers or artists.

The hub regularly hosts external events in its spaces, generating about two thirds of the hub's income. Photographers and filmmakers residing at the hub are often hired to document gigs and theatrical performances, generating income for hub residents.

The managers at Summerhall try not to intervene and steer the community too strictly, and find that the residents tend to organise events if and when they are desired. One of such organically formed groups is the Summerhall Singers that uses the hub spaces for their practices. Due to the success of the choir, it now welcomes members from outside of the hub. Along with the bar and cafe, Summerhall has a residents forum dedicated to the development of the community.

"Because I have a small organisation, it was nice to connect with a bigger one. It would be useful for us to connect with a bigger organisation with an established community"

- Creative Hub Leader

Activity:
Getting the most out of your network

In this exercise you will be conducting some research into 'what you can teach' and 'what you can learn' from your network. Use the table to list your teaching/learning points according to the categories on the left hand side. Add any categories you think are missing.

You will probably notice that although you think you might not have any skills in a specific area, you will have at least one thing from each category that you can teach.

Ask yourself:

- Do you think your current network can support you in areas where you want to learn?
- If not, how can you find alternative ways of learning?

Choose three of the most important categories and answer these questions:

What can I do

- today
- tomorrow
- in a month

to improve my skills for the chosen categories?

Categories	What can I teach?	What can I learn?
Operational skills		
Community engagement		
Fundraising		
Diversity		
Visibility		
Tech literacy		

Activity: Getting the most out of your network

Categories	What can I teach?	What can I learn?
Transparency		
Influencing policy		
Flexibility		
Education and training		
Differentiation		
Impact		
Mentors and mentoring		

Categories	What can I teach?	What can I learn?
Engaging partners		
Equipment		
Business development		
Understanding the community		
Working cross-sectorally		
Using space efficiently		
Attracting residents		

How to Future Proof Your Creative Hub

Activity: Getting the most out of your network

4. A model to help think about the future

Introduction to Three Horizons

As organisations mature, there is a risk of innovation and growth stagnating, and in some cases even declining.

This can be the result of capacity mismanagement, for example, whereby an organisation's operations exceed that of the staff available. This leads to energy and focus being placed on only the core functions, suppressing time that should be protected for innovation nurturing.

A tool used at the Edinburgh workshops was the Three Horizons of Growth model developed by Bill Sharpe. The model provides a structure for hubs to assess potential growth opportunities without neglecting ongoing core operations.

It is based on the principle of three main horizons:

Horizon 1

This is the 'now' or the twilight horizon - What we already do well and what could be better. This is where a business can mature and extend profitability in what it already knows.

Horizon 2

This is the transition horizon - Where we experiment, take risks, and get a feeling for things. This is where growth can be rapid and new investments attained.

Horizon 3

This is the future -Where we become comfortable with expansion and exploring new ventures. This horizon will eventually replace Horizon 1.

"Continual reflection on your purpose creates space"

- Creative Hub Leader

"If you're clearer about your purpose, then the urgent and important things become easier."

- Creative Hub Leader

Using Three Horizons for your creative hub

The Three Horizons model is about connecting what you are doing 'today' to the 'possibilities' of tomorrow. This means having a strategy that facilitates an ongoing conversation about where you want to go and how.

In the case of creative hubs, there are multiple directions, innovations and strategies being applied all at once, which can cause confusion and conflict on what to prioritise and when. The hub leaders in Edinburgh broke it down into easily understandable 'themes' that they explored in groups.

Here is an example of a theme they explored:

Artificial Intelligence:

- **What is scarce right now?** Time, money, resources, effective scheduling and managing, dynamic matchmaking within the hub.
- **What is in abundance?** Desire for effective time management, cheap computing power, smart algorithms, coworking spaces, freelancers, and data.
- **What is needed?** Build different perspectives, start with the experience of residents within hubs, followed but prototyping sessions within different perimeters, test ideas within the space.

They explored other themes:
Sustain creativity, research using our network, share connections - anti-isolation, social interaction, understand our communities

Hub leaders considered these subthemes:
Reputation, organisation structure, investment, income, business development, influence, power, culture, network, membership structure, collaborations/partnerships

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Other management tools for the future

Every management tool has its own advantages and disadvantages, but the ultimate aim is to have a good understanding of how change can impact your team and hub. Allowing proper time for transitions and being transparent about how and when a change will occur will keep the transition as smooth as possible.

A few other future management tools you can use are:

- **Lewin's Change Management Tool**
  https://www.mindtools.com/pages/article/newPPM_94.htm
- **The ADKAR Model**
  https://www.prosci.com/adkar/adkar-model
- **Kotter's 8-step Change Model**
  https://www.mindtools.com/pages/article/newPPM_82.htm
- **The Kubler-Ross 5 Stage Model, or The Change Curve**
  https://www.mindtools.com/pages/article/newPPM_96.htm

Other useful models for thinking about your future:

How to measure the social impact:

- https://www.nesta.org.uk/blog/measuring-and-mapping-social-innovation
- https://www.bitc.org.uk/blog/post/mapping-your-impacts-first-step-effective-social-impact-measurement
- http://www.billsharpe.eu/publications.html

5. Making ideas a reality

What do you need to know that will help you to grow in the future? Changing your internal voice from a 'fixed' mindset to a 'growth' mindset can assist you and your team to overcome unexpected setbacks when they emerge. A well-nurtured team/community/network will provide better support when embarking on new ideas.

Here are a few ways to help make sure your team/community/network is looked after:

Yourself

Few people are born leaders, but there are ways to develop your skills. An open and empathic leader will encourage your team to stand on their own feet.

Articulate your goals:
Dreams won't go far if they are kept locked in your mind. When you have started working on your dreams, share them with others. It will help you precise them, make new connections. Importantly, you will feel accountable to yourself to realise them.

Find your purpose:
Knowing your purpose will be the foundation for your ability to be effective in your leadership role, and inspire yourself and others to continue to develop.

Be a lifelong learner:

Discover a skill worth developing - it might be something technical like coding, a soft skill like communication across cultures, or it could be a more effective use of tools such as a customer relations management system. Similar to articulating your goals, articulate the skills you need to help you find people to learn from. Enrolling in free online courses or attending meetups are great ways to kick-start your learning.

Value the input of a mentor:

Mentors can help us become better leaders and faster learners, and manage higher performing teams. A mentor can be a valuable asset when your direction is not clear, and could provide long-term insight and guidance.

How to start a mentorship:

https://www.forbes.com/sites/work-in-progress/2011/06/18/how-to-start-a-mentorship-relationship/#349f722c4a27

Your team

A successful leader is one who manages a successful team. The input of your staff is your most valuable asset, because they have daily interactions with the progress of projects. Staying in-tune with your staff will help you respond quicker to problems, and recognise individuals who have excelled in their jobs.

Be clear:
Providing your employees with a clear reason for change gives meaning to their work. **Explain how their efforts impact the end goal. The four questions typically asked by employees are:**

1. **What is the end goal?**
2. **What is the plan to reach it?**
3. **What is my role and contribution?**
4. **What is in it for me?**

Confirm your team's understanding:
Make sure that the team is on the same page before you put things in motion. Confirming roles and first steps helps your team understand where to begin and who to turn to with questions, without requiring your constant input.

Make your team's involvement worthwhile:
A way for doing this is to have regular team and individual check-ins. This will help you to understand capacity issues, if people are struggling to complete tasks, or if their time is not used effectively. Keeping your finger on the pulse helps to balance workload and complete projects more efficiently.

Appreciate your team:
Recognise team members for achievements big and small. Make sure to reinforce positive impacts and demonstrate your appreciation for who they are, as well as for what they do.

Your network

Now that you have a successful team, it is time to engage your wider community. Take a look at the layers of your network.

Your immediate network:
These are people - family, friends, colleagues, business partners - who are already onboard with your plans for the future. They are the people who will provide you with unlimited support and honest feedback. Nurturing these relationships will take the least amount of energy, but ignoring them can be the beginning of the end.

Your community network:
These are the people and businesses that reside in your creative hub. They are the first people to be affected by change and therefore, must be consulted and listened to when changes are on the horizon. They are not 'emotionally' committed to your hub, so building a good relationship with your community is essential.

Your 'potential investors' network:
A more detached group, the potential investors are motivated by higher-level interests. They can catalyse an ambition into reality. When approaching a potential investor consider your angle: what problem does your idea solve, how does it improve what they are already doing, what opportunities does it open for them?

Observing your network's layers will help you determine your communication strategy. Does it feel balanced? The way you communicate with your friends and family is very different to how you would pitch to an investor. This takes into account all channels of communication, including social media, email, personal calls and visits.

To dive deeper into what makes a successful hub, find chapter 3 in our first toolkit - How to Set Up a Creative Hub. In this toolkit we discuss three top-level ingredients across Europe which make hubs a great place to work. These include fostering talent within your team, an attractive space, and a vibrant community.

Activity:

Refer back to the ideas you have been writing down throughout this toolkit. If you have a large number of ideas, you may wish to select a couple.

In this activity we will measure ideas against the **STEP** model (Social, Technological, Economic, Political) to explore the impact these ideas could have on each area.

How to use STEP:
This model is used as a measurement of four key areas of development.

Start by asking questions such as, 'What is the implication of digitising all admin processes in my hub?'.

Then, list the potential outcomes, both positive and negative, against the STEP model:

Social
+ Faster communication
- Might lose the 'human touch'

Technological
+ Easier to integrate other systems later on
- Steep learning curve moving from analogue to digital

Economic
+ Less time spent organising frees up time
- Customer relationship management (CRM) systems can be very expensive

Political (either internal or external)
+ Internal: Better overview of our hub lets us plan better for the future
- External: What if the government can spy on us?

Question:	
Social	**Technological**
Economic	**Political**

Activity: STEP model

Conclusion

You have reached the end of the training on How to Future Proof Your Creative Hub, and we hope that the resources, knowledge and ideas have been helpful.

Using this toolkit you have gone through exercises and practices to plan a strategic future for your creative hub. From developing scenarios, evaluating the use of technology, utilizing networks and applying management tools, the 3rd hub toolkit has assisted you with generating new ideas and strategies.

To keep growing your hub, we recommend you use this toolkit as a preparatory guide and revisit completed exercises later on. You can find helpful resources in Further Reading sections in each chapter, and you can seek peer-to-peer guidance and mentoring in the community of Creative Hubs.

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 to 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 _____

Activity: Reflective learning

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 Creative Edinburgh. This particular chapter is based on the How to Future Proof Your Creative Hub workshop held in Edinburgh on 26-27 October 2017.

All links provided throughout this toolkit are for information purpose and do not constitute an endorsement.