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**C'man**

# Vocational Training Scheme



## **C'MAN CULTURAL MANAGEMENT VOCATIONAL TRAINING SCHEME**

C'man – Cultural Management adapted to new needs, an international project, addresses the current challenges of the Cultural and Creative Sectors and the increasing demand for relevant training in Cultural Management. The initiative is built on methodological exchanges among four partners: Pro Progressione (HU), KEA European Affairs (BE), The Green Room (FR), and the Central European University (AT).

Through international cooperation, the program facilitates the sharing of expertise among experts from diverse regions, aiming to address the sector's challenges comprehensively. Based on the international needs assessment, the project focuses on project management, change management, and transitioning to environmental awareness.

The partnership developed a methodology and training materials for those working in the creative sector. These materials, easily adaptable by VET trainers, aim to upskill Cultural Managers in professional project management, change management, and green project management to meet evolving labour market needs.

The project is co-funded by the Erasmus+ Programme.

### **Background**

New challenges have revealed the unpreparedness of Cultural Managers to adapt to a rapidly changing sector. This called for a shift in skill sets to fully realize the potential of the Cultural and Creative Sector. The available trainings in Cultural Management had usually prioritized discipline-based knowledge in arts over other skills and had not taken into account the new evolutions in the sector. There have also been disparities among EU Member States in the number and quality of training in Cultural Management. Our project aimed to bridge this gap by developing a Training scheme based on the identified skills needs of Cultural Managers (project-, change- and green transition management) and by spurring innovation in countries with fewer skills development opportunities in Cultural Management (such as Hungary). The findings of our online Stakeholder Consultation underpinned the above: 38% of cultural professionals had answered that they had never participated in Cultural Management training before due to the lack of relevant training opportunities, and suggested that VET needed to offer more relevant training that matched the emerging skill needs. Our objective was to develop a training scheme that corresponded to the partner countries' needs and academic standards. The scheme is based on the Project Management Guide, Change Management Guide, Green Transition Guide, and Toolbox, which are available at <http://culturalmanager.eu/>. It mainly targets VET trainers in cultural management who wish to adapt their teaching practice to new skills needs.

## **1) SUMMARY PMC CULTURAL MANAGEMENT GUIDE**

The Project Proposal sheet is the result of a well-planned internal project meeting. The Guide can serve as a foundation for developing a comprehensive overview of cultural management processes. The information gathered from the meeting can be expanded upon and presented to potential exhibition financiers. Milestones defined in the meeting serve as a memo to participants and a starting point for brainstorming related events for the exhibition.

In the Guide, the importance of research is emphasized, not only to learn from existing projects but also to adapt and develop unique creative ideas. Listing stakeholders helps determine who to contact, who may be challenging to persuade, and who is crucial for the project. Consideration is given to the target artist's work location, international involvement, and any potential professional conflicts of interest among participants.

The evaluation of external partners is crucial during the initial phase of the project, considering contractual processes and their availability for active participation. Communication with partners is essential for effective collaboration, involving questionnaires and interviews to identify crucial information impacting the project's outcome.

Getting to know partners is vital for successful project execution, especially in larger partnerships. For an exhibition, it is essential for the artist and event's press to be acquainted and in communication. Moreover, the actors involved should meet the project administration to establish communication channels for any inquiries.

At a certain phase, elements of the project must be fixed while still allowing flexibility and modifications. Certain aspects, such as location, date, and budget, need to be determined before proceeding with exhibition delivery.

Although no sample document is provided due to the project's specificity, the document aims to compile necessary information from participants and partners, acting as an idea-driven knowledge base. It suggests using online collaborative platforms to continuously update the document with inputs from partners even after the meeting.

1. **Assessing Added Value:** Before embarking on the cultural project, it is essential to evaluate the benefits it brings to the organization. Consider the visibility it provides, the impact on the organization's image, and whether it attracts a new target audience.
2. **Resource Evaluation:** Determine whether the organization has the necessary financial and human resources to undertake the cultural project. Carefully assess the feasibility of the project and its potential short and long-term risks.
3. **Project Proposal Sheet:** Conduct well-planned internal project meetings to create a detailed Project Proposal sheet. This document will serve as a guide and foundation for a well-rounded proposal that can be presented to potential exhibition financiers.

4. **Research and Adaptation:** While originality is crucial in the art industry, learning from existing projects can provide valuable insights. Research other cultural projects, adapt successful elements, and collaborate with other projects when possible.
5. **Stakeholder Analysis:** Identify all stakeholders involved in the exhibition project. Understand their roles, willingness to cooperate, and significance for the project's success. Consider any professional conflicts of interest between participants.
6. **Evaluation of External Partners:** During the initial phase, pay special attention to external partners' assessment. Take contractual processes into account and plan tasks in line with their availability and involvement in multiple projects.
7. **Effective Communication:** Foster clear and open communication with all project stakeholders. Use joint questionnaires and individual interviews to gather vital information that can significantly impact the project's outcome.
8. **Getting to Know Partners:** Establish a strong relationship with partners, particularly in larger partnerships. Ensure that artists, press, and administrators are acquainted, facilitating smooth communication during the exhibition.
9. **Fixed Elements and Flexibility:** Strike a balance between fixed project elements and flexibility for potential modifications. Some aspects, like location, date, and budget, need to be determined early on, while allowing room for adjustments.
10. **Idea-Driven Knowledge Base:** Compile essential information from participants and partners into a centralized document. Utilize online collaborative tools for continuous updates and inputs, even after the initial meeting.
11. **Meeting for Finalization:** Hold a meeting to discuss the project's status and finalize the document. This meeting summary will serve as a resource during the proposal writing process and contribute to successful project execution.

As cultural managers, following these guidelines will aid in organizing a successful cultural projects that benefits your organization, engages the audience, and fosters effective collaboration with partners and stakeholders.

## **METHODOLOGY MODULES**

### **INITIATION**

'Initiation' involves 16 steps that define the project's initiating phase, with a focus on transparency and comprehension. It covers the purpose of each step, the linked documentation, and the responsible participants. Additionally, it emphasizes highlighting milestones, saved work, and added value during the proposal implementation. The steps include developing and fine-tuning project ideas, checking alignment with the organization's mission, holding internal project initiation meetings, conducting research and identifying stakeholders and partners. It also involves conducting need assessments and interest analyses, creating project proposal drafts, and launching meetings with planned partners. The

finalized project concept with confirmed partners sets the foundation for application writing. The preparation stage includes defining roles and responsibilities and creating a knowledge base. The application writing process involves close collaboration between the Project Owner and the Reviewer. Regular consultancy with partners, proofreading, technical checks, and final partner checks ensure a well-prepared application before submission.

The 16 steps can be summarized the following way:

- 1) Idea Development: This step involves developing and concretizing an idea that can be transformed into a project. It includes making plans and potential partnerships while aligning with the call's objectives.
- 2) Project Acceptance Checklist: This step entails checking if the planned project aligns with the organization's mission, capacity, and motivation before beginning the application process.
- 3) Internal Project Initiation Meeting: During this step, a fine-tuned project idea is presented to the team members, and a joint brainstorming session is held to clarify roles and responsibilities.
- 4) Research and Inspiration: This step involves finding studies, statistics, and resources to support the project idea while examining similar projects for inspiration.
- 5) Identify Stakeholders: The goal is to identify all individuals or groups affected by the project, prioritize them, and consider their interests in the project's success.
- 6) Identify External/Associated Partners: Relevant partners are selected based on project objectives and potential collaborations.
- 7) Need Assessment/Interest Analysis: Understanding the key stakeholders' needs and feelings about the project is essential for effective communication and engagement.
- 8) Project Proposal Draft: A proposal draft is created, incorporating all essential elements and aligning with the call's objectives.
- 9) Project Launch Meeting with Planned Partners: This step involves a joint brainstorming session with planned partners to review and modify the Project Proposal together.
- 10) Finalized Project Concept with Confirmed Partners: The Project Proposal is finalized after gathering inputs from partners, ensuring the core concept is solidified.
- 11) Preparation for Application Writing: Roles and responsibilities are defined, and a knowledge base for the application form is prepared collaboratively with the team.
- 12) Application Writing: The Project Owner and Reviewer collaborate closely to write the application, ensuring all aspects align with the proposal.
- 13) Regular Consultancy with Partners: Partners are consulted regularly to seek advice, make adjustments, and identify potential risks.

14) Proofreading and Technical Checks: The application is thoroughly proofread for errors and technical checks are performed on the application platform.

15) Final Check by Partners: Partners review and confirm their assigned tasks before the application is submitted.

16) Submission: The Project Owner submits the application and shares it with partners, ensuring everything is completed well before the deadline.

### **PLANNING MODULE**

The objective in this segment of the project's scope is clearly defined, with the tasks to be completed listed, and risks are also highlighted. The goal is to create a precise map for the project participants for the implementation.

Planning Key Performance Indicators:

<b>PROPOSAL</b>	<b>PURPOSE</b>	<b>OUTPUT</b>	<b>PARTICIPANTS</b>
<b>Grant &amp; contract</b>	<ul style="list-style-type: none"> <li>o Selection will lead planning to initiation</li> </ul>	<ul style="list-style-type: none"> <li>o Selected project</li> <li>o Grant</li> </ul>	<ul style="list-style-type: none"> <li>o Project manager</li> </ul>
<b>Informational Email / Data resource</b>	<ul style="list-style-type: none"> <li>o First email sent containing, deadline, application, shared files</li> </ul>	<ul style="list-style-type: none"> <li>o Informing all partners</li> <li>o Create a folder system</li> </ul>	<ul style="list-style-type: none"> <li>o Project manager</li> </ul>
<b>Online Partner Meeting</b>	<ul style="list-style-type: none"> <li>o Informing</li> <li>o Networking/introductions</li> </ul>	<ul style="list-style-type: none"> <li>o Partner meeting (online)</li> </ul>	<ul style="list-style-type: none"> <li>o Project managers</li> <li>o Project Partners</li> </ul>
<b>Individual Partner Meeting</b>	<ul style="list-style-type: none"> <li>o Project Work Plan (Project summary details)</li> <li>o Task Matrix (Outcomes of parallel task)</li> <li>o Organigram (Accessible contact information of main actors)</li> <li>o Financial Package (financial report/breakdown)</li> <li>o Project handbook (easy-to-understand guide for partners)</li> </ul>	<ul style="list-style-type: none"> <li>o Project documents reviewed</li> <li>o Common + partner understanding of project and roles</li> </ul>	<ul style="list-style-type: none"> <li>o Project managers</li> <li>o Project partners</li> </ul>

	o Project GPS (streamline information to avoid clutter)		
<b>Internal Meeting planning</b>	o Feedback meeting with the organization	o Ready to kick off the project	o Project manager o Organizing team
<b>Online pre-initiation partner meeting</b>	o Understand some highlighted agendas with partners; project baseline, questions, clarifications, set success indicators, travel details, etc.	o Review tasks o Detailed agenda	o Project managers o Project partners
<b>Finalizing project artifacts + financial tools</b>	o Tailoring project needs and artifacts o Communication checklist, communication guidelines, communication monitoring document, project introduction baseline, project pptx	o All artefacts are ready for partners	o Project manager o Communication manager o Financial manager
<b>Informational emailing ii</b>	o Finalized project and finalized date to partners	o Partners have all artefacts/info	o Project manager o Project partners
<b>Informational emailing iii</b>	o Project manager sends grants and cooperation agreement	o Partners receive contract information	o Project manager o Project partner

### **EXECUTION + CLOSING MODULE**

At this point, it is critical to manage conflicts, the project submission deadline and everyone involved will. Quality assurance is also very important at this stage.

<b>DIVISIONS</b>	<b>CONTROLS</b>	<b>CLOSING</b>
<b>CREA: Creative Division Creative activities</b>	o Project end evaluation form: satisfaction evaluation (use once)	Last onsite partner meeting

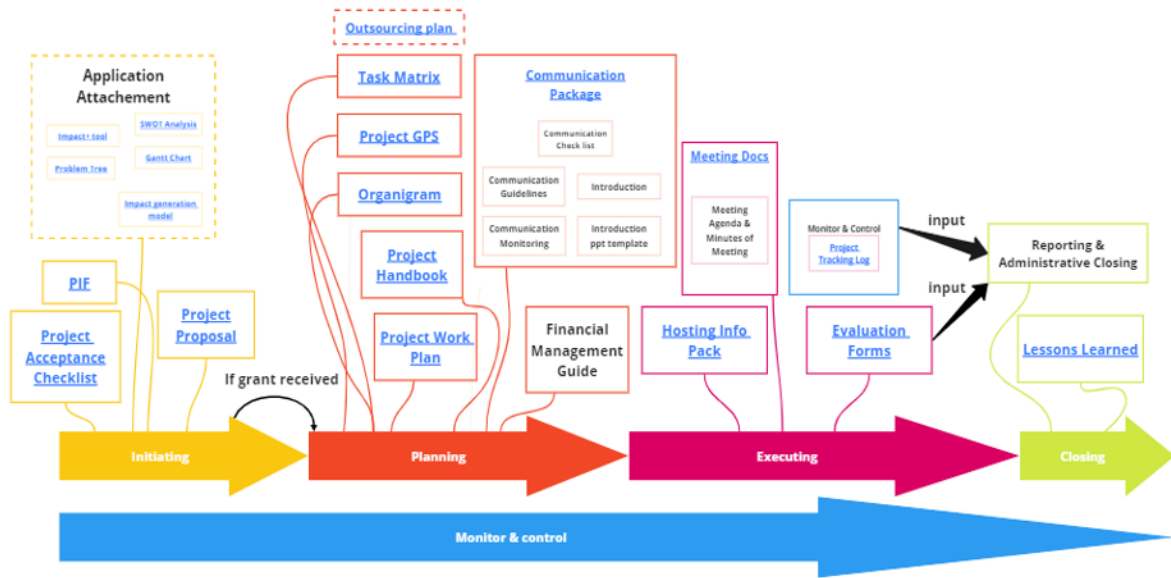
<p><b>MAN: Management Division</b> Project management; Mandatory management processes Internal management processes</p>	<ul style="list-style-type: none"> <li>o Hosting info pack: Detailed info on travel and organizing (multi-use)</li> <li>o Meeting title: Meeting agenda and minutes</li> </ul>	<p>Final report and administrative closing for funder</p>
<p><b>COM: Communication Division</b> Execution and dissemination of communication</p>	<ul style="list-style-type: none"> <li>o Meeting &amp; event evaluation form: Feedback on collaborations.</li> <li>o Project management evaluation: Monitor progress according to identified indicators <ul style="list-style-type: none"> <li>o Project progress evaluation: Feedback according to indicators</li> </ul> </li> <li>o Project tracking log: Record of events, risks, situations, feedback, etc.</li> <li>o Teamwork evaluation form: assessment of collaborations</li> </ul>	<p>Last online meeting + celebration</p>

### CLOSING MODULE

PROPOSAL	PURPOSE	OUTPUT
Onsite meeting	Internal only: <ul style="list-style-type: none"> <li>•discussing the possible continuation of the project</li> <li>•collecting partner feedback</li> <li>•final evaluation + preparation for reporting</li> </ul>	Analysis of issues, difficulties + lessons learned
Report + administrative closing	Submission of relevant information from partners	Final submission
Online meeting + celebration	Celebration	Celebration

## SUMMARY

### PMc Project Lifecycle & Artefacts



## **2) SUMMARY: C'MAN CULTURAL MANAGEMENT GUIDE – CHANGE MANAGEMENT**

### **I. Introduction**

This guide provides assistance to cultural managers in navigating the evolving landscape of the cultural and creative sectors. The cultural industry is facing challenges like globalization, green and digital transitions, funding limitations, and the impact of the COVID-19 pandemic. Developed in collaboration with international partners and experts, the guide offers change and risk management insights. It equips cultural managers with tools to adapt and thrive in an uncertain environment, using both established and innovative approaches.

The guide targets cultural managers in the cultural and creative industries, with a focus on young graduates and early to mid-career professionals. It aims to enhance their ability to manage change and mitigate risks effectively. The document is structured to introduce core concepts in change and risk management, followed by applicable methodologies, tools, case studies, practical advice, and examples for implementation.

### **II. Change and Risk Management**

Change management involves structured approaches to guide organizational changes, aiming to minimize negative impacts and maximize benefits. In the cultural sector, change management is crucial due to the continuous need for innovation and adaptation. Risk management, on the other hand, entails identifying and minimizing potential threats to an organization, encompassing aspects like financial risks, operational challenges, and societal changes.

### **III. Changes and Trends for Cultural Organizations in Today's World**

The guide discusses macro and micro-level changes affecting cultural organizations. On a macro level, digitalization, globalization, demographic shifts, economic changes, geopolitical trends, and legal modifications impact the sector. The rise of digital technology makes it necessary to digitalize collections and engage audiences online. Globalization prompts partnerships and accessibility to global audiences. Demographic shifts require inclusivity, and economic changes demand diversification of revenue sources. Geopolitical trends may disrupt cultural expression and heritage. Legal changes affect aspects such as intellectual property and industry regulations.

Micro-level changes encompass leadership transitions, staff turnover, programmatic shifts, and technological upgrades. Leadership changes impact vision and culture. Staff turnover can disrupt organizations, requiring succession planning. Programmatic shifts involve adapting to new trends, and technological upgrades ensure technological relevance.

Temporary changes, such as pandemic impacts, have led to virtual programming and fundraising strategies. Societal movements like Black Lives Matter foster inclusivity and

representation. Environmental changes prompt sustainable practices to mitigate climate-related risks.

#### **IV. Guide to change management in the Cultural Creative Sector**

Change is an inevitable part of organizational life, and cultural organizations are no exception. To successfully navigate change, organizations need to have a clear understanding of the process and the steps involved in managing change. In this section, we will provide a guide to change management in the cultural creative sector, focusing on the key stages of the change process.

##### **7Rs of Change Management**

Assessing the organizations through the 7Rs of Change Management criterions.

- a) Reason: What is the reason for the change? Is it a response to internal or external pressures?
- b) Return: What is the expected return on investment for the change?
- c) Risks: What are the potential risks associated with the change?
- d) Resources: What resources will be required to implement the change?
- e) Roles: Who will be responsible for implementing the change?
- f) Relationships: How will the change impact relationships with stakeholders?
- g) Resistance: What resistance to the change is expected, and how will it be managed?

Understanding why change is necessary in your organization and crafting a compelling case for it are essential steps. Change occurs when colleagues unite to implement it, requiring a cultural manager to articulate a clear and persuasive vision to unfreeze the current situation.

##### **5 steps to risk management:**

###### **Step 1: Risk identification**

Identify risks by comprehensively understanding your organization's operational context and potential external influences, such as economic factors or legal requirements.

###### **Step 2: Risk analysis**

Analyze identified risks by assessing their likelihood and potential impact, using methods like ordinal scales to rank them based on severity.

###### **Step 3: Risk evaluation**

Evaluate risks by prioritizing them according to their likelihood and potential impact, determining which require immediate attention.

**Step 4: Risk treatment**

Treat risks by developing and implementing strategies to manage or mitigate them, such as transferring risk or implementing preventive measures.

**Step 5: Risk Monitoring**

Monitor treated risks regularly to ensure effectiveness and adjust risk management strategies as needed.

In addition to these steps, effective risk management involves clear communication of risks to stakeholders and ongoing monitoring of both identified and emerging risks.

**Toolbox for the 5 steps risk management process**

Tool	Description	Application	Online resources
<b>SWOT Analysis</b>	A 4-box analysis framework that stands for Strengths, Weaknesses, Opportunities, and Threats. Strengths and weaknesses are internal, while opportunities and threats are external factors that could negatively or positively impact an organization.	Enables you to define strategies that leverage the strengths and opportunities of your organization in order to overcome threats and weaknesses.	<a href="#">Miro SWOT Analysis Template</a>
<b>PESTEL Analysis</b>	A framework used to assess Political, Economic, Sociological, Technological, Environmental, and Legal factors that could impact an organization.	Allows to develop an understanding of the macro or external forces influencing an organization. It is notably relevant for identifying the threats and weaknesses in a SWOT Analysis.	<a href="#">Miro PESTLE Analysis Template, PEST Analysis Ultimate Guide: Definition, Template, Examples</a>
<b>Risk Analysis Questionnaire - Delphi Method</b>	A qualitative methodology that involves organizing several rounds of pre-defined written questions directed towards a panel of experts. Between rounds, panel members are invited to revise their answers in	This enables progressive consensus building and to avoid bias as opinions are assessed independently of factors such as charisma, or hierarchy.	<a href="#">Wrike Delphi Technique</a>

	light of others' answers that are disclosed to them anonymously.		
<b>Root Cause Analysis</b>	A problem-solving method that involves identifying the underlying cause(s) of a problem.	Helps to identify the root cause of a problem, provides insights into potential solutions.	<a href="#">Asana Root Cause Analysis Guide and Template</a>
<b>Bowtie Method</b>	A visual risk analysis tool that combines cause and effect diagrams with a barrier analysis to identify potential causes and consequences of a risk event.	Provides a visual representation of risks and barriers, helps to identify potential causes and consequences of a risk event, enables the identification of preventive and mitigative barriers.	<a href="#">Bowtie Diagram Template</a>
<b>Risk register</b>	A risk register is a document that identifies and prioritizes risks and their potential impacts. It contains information about identified risks, including their description, likelihood, potential impact, risk rating, and mitigation strategies and is typically updated regularly throughout the project or operation to reflect changes in the risk environment and the effectiveness of mitigation strategies.	It can be used to communicate risks to stakeholders and facilitate discussions around risk management strategies, and is relevant to capture and track information about identified risks over time.	<a href="#">Risk register template</a>
<b>Risk rating: probability and impact matrix</b>	Using a matrix format, you can represent the magnitude of the identified risks, through defining three or more levels of likelihood and severity (e.g. high, medium and low) respectively corresponding to the columns and rows of the matrix.	Risk rating provides a structured approach to evaluating and prioritizing risks and can guide decision-making about risk mitigation strategies.	<a href="#">Miro risk rating template</a>

## WORKSHOP EXERCISES

### *Chapter Change & Risk Management*

#### **Title: SWOT ANALYSIS**

**Aim:** This workshop exercise serves a dual purpose, aiming to provide students with valuable insights into the dynamics of the Cultural and Creative Sector (CCS).

Firstly, it encourages participants to immerse themselves in the role of CCS practitioners, fostering a comprehensive visualization of various facets within an activity.

Secondly, the workshop equips students with the skills to conduct a SWOT Analysis. This strategic tool empowers participants to discern and capitalize on the strengths and opportunities inherent in any given activity, project, or organization. By doing so, they gain the ability to formulate effective strategies that not only leverage these strengths and opportunities but also navigate and mitigate potential threats and weaknesses.

#### **Time:**

- 5 min part 1
- 10/15 min part 2
- 3/5 min to present for each team.

**Tools:** A White Board, Papers and Pen/pencils.

**Supporting materials** (*please, annex*): C'man slides on Risk & Change Management, Video on Change Management, Video on Risk Management.

**Suggested number of participants** (*the ideal number of participants – min to max*):

Depending on the number of students, from a minimum of five teams to a max of ten. (With an average of 2 to 4 members per team).

**Prerequisites for participation (knowledge, experience, competencies) for the successful implementation:**

Understanding of the SWOT Analysis for Identification, Analysis, Treatment and Monitoring purposes.

#### **Description of the exercise:**

##### *Part 1*

In a group of 2/4 people, envision yourselves as an organization working in the Cultural & Creative Sector (CCS). Take a moment to think about the following key aspects:

- *Sub-sector:* In which industry do you operate? (e.g., Cultural Heritage, Gaming, Performing Arts, Visual Arts, etc...)
- *Which kind of organization:* Which kind of institution are you? (e.g., Creative Start-up, Theatre, Museum, Art Gallery, Circus etc...)
- *Role:* What is your role in the organization?

- *Aim*: Define the goal/ mission of your organization.
- *Goods/ Services provided*: Outline which kind of services/ goods your organization offers. Which activities do you pursue?
- *Location*: Determine the base of your organization. Where is located geographically, and does it operate nationally, globally, or within a specific region?

## *Part 2*

Your task now is to conduct a SWOT analysis to identify, analyse, and strategize the treatment of potential risks that your organisation may encounter, keeping into account the different roles of the organization.

**Role of the trainer/teacher** (*Our project is implemented in the vocational education sector. What is obvious for a trainer or a HE teacher is not necessarily obvious for a VET teacher*):

The facilitator plays a pivotal role in guiding the discussion and moderating team collaboration during the workshop. Their responsibility is to steer the conversation, ensuring participants vividly envision their work while maintaining a focused trajectory without becoming entangled in extraneous details. The facilitator also serves as a compass, preventing the group from losing sight of the overarching objectives.

Furthermore, the facilitator takes on the crucial task of clarifying the distinction between weaknesses and threats, as well as opportunities and strengths. This involves fostering a nuanced understanding among participants, enabling them to discern between internal challenges (weaknesses) and external challenges (threats), as well as recognizing internal strengths and external opportunities. By providing this clarity, the facilitator enhances the efficacy of the SWOT Analysis process, empowering participants to make informed decisions about strategies that capitalize on strengths and opportunities while addressing weaknesses and mitigating threats. In essence, the facilitator acts as a guide, ensuring a balanced and purposeful exploration of the workshop's objectives.

**Aspects for joint evaluation** (*At the end of the exercise, the trainer/teacher and the participants evaluate the exercise together.*):

- Clarity of Change & Risk Management and use of the SWOT Analysis within this context.
- Clarity of SWOT analysis: examine the clarity of concepts related to SWOT Analysis.
- Specificity to case: did they include considerations on *Location, Roles, Human Resource Challenges, type of industry, Type of service/ good*.
- *Realism*: have they addressed practical aspects relevant to the CCS, reflecting real-world challenges and opportunities.
- *Feasibility*: evaluate whether the insights gained can be translated into actionable strategies in professional settings.
- Evaluate how well participants integrated all elements of the exercise, from envisioning work in the Cultural and Creative Sector to conducting a detailed SWOT Analysis and formulating strategies.

**Recommended history, possible continuation** (*At which point in the school/course training programme should the exercise be used?*):

**Variations** (*if any*):

**If you want to skip the first part and give a context / more contexts:**

### **Scenario 1: independent cultural center WUK THE FAT?**

Your organisation is an independent cultural center occupying a vacant building in a medium-sized city. Your organisation is very much community based, with artists and cultural workers gathering to develop activities across a shared space. The activities are quite diverse, ranging from artistic spaces/offices, organisation of concerts, performances, etc. The space is partly open to the public, partly a working environment for the creative community. It is owned by the city with a long term lease. The community has developed an association and management structure to coordinate the activities and has stabilised over time, with a classic structure (general manager, cultural managers leading cultural programming, communications officer, space manager).

### **Scenario 2: Music Venue**

You are a small music venue in a neighbourhood in the outskirts of a city. Whilst small, your venue has become a well-known concert place, with audiences coming from all over the city. This neighbourhood is undergoing a gentrification process and quickly becoming a much more residential area.

#### **Dangers, good advice, pitfalls, lessons learned:**

**Dangers:** Superficial Analysis, Overemphasis on Strengths, Failure to Consider Context.

**Good Advice:** Collaborative approach, realistic scenario development, incorporate lessons from current sector trends.

**Pitfalls:** Assuming homogeneity within the CCS, Neglecting the human factor, Ignoring External Factors.

**Lessons Learned:** SWOT Analysis, Holistic analysis, Adaptability of strategies, Continuous improvement through monitoring and analysis.

**Key competences to be developed** (*EU Revised Key Competences for Lifelong Learning – please align the relevant ones and complete it if necessary*): Personal, social and learning to learn competence /Entrepreneurship competence/Cultural awareness and expression competence/ Management competence.

### **3) SUMMARY: C'MAN GREEN MANAGEMENT GUIDE**

#### **I. Introduction**

The Green Management Guide emphasizes the urgent need for the cultural and creative industries (CCI) to adopt environmentally sustainable practices in response to climate change, biodiversity loss, and resource scarcity. This guide offers a comprehensive approach to integrating environmental and climate considerations into cultural management and project stages. It's intended for cultural managers, artists, organizations, and institutions working within the cultural sector.

The guide's primary goal is to facilitate the adoption of sustainable and environmentally friendly practices, addressing the challenges posed by climate change. It serves as a theoretical resource but also provides practical tips, tools, and resources for implementation. The guide complements existing management and change management guides for cultural managers.

The primary target audience is cultural managers, including beginners and experienced practitioners in the cultural and creative sector. This includes those working on art-related projects within organizations or as independent practitioners. It's also relevant for students studying arts management and related subjects. Freelance managers operating at the intersection of art and management, as well as multidisciplinary thinkers within the arts, are also addressed. The guide aims to address the urgency of incorporating environmental issues into cultural management by providing a concise and logically structured resource. It seeks to debunk misconceptions surrounding the environmental impact of cultural sectors and offer practical insights to mitigate these impacts. With the increasing need for sustainable practices, the guide aims to promote systemic change in the cultural and creative sector, making it more environmentally responsible.

#### **II. About Green Management**

Green management is defined as an approach that integrates environmental concerns into project or organizational management, aiming for environmentally friendly decisions while ensuring societal impact and economic viability. It aligns with the European Green Deal's objectives to combat climate change and environmental issues.

The guide offers definitions and references related to green management, using scientific guidance from sources such as the Intergovernmental Panel on Climate Change (IPCC) and the European Green Deal. It explains terms like climate change, adaptation, and climate justice, providing a foundation for understanding environmental issues.

#### **III. Where to start?**

To initiate green management, the guide recommends starting conversations within teams, implementing even small actions, focusing on reusing and repairing resources, involving decision-makers, reevaluating project requirements, setting achievable objectives, appointing responsible individuals, and seeking guidance from experienced peers.

#### **IV. Green Management Skills**

In January 2022, the European Commission unveiled the GreenComp, a new European sustainability competence framework, urging educators to prioritize sustainability in both education and the professional sphere. This initiative aims to equip individuals with the knowledge, skills, and attitudes necessary to lead sustainable lives and work towards a sustainable future, catering to learners of all ages and educational backgrounds across formal, non-formal, and informal learning settings.

The framework emphasizes twelve key skills grouped into four areas:

**a) Embodying sustainability values:**

- Valuing sustainability
- Supporting fairness
- Promoting nature The focus is on integrating social and environmental considerations into all actions and decisions, aligning with the concept of climate justice.

**b) Embracing complexity in sustainability:**

- Systems thinking
- Critical thinking
- Problem framing Encouraging a holistic understanding of projects or organizations and assessing the implications of decisions on all stakeholders.

**c) Envisioning sustainable futures:**

- Futures literacy
- Adaptability
- Exploratory thinking Encouraging long-term thinking and considering the impact of decisions on the future of organizations and the broader sector.

**d) Acting for sustainability:**

- Political agency
- Collective action
- Individual initiative Promoting collaboration and collective action both internally and externally, empowering individuals to be active contributors to change.

Integrating these skills into green management practices lays the groundwork for transformative shifts in models and our relationship with nature, facilitating progress towards a sustainable paradigm. Additional resources such as the "Donut Theory" by Kate Raworth further complement these efforts.

## V. Challenges of Green Management

**1) Funding and Initial Costs:** While implementing green management practices may not inherently inflate project costs, achieving substantial change often demands upfront investments in infrastructure, expertise, or training. Limited funding for such practices can pose a significant obstacle for some CCS organizations.

**2) Lack of Expertise:** Whether you're new to integrating green management practices or an experienced professional in the field, specialized expertise in areas like energy efficiency, historical building insulation, digital technology impacts, audience surveys, or food waste management may be necessary. Allocating resources for hiring external experts or training staff and project partners can be vital.

**3) Resistance to Change:** Addressing climate and environmental concerns within projects or organizations may encounter resistance from colleagues, stakeholders, or project partners. Cultural managers must anticipate and counter this resistance with compelling arguments, potentially necessitating training in change management techniques. (*See Change Management Guide*)

**4) Complexity:** Implementing green management practices in the CCS realm is multifaceted, requiring change across various project stages or organizational domains, as well as shifts in habits and work culture. Effective coordination and communication are essential to ensuring alignment among partners, employees, and stakeholders, fostering collective progress towards shared sustainability goals.

## VI. Introducing green management to the four phases of the project life cycle

### 1) Initiating:

- **Assess Current Environmental Impact:** Begin by evaluating the organization's current environmental footprint, analyzing factors like energy consumption, water usage, and waste generation. Identify areas for improvement to enhance sustainability.
  - *Tip:* Utilize tools like the Project Acceptance Checklist for informed decision-making on environmental and climate issues.
  - Engage in international project initiation meetings to address sustainability concerns and clarify roles.
  - Conduct research and seek inspiration from peers and environmental resources.
  - Identify stakeholders, external partners, and assess interests to foster shared sustainability efforts.

- Draft a project proposal incorporating environmental sustainability objectives.
- Hold project launch meetings with planned partners to refine sustainability goals and objectives.
- Finalize the project concept and prepare application writing, ensuring sustainability plans are clearly articulated.

**2) Planning:**

- During this phase, translate objectives into a concrete plan, setting specific, measurable, and achievable goals aligned with organizational values.
  - Develop a Green Management Plan with environmental risk management elements, detailing actions, timelines, responsible parties, and required resources.
  - Note the importance of allocating additional time and budget for integrating sustainable practices into the project schedule.

**3) Executing:**

- Implement green management practices according to the established plan, tailored to the organization's unique needs.
  - Execute various measures such as mobility incentives, energy efficiency improvements, waste reduction programs, and biodiversity actions outlined in the Green Management Plan.
  - Adapt implementation strategies based on the organization's context and objectives, ensuring alignment with sustainability goals.

Theme	Examples
Respect and adaptation to the environment	<ul style="list-style-type: none"> <li>☐ Partnership with environmental NGOs</li> <li>☐ Actions to promote biodiversity</li> </ul>
Sobriety in terms of use of resources	<ul style="list-style-type: none"> <li>☐ Monitoring energy and water consumption</li> <li>☐ Choosing eco-responsible suppliers (when available)</li> </ul>
Travel & transport	<ul style="list-style-type: none"> <li>☐ Conduct an audience mobility survey</li> <li>☐ Implement entrance tickets including access to public transport</li> </ul>
Sustainable food & catering	<ul style="list-style-type: none"> <li>• Local, seasonal and organic products for artist &amp; audience catering</li> </ul>
Towards Zero Waste (ZW)	<ul style="list-style-type: none"> <li>• Food waste reduction</li> </ul>

	<ul style="list-style-type: none"> <li>• Elimination of single-use plastics</li> </ul>
Getting organised and moving forward	<ul style="list-style-type: none"> <li>• Draw-up a roadmap</li> <li>• Indicators with monitoring and improvement targets</li> </ul>
Raising awareness	<ul style="list-style-type: none"> <li>• Invite NGOs to present their work at your event</li> <li>• Partnerships</li> </ul>
Health and security	<ul style="list-style-type: none"> <li>• Have a risk management plan regarding climate change impacts and adaptation (heat, extreme weather, water and sewage management, etc.)</li> </ul>
Responsible digital technology	<ul style="list-style-type: none"> <li>• Eco-design of the project's/organisation's website</li> </ul>

These structured stages provide a comprehensive framework for implementing green management practices, facilitating positive environmental impacts within projects and organizations.

#### 4) Closing:

- **Communicate and Engage:** Embedding green management practices into project and organizational culture requires effective communication and engagement with team members, partners, stakeholders, and audiences. Implement training and awareness programs, provide regular reports on environmental performance, and engage with suppliers and customers on sustainable practices.
  - *Tip:* Ensure that communication methods align with project or organizational objectives, such as minimizing paper usage and avoiding unnecessary promotional videos.
- **Monitor and Control:**
  - **Monitor and Measure Performance:** Regularly assess the environmental impact of the project or organization to ensure that green management practices are achieving their intended outcomes. Track metrics such as energy consumption, waste generation, and other environmental factors, while also evaluating the financial and operational impact of these practices.

## VII. Conclusion

Green management is crucial for cultural managers seeking sustainable and responsible operations. Its benefits, such as cost savings, improved brand reputation, and heightened

employee morale, are substantial. However, implementing green management practices presents challenges, necessitating a structured approach. This involves assessing current environmental impact, setting goals, developing a green management plan, implementing practices, monitoring performance, and communicating with stakeholders. By adhering to this method, organizations can foster a sustainable future while fulfilling strategic objectives.

## **Green Transition Management**

### **Title: "DISCOURSES OF CLIMATE DELAY" ROLE-PLAY**

**Aim:** Support cultural players to take part in initiatives for ecological transformation and face up to resistance

**Time:** 2 hours/ 2,5 hours

#### **Tools:**

- Paper board, markers, paper, pen
- Printed « case study » scenarios (as many scenarios as groups of participants; you can also create your own scenarios) (see annexes)
- 1 poster (see annexes)
- Table and chairs for each group
- Optional: accessories (headband, glasses, fake moustache, tie...)

**Suggested number of participants** (*the ideal number of participants – min to max*):

6 to 20

#### **Prerequisites for participation (knowledge, experience, competencies) for the successful implementation:**

Knowledge and/or experience in cultural project management, theoretical basis on the ecological impact of cultural projects

#### **Description of the exercise:**

Using a role-playing approach, participants will put themselves in the shoes of defenders or detractors of ecological initiatives in the cultural sector in order to learn how to identify and counter the rhetoric of inaction.

#### For a 2-hour session:

- Introduction of the game + an ice-breaker game if the participants don't know each other (10 minutes)
- Phase 1: group work (1h)
- Phase 2: presentation and debrief (45 minutes)
- Evaluation (5 minutes)

#### **Role of the trainer/teacher**

The trainer has an important introductory explanation phase. He/she facilitates the group work (phase 1) and then takes an observer role during the presentations (phase 2). Finally, he/she guides debriefing and evaluation phases by asking questions.

Aspects for joint evaluation (At the end of the exercise, the trainer/teacher and the participants evaluate the exercise together):

It is interesting to evaluate:

- How the participants felt during the whole process
- Questions raised by the exercise
- Lessons learned (theoretical notions, concrete learnings)

**Recommended history, possible continuation:**

This game can be used after an introduction to the ecological impact of cultural projects. It can also be used at the end of a course dedicated to the ecological transition, to test what has been learnt and the arguments put forward.

**Variations:**

Each trainer can create their own “case studies” to bring them closer to the participants’ areas of interest/sectors of activity.

**Dangers, good advice, pitfalls, lessons learned:**

Be available during the group work phase to facilitate the discussion and mutual understanding

Be time-keeper, as there are several phases to the game.

**Key competences to be developed** (*EU Revised Key Competences for Lifelong Learning – please align the relevant ones and complete it if necessary*): Citizenship competence /Entrepreneurship competence/Cultural awareness and expression competence.

OUR CARBON FOOTPRINT IS TRIVIAL COMPARED TO (A)...



ANY MEASURE TO REDUCE EMISSIONS EFFECTIVELY WOULD RUN AGAINST CURRENT WAYS OF LIFE OR HUMAN NATURE, AND IS THIS IMPOSSIBLE TO IMPLEMENT IN A DEMOCRATIC SOCIETY.

Fig. 12. Change is impossible



THEREFORE IT MAKES NO SENSE FOR US TO TAKE ACTION, AT LEAST UNTIL (A) DOES SO.

Fig. 1. Whataboutism



INDIVIDUALS AND CONSUMERS ARE ULTIMATELY RESPONSIBLE FOR TAKING ACTIONS TO ADDRESS CLIMATE CHANGE.

Fig. 2. Individualism



REDUCING EMISSIONS IS GOING TO US.

OTHERS HAVE NO REAL INTENTION OF REDUCING THEIRS AND WILL TAKE ADVANTAGE OF THAT.

Fig. 3. The 'Free rider' excuse



WE SHOULD FOCUS OUR EFFORTS ON CURRENT AND FUTURE TECHNOLOGIES...

...WHICH WILL UNLOCK GREAT POSSIBILITIES FOR ADDRESSING CLIMATE CHANGE.

Fig. 4. Technological optimism

Someone else should take actions first. Redirect responsibility.



It's not possible to mitigate climate change; surrender.

Disruptive change is not necessary; push non-transformative solutions.

Change will be disruptive; emphasize the downsides.



WE ARE WORLD LEADERS IN ADDRESSING CLIMATE CHANGE.

WE HAVE APPROVED AN AMBITION TARGET AND HAVE DECLARED A CLIMATE EMERGENCY.

Fig. 5.

OUR FUELS ARE BECOMING MORE EFFICIENT AND ARE THE BRIDGE TOWARDS A LOW-CARBON FUTURE. FOSSIL FUELS ARE PART OF THE SOLUTION.

All talk, little action



Fig. 6. Fossil fuel solutionism



SOCIETY WILL ONLY RESPOND TO SUPPORTIVE AND VOLUNTARY POLICIES ... RESTRICTIVE MEASURES WILL FAIL AND SHOULD BE ABANDONED.

Fig. 7. No sticks, just carrots



CLIMATE ACTIONS WILL GENERATE LARGE COSTS. VULNERABLE MEMBERS OF OUR SOCIETY WILL BE BURDENED... HARD-WORKING PEOPLE CANNOT ENJOY THEIR HOLIDAYS.

Fig. 8. Appeal to social justice

WE SHOULD SEEK ONLY PERFECTLY-CRAFTED SOLUTIONS THAT ARE SUPPORTED BY ALL AFFECTED PARTIES...

...OTHERWISE WE WILL HAVE LIMITED OPPORTUNITIES FOR ADIPTION.



Fig. 9. Policy perfectionism

FOSSIL FUELS ARE REQUIRED FOR DEVELOPMENT. ABANDONING THEM WILL CONDEMN THE GLOBAL POOR TO IMPROPER AND THEIR RIGHT TO MODERN LIVELIHOODS.



Fig. 10. Appeal to well-being

Fig. 11.



ANY MITIGATION ACTIONS WE TAKE ARE TOO LITTLE, TOO LATE. CARBONIC CLIMATE CHANGE IS ALREADY LOCKED-IN.

WE SHOULD ADAPT, OR ACCEPT OUR FATE IN THE HANDS OF GOD OR NATURE.

Doomism

## **A POSSIBLE LEARNING PATHWAY**

### **Day 1 Introduction day**

Icebreakers, get-to-know games

Learning about the participants' professional experiences

Expectations - from trainers and learners

Establish a common set of rules

Introduction to the C'man methodology:

Project management guide

Change management guide

Green guide

Toolkit

### **Day 2 Project management**

### **Day 3 Change management**

### **Day 4 Green management**

### **Day 5 Teamwork and discussion**

Development of own projects using the project documents

Discussion: what worked, what was missing

### **Day 6 Project writing**

Exploring relevant funding opportunities

Developing a project plan (depth depends on the type of support)

Wrapping up

Recommend further reading

### **Independent work**

- watching the videos
- reading the guides
- completing the test

## **GENERAL TIPS**

Make an introduction day.

If possible, hold one workshop a day. Don't make the timetable too tight.

Add world café and cultural activities, e.g. cultural institute visits. The more relevant the institute's work to the workshop topic is, the better.

Present the guides in blocks (e.g. different days), not right after each other.

The workshop participants are proposed to seat in a circle, not in theatre style, to make everyone feel equally involved.



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