



RestART
EUROPE

www.restarteurope.org

Online Capacity Building Program



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of the European Union



Firda



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Erasmus+ Key Actions 2: Strategic Partnerships
PR4. Online Capacity Building Program
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This publication was authored collectively by the members of the RestART partnership.

Consortium Partners



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Welcome!



Welcome to the Online Mentor Training Program!

This program is for women and non-binary entrepreneurs restarting their businesses or activities in the arts and creative industries, after facing serious challenges and setbacks.

This program aims to provide skills and tools necessary to assess, strategise and act upon long-term success in restarting entrepreneurs.

This program comprises two online courses: The first is dedicated to enhancing the comprehension of various mentorship stages, while the second emphasises skill development.

We welcome you to the Course 2.

Course 2

Building the Necessary Skills to Restart a Business in the Art and Creative Industries

About Course 2

In this course:

- You will develop skills in several critical areas needed to restart businesses in the art and creative industries.
- You will learn about entrepreneurship.
- You will learn relevant 21st-century skills.
- You will become aware of the social position of women and non-binary people in these industries.

This course aims to develop your skills through readings, hands-on exercises, case studies, videos, articles and quizzes, to ensure an active learning process, at your own pace.



Building the Necessary Skills to Restart a Business in the Arts and Creative Industries

Modules

Module 1:
Entrepreneurship Skills

Module 2:
21st century skills

Module 3:
Socio-cultural Skills

Learning outcomes

- Develop a business plan
- Apply strategic thinking tools
- Develop a branding statement and manifest
- Identify your target audiences
- Apply sales tools
- Identify copyright issues
- Communicate more effectively
- Activate critical and Creative thinking
- Apply problem-solving tools
- Network more effectively
- Understand the process of self-regulation
- Develop awareness of the social position of women and non-binary people in the arts and creative sector
- Develop awareness of the need to empower women and non-binary people

Building the Necessary Skills to Restart a Business in the Arts and Creative Industries

Language

English

Schedule

Flexible, self-paced learning

Estimated completion time

1 week (at 1.5-2 hours per day)
or 10 hours

Materials needed

- Computer, laptop or mobile phone (or any other electronic equipment)
- Internet connection
- Internet browser and PDF reader
- Notebook (digital or paper)
- Sticky notes

Why should I take this course?

- Develop your **mentoring skills**
- Become a skilled **change-maker in the arts and creative sector**
- Contribute to **empowering** women and non-binary entrepreneurs to restart their businesses or activities
- Personal **growth**

Course Developers

This course was prepared by the project consortium:

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Introduction



The capacity building program: The Online Mentor Training Program is developed to strengthen the basis of mentor programs for restarting women entrepreneurs and provide skills and tools necessary to assess, strategise and act upon long-term success in restarting women entrepreneurs who seek to undertake a business in arts and creative industries, after a failure.

This program comprises two online courses. The first part is dedicated to enhancing comprehension of various mentorship stages, while the second part emphasises skill development.



02

Building the Necessary Skills to Restart a Business in the Art and Creative Industries

Module 1: Entrepreneurship Skills

Module 2: 21st Century Skills

Module 3: Socio-Cultural Skills

MODULE 1

ENTREPRENEURSHIP SKILLS



Aim: This module aims to provide the essential knowledge and abilities necessary for entrepreneurship. It involves engaging with various learning materials to explore vital areas such as financial management, strategic thinking, planning, branding & marketing, as well as sales principles and ethical considerations.

Content: The module comprises various components, including readings, case studies, discussions, videos, and additional resources.



Approximate Reading Time: 132 minutes (that doesn't include reading of additional materials)

01

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01 Finances



FINANCES

Understand what is happening in your company from a financial perspective.



Entrepreneurs should continue enhancing their financial intelligence to effectively manage the financial aspects of their business, ultimately contributing to its success and longevity.

One strategy to better plan the finances of your business is to have **financial projections**. These projections help you make informed decisions about the future of your business and communicate the financial outlook to relevant stakeholders such as investors, tenders or internal management.

Financial projections can cover different timeframes, such as short-term projections for the next month or quarter or long-term projections spanning several years.

FINANCIAL PROJECTION

01. REVENUE PROJECTION

Estimate future sales and revenue streams based on historical data, market research, and growth expectations. Include details on product or service pricing, sales volume, and any factors affecting revenue.

02. EXPENSE PROJECTION

Forecast your business's operating expenses, including costs related to personnel, materials, marketing, rent, and utilities. Consider variable and fixed expenses and any anticipated changes.

03. PROFIT & LOSS STATEMENT

Create a P&L statement that calculates your projected net income for a specific period in the future by subtracting projected expenses from projected revenue. This provides a clear picture of your expected profitability, cost structure, and overall financial health.

04. CASH FLOW PROJECTION

Develop cash flow projections to monitor the timing of cash inflows and outflows. Ensure you have sufficient cash on hand to cover expenses, repay debts, and support business growth.

Strategic thinking is about **understanding your entrepreneurship's current status, visualising its potential, and planning the steps to achieve your goals.**

This means having a complete understanding of where your business currently stands in the market and creating a unique identity for it.

To begin your strategic planning, it is important to have a comprehensive knowledge of your competitive environment. This involves examining your main products or services and comparing them to your key competitors. Balancing self-reflection and external market analysis can establish a strong foundation for strategically positioning your business.



Strategic Thinking

Understanding and defining your entrepreneurship position in the market.

Case Study

Finances

Microsoft Finance Rotation Program

Microsoft's Finance Rotation Program (FRP) is a two-year program designed to provide financial analysts with extensive financial industry experience through four rotations of six months each. This case study will explore how FRP is an opportunity to develop essential financial skills for company employees.

Program Description:

The FRP allows analysts to select rotations from over 100 hosting teams within the company, allowing them to gain a broad range of experience over two years. During the program, analysts are exposed to several areas of corporate finance, including financial modelling, data analytics and machine learning.

Link for Reference:

<https://careers.microsoft.com/v2/global/en/financerotation>



Suggested Reading

Exploring the effectiveness of peer mentoring of accounting and finance students in higher education



The article explores the effectiveness of mentoring among accounting and finance students at the University of Dundee. Mentoring between third-year students (mentors) and first-year students (masterminds) aims to improve academic performance and develop transferable skills. The mentoring sessions, held during the second academic semester, address topics such as academic writing, study techniques and exam preparation.

Link

<https://tandfonline.com/doi/abs/10.1080/06939280600595145>



Topic Discussion

Finances, Funding

Think of a valuable project or assignment in your field. Consider what role the method of financing played in this example. Can you think of any other financial options?

Activity: *Practice Investor deck*

Purpose: *Practice how to find financing for your startup*

Participants: *Mentor with group of mentees*

Time: *90- 120 minutes*

Steps 1 to 4 of the investor deck exercise

Use your creativity by making a start-up plan for this product:

Old photo camera with a roll of film (working)

1. What problem is solved with this product
2. What opportunities do you see in the market
3. What will your business model be
4. Which goals are achievable

Make a serious plan for this product and convince your mentor and other mentees.



Collaboration Activity

Entrepreneurship Skills

Finances, Funding

Case-Study Exercise

Finances

Participants: 1-4

Time: 60- 90 minutes

Situation:

You are mentoring a mentee who has recently launched a small but rapidly growing online retail business specializing in handmade jewelry. They have experienced a surge in sales over the past few months, and they are struggling to manage their finances effectively. They have hired two employees to assist with production and order fulfillment, but they are unsure about the financial implications of their business decisions.

Question to solve:

How can you help the mentee effectively manage the financial aspects of their business to ensure its success and longevity?

Materials to use:

- Financial Statements and Reports
- Business Plans and Projections
- Spreadsheet Software





08:27

Finances

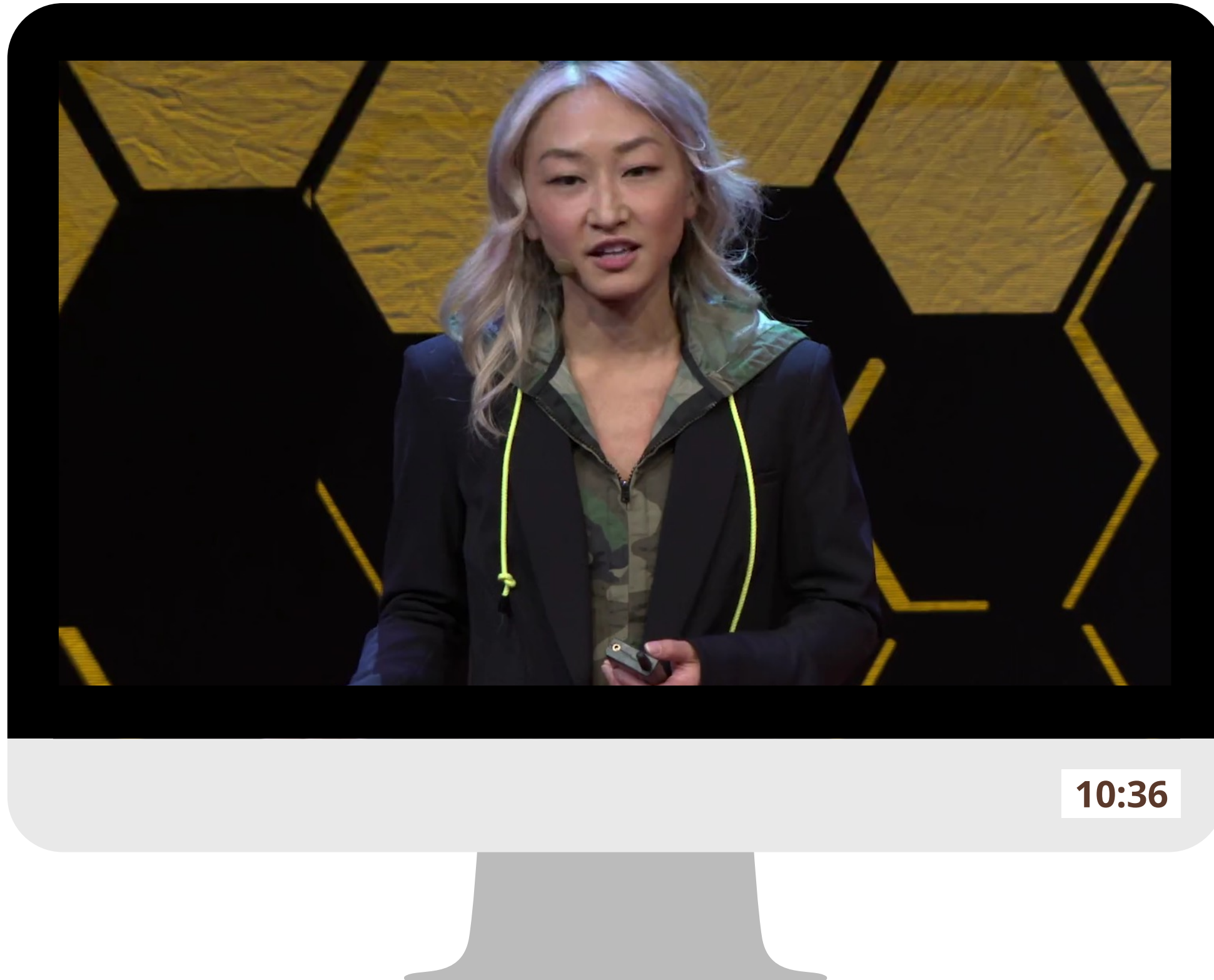
Estelle Gibson – The true cost of financial dependence

“In this personal talk, accountant Estelle Gibson shares her own story of recovering from financial dependence and provides actionable advice to empower others who desire the freedom that comes with being responsible for your own money.”

WATCH NOW 

Link

https://www.ted.com/talks/estelle_gibson_the_true_cost_of_financial_dependence?referrer=playlist-how_to_take_charge_of_your_personal_finances&utoplay=true



Finances

Sarah Guo – Why you should invest in AI

“Technologist and venture capitalist Sarah Guo explains why, at the dawn of a new era in technology, everyone should find a way to invest in artificial intelligence — and shares a framework for identifying the biggest opportunities AI can create for you.”

WATCH NOW



Link

https://www.ted.com/talks/sarah_guo_why_you_should_invest_in_ai

02 Strategic Thinking



STRATEGIC THINKING

BRAND DIFFERENTIATION

It is a process of comparing your brand to others by exploring and delving deep into the elements that make your brand unique. What are the distinguishing characteristics, values, or service aspects that set your brand apart from others? These differentiators are often based on qualitative factors such as customer experience, reputation, or company ethos.

STRATEGIC VISIONING

To move your brand forward, it's important to have a clear vision of its future. Strategic visioning is a purposeful activity in which you envision your brand achieving milestones and being recognised for its innovations and accomplishments.

FUTURE-ORIENTED NARRATIVE

Imagine a headline in a major publication announcing a breakthrough or success story. What would that headline say? This imagined scenario can guide your strategic decisions today and serve as a beacon for your brand's aspirational journey.

TRANSLATING VISION INTO STRATEGY

The final step in strategic thinking is turning that vision into an actionable strategy. It involves identifying the practical steps and goals needed to realise the vision. This is where long-term planning intersects with daily decision-making, ensuring that every step taken is a step toward that envisioned future.

Case Study

Strategic Thinking

Unilever Strategic Thinking

Unilever Compass is a strategic thinking and leadership development program launched by Unilever in 2020. The program is based on three main pillars:

1. Compass Learning:

Online learning platform with content on strategic leadership, critical thinking and problem-solving.

2. Compass Community:

Virtual community for sharing experiences and best practices between employees from all over the world.

3. Compass Coaching:

Individual and group coaching programs to support employees in developing their leadership and strategic thinking skills.

Link for Reference:

<https://hul-performance-highlights.hul.co.in/performance-highlights-fy-2020-21/unilever-compass.html>



Suggested Reading

A Study of the Relationship Between Principal Mentoring and Perceptions of Strategic Thinking in a Charter School



The article explores the relationship between school leaders' mentoring and perceptions of strategic thinking in a charter school. We discuss the importance of managers' role in balancing administrative tasks with innovative and effective leadership, highlighting how mentoring can transform them into agents of change. Concepts such as strategic planning and the role of mentoring in the professional development of executives are examined.

Link

<https://www.proquest.com/openview/1eccf505b8927efebbc3ebbaae53c39b/1?pq-origsite=gscholar&cbl=18750&diss=y>

Discussion Topic

Strategic Thinking

With the right brand identity, you can market any product. Find arguments for and against this statement

Activity: *Brand Differentiation Matrix Exercise*
Purpose: *Understanding of their brand's position*
Participants: *Mentor with mentee or group of mentees*
Time: *90 – 120 minutes*

Find two main competitors of your brand, service or product.

Analyse why consumers should choose your brand or your competitor.

Think of:

- Price
- Function
- Quality, customer service reputation

Then focus on the strengths and unique points of your brand

What distinguishes your brand?

Work on action items to highlight your brand's strengths.

Align with your strategic goals.

Present these action points to your mentor or group.



Collaboration Activity

Entrepreneurship Skills

Strategic thinking

Case-Study Exercise

Strategic Thinking

Participants: 1-4

Time: 60- 90 minutes

Situation:

You are a business consultant working with a small tech startup that has developed a new social media app targeted at young adults. The app has gained some traction in a few niche markets but is struggling to grow its user base and generate revenue.

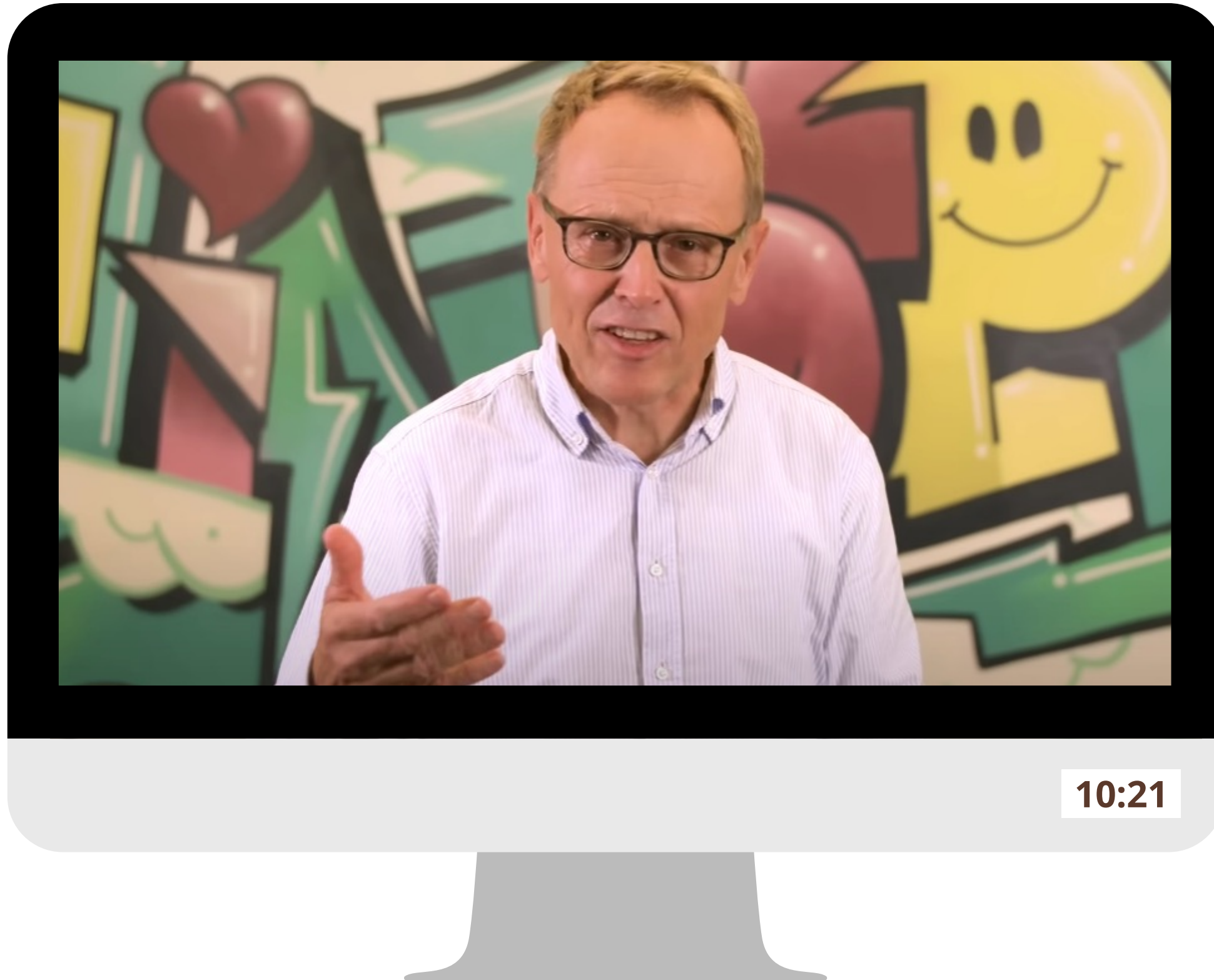
Question to solve:

How can the startup strategically increase its user base and revenue within the next 6 months?

Materials to use:

- Whiteboard and markers
- Flip chart and sticky notes
- Access to the internet for research purposes
- Laptops or tablets for online research and data analysis





Strategic Thinking

Rainer Strack – Use Strategic Thinking to Create the Life You Want

“In this video, Rainer Strack talks about seven questions that can clarify what matters to you and help you build your own life strategy.”

WATCH NOW 

Link

<https://www.youtube.com/watch?v=dbiNhAZIXZk>

03 Planning



PLANNING

Planning is the key to achieving aspirations and goals. It's the difference between having a vision and bringing it to life.



The art of planning is not just listing tasks, it is also prioritising them to ensure efficiency and progress toward your business goals.

It is an ongoing process that involves managing time and resources effectively. Ensures that every step, pivot, and leap forward is taken with purpose and awareness.

For entrepreneurs, particularly in the creative industries, adopting a strategic approach to planning can make all the difference between staying in the background and shining in the spotlight.

Prioritisation is the foundation of effective planning. It involves distinguishing between necessary and optional tasks and between urgent and important tasks.

A **Prioritization Matrix** can be an excellent tool for organising a list of tasks into a clear and actionable plan.

How to use a Prioritization Matrix?

- **Quadrant 1 - Urgent and Important:**

These tasks require immediate attention and should be completed as soon as possible. They are often critical and directly impact your goals or well-being.

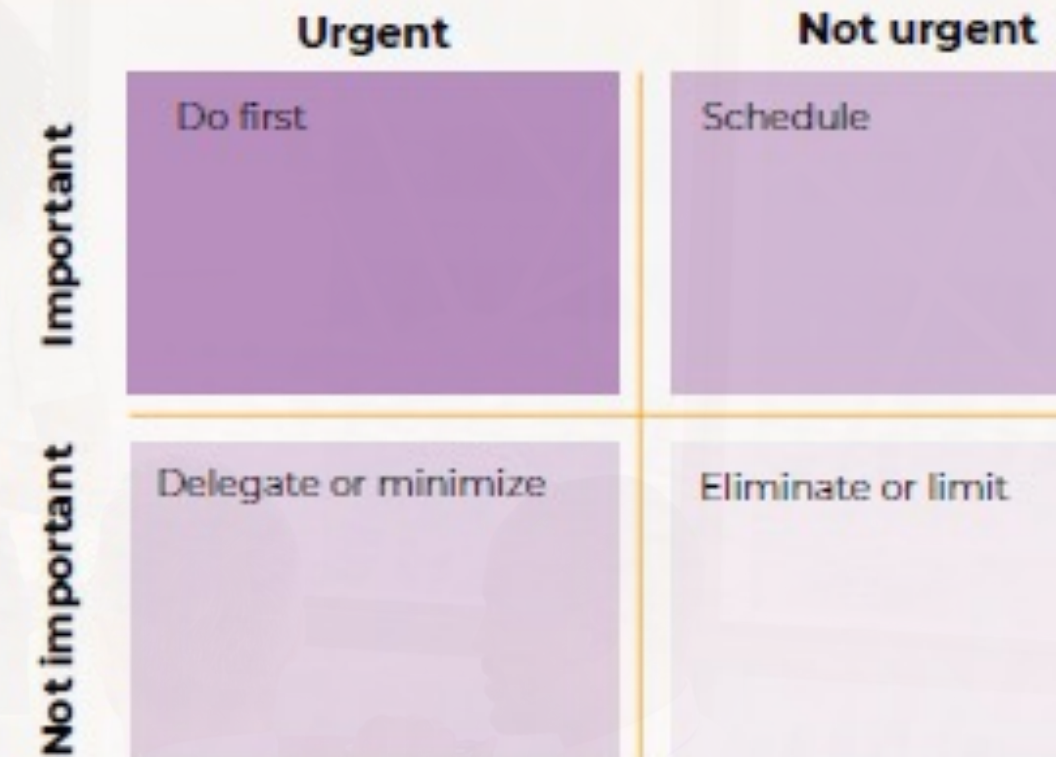
- **Quadrant 2 - Important but Not Urgent:**

These tasks are important for your long-term goals and personal growth but don't have an immediate deadline.

- **Quadrant 3 - Urgent but Not Important:**

These tasks are often distractions or interruptions that may feel urgent but don't contribute significantly to goals.

EXAMPLE



- **Quadrant 4 - Neither Urgent nor Important:**

These tasks are low-priority and may be time-wasters. Consider eliminating them or limiting the time spent on them.



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Case Study



Planning

Planning in Semco

Semco is a Brazilian engineering and manufacturing company, Semco was led by Ricardo Semler, known for his participatory and decentralised management. Semco involves employees in planning through its non-hierarchical decision-making structure. Employees have the power to influence company decisions through a democratic process that includes group meetings, online forums and voting systems.

Link for Reference:

<https://www.corporate-rebels.com/blog/worldwide-strikes>



Suggested Reading

Mentoring as Assisted Performance: A Case of Co-planning



This article describes a research project that aims to explore new ways for expert teachers to guide and support novice learning in teaching. This professional activity is defined as "mentoring", and consists of face-to-face work, close to the classroom, carried out by a more experienced and a less experienced teacher to help the latter develop their practice.

Link

<https://www.taylorfrancis.com/chapters/edit/10.4324/9780203973684-14/mentoring-assisted-performance-case-co-planning-sharon-feimen-nemser-kathrene-beasley>

Discussion Topic

Planning

Quote:

'If you want something done, ask a busy person to do it.'

What do you think of this quote?

Activity: *Prioritization matrix exercise*
Purpose: *Awareness about prioritising*
Participants: *Mentor with mentee*
Time: *180 minutes – several days*

Fill in and discuss the 4 quadrants. Reorganise your tasks

1. Do first:
Urgent and important: priority traffic
2. Schedule
Important but not urgent: no immediate deadline.
3. Delegate or minimise:
Urgent but not important: distractions or interruptions that feel urgent, but do not contribute to objectives.
4. Eliminate or limit:
Not urgent, not important: low priority and a waste of time.

	URGENT	NOT URGENT
IMPORTANT	<u>Quadrant I</u> <i>urgent and important</i> DO	<u>Quadrant II</u> <i>not urgent but important</i> PLAN
NOT IMPORTANT	<u>Quadrant III</u> <i>urgent but not important</i> DELEGATE	<u>Quadrant IV</u> <i>not urgent and not important</i> ELIMINATE



Collaboration Activity
Entrepreneurship Skills
Planning

Case-Study Exercise

Planning

Participants: 1-4

Time: 90-120 minutes

Situation:

You are a mentor guiding a mentee who is preparing to launch their own online fitness coaching business. The mentee has a solid business idea, a target audience identified, and some initial content created. However, they are struggling to create a structured plan to ensure a successful launch.

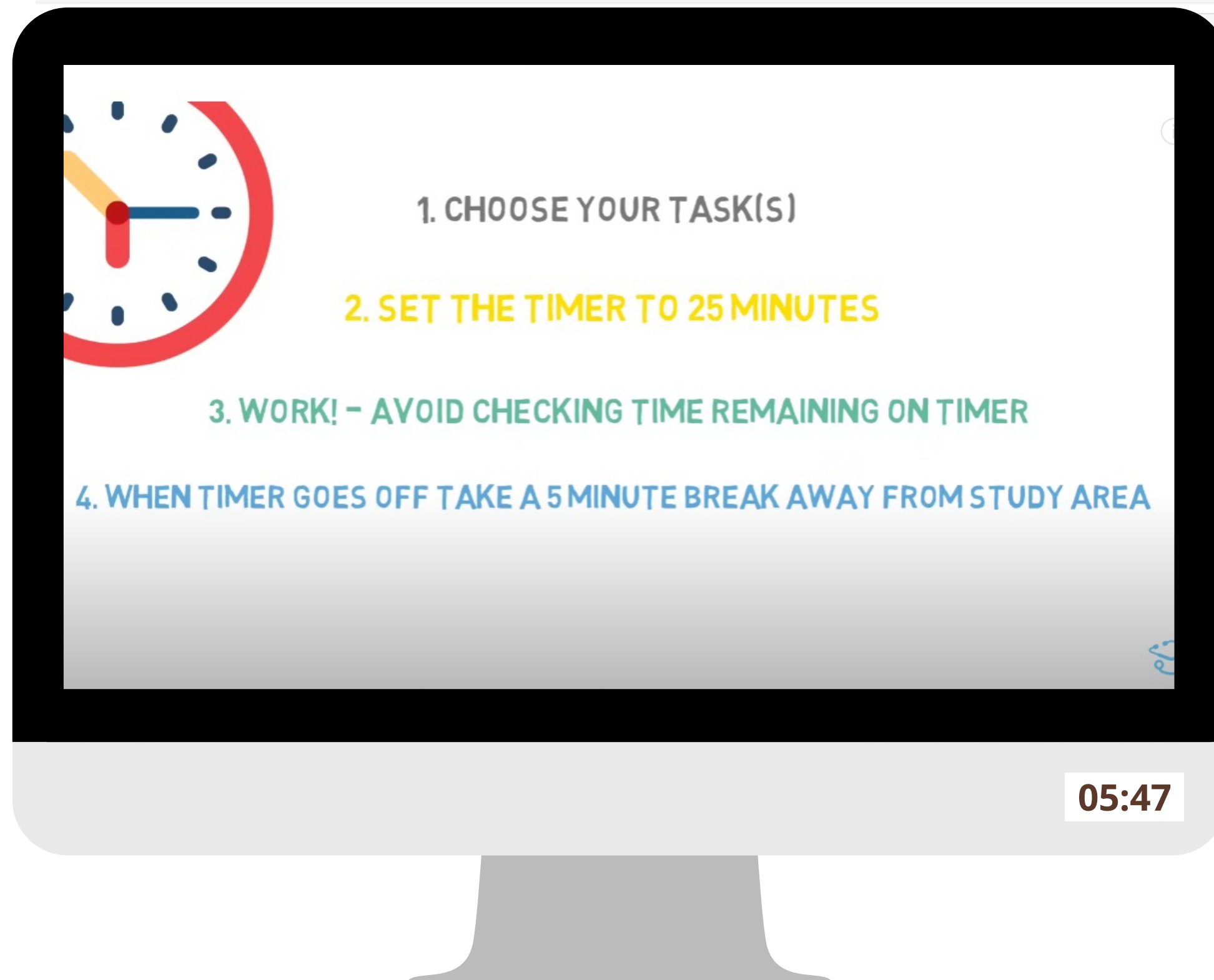
Question to solve:

How can the mentee create a detailed launch plan that prioritizes tasks effectively to ensure efficiency and progress towards their business goals?

Materials to use:

- Whiteboard or flip chart
- Markers
- Notebook and pen for notes





Planning

Med School Insiders – POMODORO TECHNIQUE

“The Pomodoro technique utilises alternating study and break times of 25 and 5 minutes, respectively. Each of these 25-minute bursts of productivity is called a "pomodoro", named after the tomato timer used by Francesco Cirillo in the 1990s.”

WATCH NOW



Link

<https://www.youtube.com/watch?v=mNBmG24djoY>

04 Branding & Marketing



Branding is creating a unique identity for your entrepreneurship. It involves a name, design, symbol, and messaging that set it apart from competitors. Effective branding communicates the values and personality of the business, building a connection with customers.

Marketing is the process of promoting and selling products/services, including research and advertising. It involves attracting and retaining customers by satisfying their needs, crafting compelling messages, and choosing the right channels to engage the audience and drive sales.

Together, they are significant for entrepreneurs, especially in the arts and creative sectors, where differentiation and customer connection are key to standing out in a competitive landscape.



BRANDING & MARKETING

Define your entrepreneurship's unique essence and story to connect with your audience.

HOW TO COMMUNICATE THE BRAND VALUES?

BRAND STATEMENT

A brand essence statement is a tool that helps articulate a brand's core values in an authentic and memorable way. It describes what the company does, will do and for whom.

It serves as a guiding star for all branding and marketing efforts, ensuring consistency and clarity. Crafting this statement involves looking beyond the products or services offered to the deeper message and impact of the brand.

BRAND MANIFESTO

A brand manifesto is a powerful tool that helps to create a deeper connection between the brand and its audience. It is a declaration of the brand's values, ideas and beliefs, designed to evoke emotions and inspire the audience.

A well-crafted manifesto should capture the essence of what the brand stands for and what it hopes to achieve in a way that engages and motivates the audience.

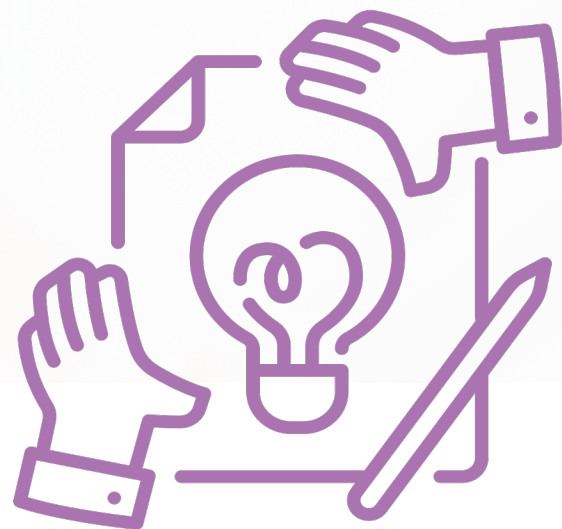
Whitler, K. A. (2018). Developing a Superior Brand Essence Statement. SSRN.

Cameron, D. (2012). Cultural Strategy: using innovative ideologies to build breakthrough brands. University Press.



Navigating Market Reach

Understanding your audience is crucial for your brand and marketing strategies. This involves defining your market segment and comprehending the behavioural traits of your target audience. By analysing demographics, psychographics, behaviours, and geographic locations, you can tailor strategies that resonate with your audience more personally and effectively.



Whitler, K. A. (2021). Positioning for Advantage: Techniques and Strategies to Grow Brand Value. Columbia University Press.
Saville, J. (2023, February 17). 4 Types of Market Segmentation: Real-World Examples & Benefits. Yieldify.
<https://www.yieldify.com/blog/types-of-market-segmentation/>

Visual and Video Branding

Visual and video content are essential to branding and marketing strategies in today's digital world. Utilising tools like Piktochart for visual branding and Vimeo Create for video content can enhance your brand's storytelling, making it more engaging and shareable.

Customising visual elements and maintaining consistent brand identity features across all content can strengthen brand recognition and create a cohesive brand image.

Remember that branding and marketing will change and develop along with your business as it grows.

Case Study

Branding & Marketing

Netflix Employer Branding & Marketing

Netflix is known for its unique and unconventional company culture. The company offers employees great freedom and autonomy in managing their work, along with benefits such as unlimited paid time off and a creative and dynamic work atmosphere. Netflix also promotes diversity and inclusion in the workplace through initiatives such as creating diversity teams and implementing inclusive hiring policies.

Link for Reference:

<https://linkhumans.com/netflix-culture-code-employer-brand/>



Suggested Reading

Marketing and Branding Implications of a Corporate Service Program:
The Case of Women's Group Mentoring



The article explores the marketing and branding implications of a corporate group mentoring program for women at an Australian university. Through qualitative and quantitative research, positive and negative perceptions of the program are highlighted. The conclusions highlight the importance of understanding the target market, the need to promote staff development programs with concrete results and the potential effectiveness of group mentoring.

Link

<https://goo.su/Ai7jhse>

Discussion Topic

Branding & Marketing

What is your brand on earth? Is there a social benefit, and what is the end-up: When can your brand cease to exist because you have achieved what you wanted to achieve?

Activity: *Brand Manifesto exercise*

Purpose: *Determine what their brand stands for*

Participants: *Mentor with a group of mentees*

Time: *180 minutes- several days*

Brand Manifesto

Discuss identity, values, mission and unique selling points to reflect on what makes the brand special.
What is the emotional effect?

Collection of Images:

Find authentic and vibrant images and write freely and expressively about what the brand stands for and its impact.

Choose the most important themes such as:

- Values,
- Mission,
- Vision,
- Purpose and
- The inevitable emotional response from the audience.

Write the manifesto and ensure that every word contributes to the impact.

Ask for feedback from others and use this in your manifests.



Collaboration Activity

Entrepreneurship Skills Branding &
Branding & Marketing

Case-Study Exercise

Branding & Marketing

Participants: 1-4

Time: 60- 90 minutes

Situation:

Imagine you are a mentor guiding a mentee who is working as a marketing manager for a small tech startup called "TechSavvy". TechSavvy specializes in smart home devices and has been struggling to differentiate itself in a competitive market. They have a solid product line but have not yet established a strong brand presence.

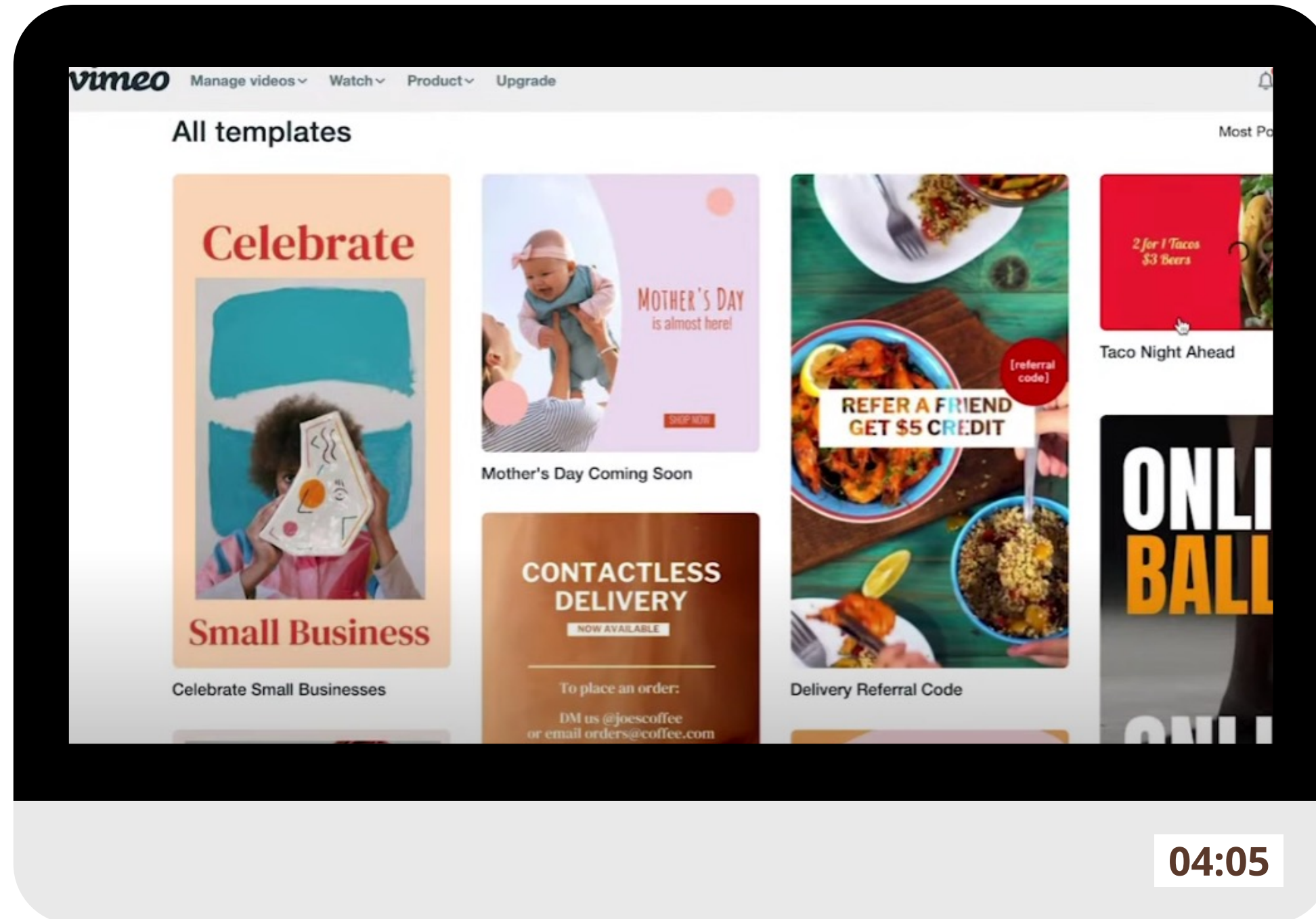
Question to solve:

How can TechSavvy effectively differentiate its brand and create a strong market presence in the smart home device industry?

Materials to use:

- Whiteboard or flip chart
- Markers
- Notebook and pen for notes





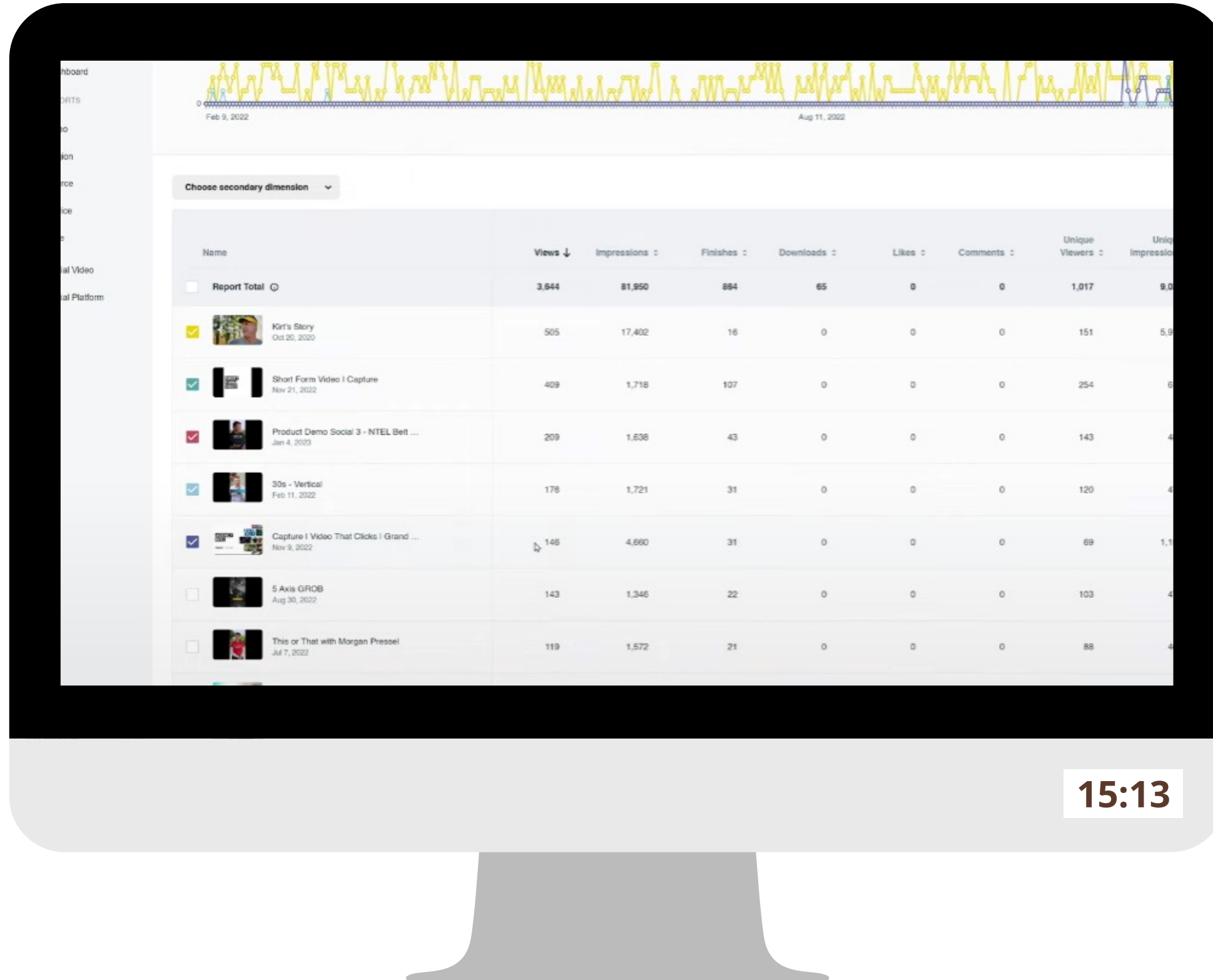
Branding and Marketing

Click2View – How to use Vimeo Create

“In this video, you can learn how to navigate and create a video with Vimeo Create.”

WATCH NOW

Link
<https://www.youtube.com/watch?v=kE72qmjTyyc>



15:13

Branding and Marketing

Vimeo Tutorial - Everything You Need Know To Get Started

This Vimeo Tutorial provides an overview of the basics of Vimeo for businesses, including styling a custom video player, setting up privacy controls, embedding videos on your website, and monitoring analytics.

WATCH NOW

Link
<https://www.youtube.com/watch?v=EoQgxSkR6qg>

05 Sales & Ethics



SALES & ETHICS

Tips and resources to navigate your sales and raise your awareness of ethical principles as entrepreneurs.



As an entrepreneur, it has great value to fully understand and cater to the needs of the clients in this ever-changing world. Here are two main practical tips that can help you and your mentees:

- **Solid Relationship**

Focus on building strong, long-lasting client relationships. Follow the SANDLER Method to help you and your mentees understand and address the client's needs while also empowering the buyer in the decision-making process.

- **Snap Selling**

Keep your sales method simple, invaluable and aligned with their needs while showing them that you are a priority. When communicating with them, make the messages easy and clear. Make sure that your customers know your value and that you are in sync with their objectives and needs.

As an entrepreneur, you should be aware of and adhere to ethical principles in your business practices. Here are some key ethics that you and your mentees should know:

- **Copyright**

Respecting copyright laws and intellectual property rights not only ensures legal compliance but also demonstrates integrity, fairness, and respect for others' creative contributions.

- **Online etiquette**

Practice using empathy, employ a friendly tone, utilise respectful language, send messages if appropriate, check for grammar mistakes, respect other people's privacy, ensure messages are clear, create appropriate posts, respond to emails on time, and read content thoroughly.

- **Conflict of Interests**

Avoid situations where your interests conflict with the interests of your mentee's business or other stakeholders, and you should disclose any potential conflicts of interest.

- **Ethical Marketing**

Avoid deceptive marketing tactics and ensure your advertising is truthful and ethical.



Case Study

Sales & Ethics

Patagonia

Patagonia is known for its ethical commitment to the outdoor clothing industry. The company involves employees in decision-making regarding the sustainability and ethics of the supply chain. Employees actively participate in corporate social responsibility initiatives, such as the "1% for the Planet" program and the promotion of sustainable production practices. This employee involvement helps ensure that ethics and sustainability are integrated into all of the company's sales activities.

Link for Reference:

<https://eu.patagonia.com/be/en/culture.html>



Suggested Reading

Ethics and relational dialectics in mentoring relationships.



This article explores the ethical tensions and obligations present in mentoring relationships in the context of professional psychology. Using relational dialectics theory (RDT), which deals with the tension between desirable relational goals, the authors analyse three key dialectics: integration-separation, stability-change, and expression-privacy. Through a training vignette, these ethical tensions and dilemmas that emerge in mentoring are illustrated.

Link

<https://psycnet.apa.org/record/2017-30687-001>

Discussion Topic

Sales & Ethics

How are you going to work on diversity and inclusion and community engagement with your brand?

Activity: *Ethics exercise*

Purpose: *Awareness of the importance of copyright*

Participants: *Mentor with group of mentees*

Time: *120 – 180 minutes*

Read these cases

[Copyright-infringement-cases](#)

Analyse the cases based on:

- Copyright laws
- Ethical considerations

Hold a conversation or group discussion on participants' experiences, challenges, and questions related to copyright and intellectual property compliance.



Collaboration Activity

Entrepreneurship Skills

Sales & Ethics

Case-Study Exercise

Sales & Ethics

Participants: 1-4

Time: 60- 90 minutes

Situation:

You are mentoring a new entrepreneur who has just started a small business selling eco-friendly beauty products. The mentee is eager to grow sales rapidly and has been considering several marketing strategies to boost visibility and reach. However, the mentee is unsure about the ethical implications of some of these strategies and wants your guidance on how to navigate this challenge.

Question to solve:

How can the mentee effectively increase sales while staying true to their commitment to ethical principles, particularly in the context of sustainability and eco-friendliness?

Materials to use:

- Whiteboard or flip chart
- Markers
- Notebook and pen for notes





13:45

Sales and Ethics

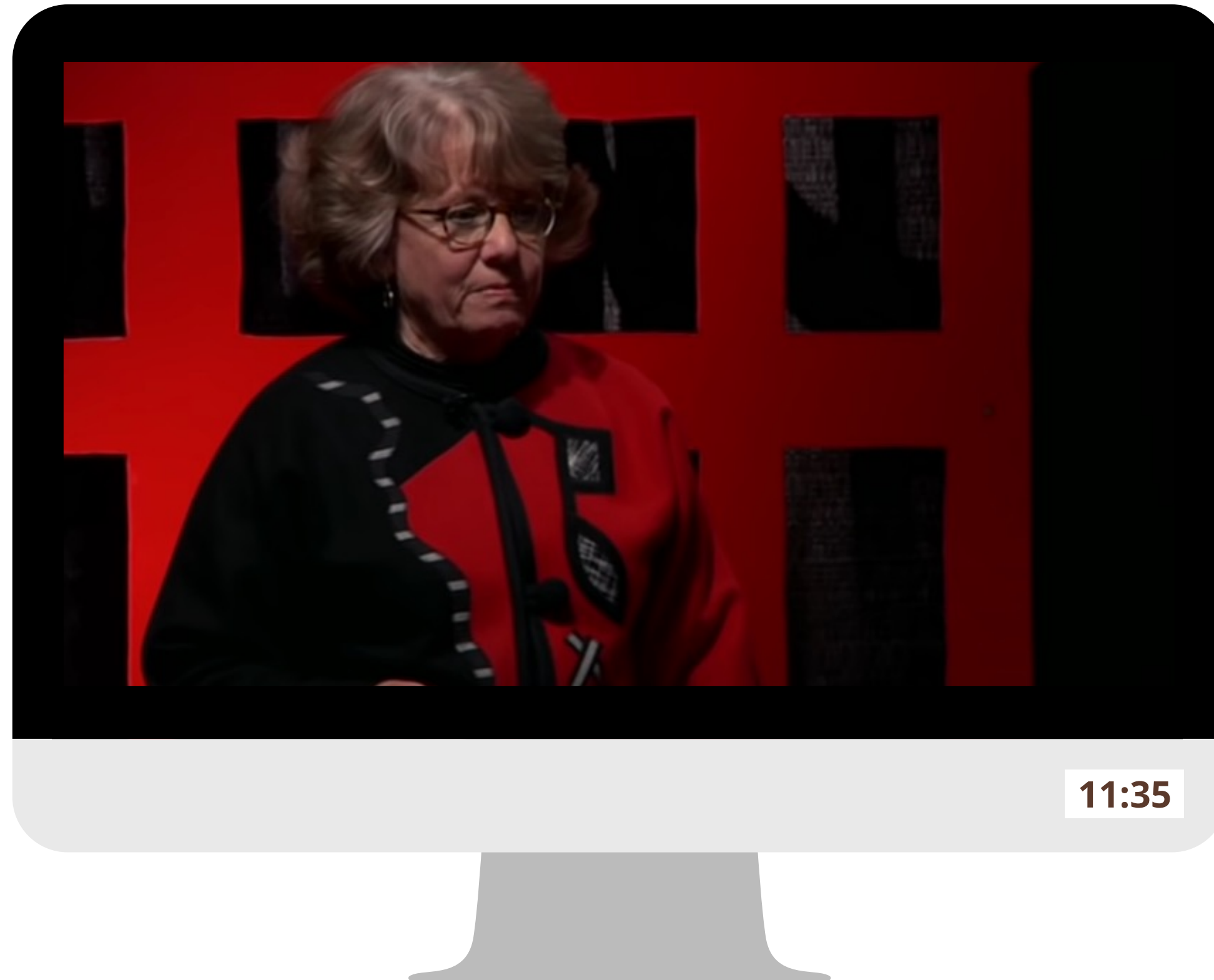
Shireen Chua – Exploring Cultural Intelligence

“Identity is built by each of our experiences - staying open to the stories and realities of others enables a more diverse society. A Malaysian-Chinese Kiwi educated in New Zealand, Shireen’s personal experience of moving regularly between Asia and the West led her to explore how culture can have an impact on working and personal relationships, and how it shapes our identity.”

WATCH NOW 

Link

<https://www.youtube.com/watch?v=tD-hdGZnTI8>



Sales and Ethics

Nancy Lee – "How Can I Help You?"-
Understanding Target Audience Barriers

"Nancy Lee shares two stories illustrating how easy it is to find out what you can do to help your target audience change a behaviour. You simply ask them "How Can I Help You?"

WATCH NOW 

Link
<https://www.youtube.com/watch?v=pgedACNto1I>



This online course has been designed following the RestART Europe's **Mentor's Toolkit**.

Deepen your knowledge and enhance your practical skills by combining this course with RestART Europe's **Mentor's Toolkit**.

The Toolkit is composed of a collection of instruments and best practices that will help you strengthen your skills and capacities as a mentor.

The Toolkit provides us with the right means to impact and support your mentoring journey.





02

Building the Necessary Skills to Restart a Business in the Art and Creative Industries

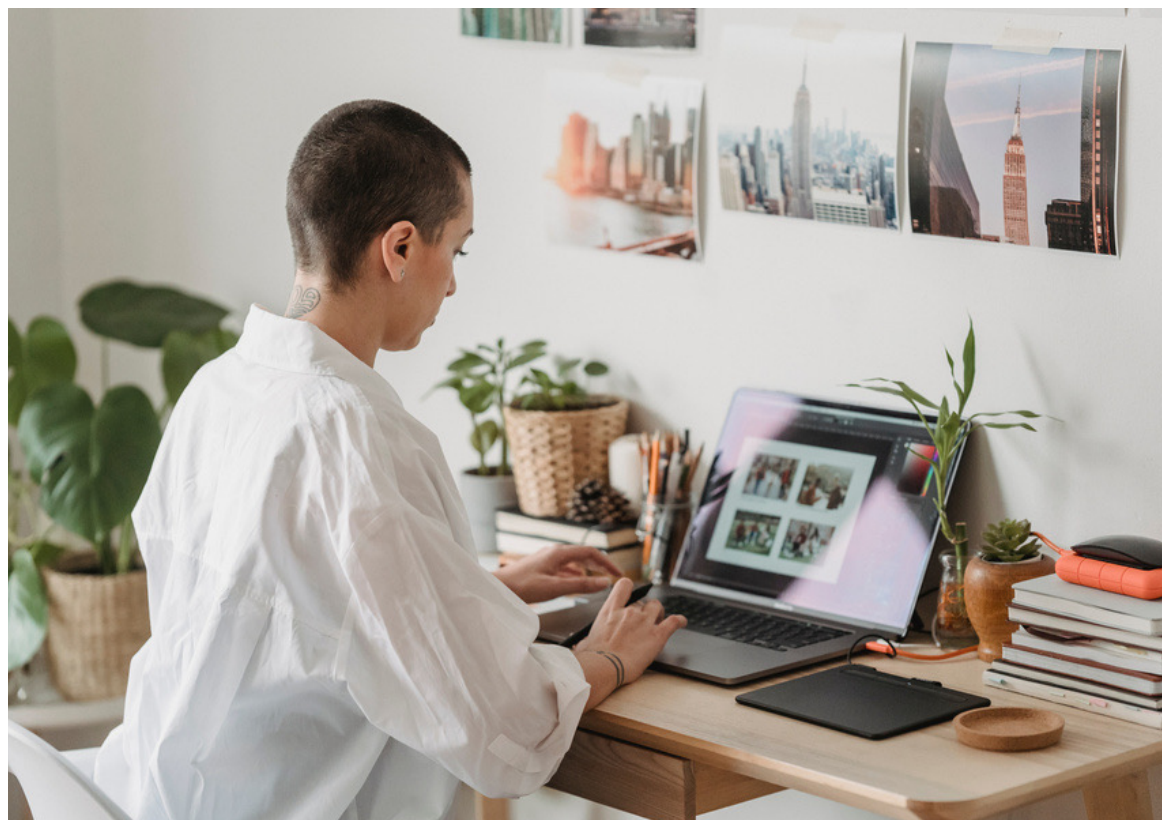
Module 1: Entrepreneurship Skills

Module 2: 21st Century Skills

Module 3: Socio-Cultural Skills

MODULE 2

21ST CENTURY SKILLS



Aim: This module seeks to equip with the foundational knowledge and skills needed in the 21st century. It involves interacting with a range of learning materials and practical exercises to delve into important areas such as communication, critical & creative thinking, problem-solving, networking, and self-regulation.

Content: The module comprises various components, including readings, case studies, discussions, videos, and additional resources.



Approximate Reading Time: 221 minutes (that doesn't include reading of additional materials)



RestART
EUROPE

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01 Communication



Entrepreneurs in arts and creative studies fields require practical communication skills. The arts involve expressing ideas and emotions, often non-verbally. Hence, creative expression and communication skills are essential for entrepreneurs to engage successfully with their audiences, collaborators, and stakeholders.

Communication in mentorship goes beyond the simple exchange of information. It **involves having meaningful conversations that encourage self-discovery and creative thinking.**

One way to achieve this is by **using strategic questioning.** Mentors can ask open-ended questions that begin with “what,” “how,” or “why” to encourage mentees to explore their thoughts, feelings, and aspirations more deeply. This approach helps better understand the topic being discussed and enables the mentee to explore solutions and ideas independently.



Co-funded by the
Erasmus+ Programme
of the European Union

Center for Workforce Development. Communicate with your
mentee
[https://phys.washington.edu/sites/phys/files/documents/grad/
phd_mentorcommunicationc wd.pdf](https://phys.washington.edu/sites/phys/files/documents/grad/phd_mentorcommunicationc wd.pdf)



COMMUNICATION

Effective verbal and written communication skills are essential to engage successfully with your network.

COMMUNICATION

PROMOTE SELF-DISCOVERY

Self-discovery is a crucial aspect of personal and professional growth. Mentorship involves guiding mentees to reflect on their experiences, values, goals, motivations and challenges. This reflective process is usually stimulated through thoughtful questioning and active listening.

STIMULATE CREATIVE THINKING

Creative thinking is an essential skill for solving problems and generating new ideas. Mentors can help mentees develop their creative thinking skills by encouraging them to think beyond traditional methods and explore various perspectives. This can be achieved by presenting challenges, discussing hypothetical scenarios, and exploring topics from different angles.

CULTIVATE INTERCULTURAL COMMUNICATION SKILLS

In today's interconnected world, effective communication often requires understanding intercultural dynamics.

Mentors can help develop their mentees' intercultural communication skills by emphasising the importance of empathy, cultural awareness, and adaptability.

Recognising and valuing cultural differences can lead to more meaningful interactions and prevent misunderstandings.

Case Study

Communication

Communication in Toyota

Toyota has implemented programs that aim to improve communication between employees of all levels within the company. This program includes training sessions on effective communication, active listening and conflict management. Toyota has seen a significant improvement in internal communication, with more engaged and collaborative employees.

Link for Reference:

<https://www.ineak.com/toyotas-cross-cultural-communication-strategies-in-global-operations/>



Suggested Reading

Models of mentoring in communication



This study examines the conceptions and communication practices typical of mentoring in the academic field, involving teachers and students in three phases. The first phase consists of open surveys via email, followed by focus groups to process the results. The third phase again involves focus groups to confirm the previous findings. The researchers identify four models of mentoring: cloning, nurturing, friendship and apprenticeship. These models vary in interpersonal hierarchy and goals. In practice, mentoring relationships often mix elements of multiple models. The cloning model is in decline and appears to be less used than others.

Link

<https://www.tandfonline.com/doi/abs/10.1080/0363452032000135>

779



Discussion Topic

Communication

How can recognising and valuing cultural differences contribute to more meaningful interactions and help prevent misunderstandings?

Activity: *Ethics exercise*

Purpose: *Awareness of the importance of copyright*

Participants: *Mentor with mentee or group of mentees*

Time: *120 -180 minutes*

Interview

Interview someone who is culturally distinctly different from you:

- What kind of work do you do and for how long?
- Why did you end up doing this?
- What do you like about this work?
- What is difficult about this job?
- How do people treat you?
- What is it like (e.g. Being African-American, Arab, Ukrainian) plays a role in this the work you do?

Make a report of the interview and share it with the person and your mentor/ group.



Collaboration Activity

Entrepreneurship Skills

Communication

Case-Study Exercise

Communication

Participants: 1-4

Time: 60- 90 minutes

Situation:

You are mentoring a junior marketing associate, Sam, who has shown great potential but needs to enhance their verbal and written communication skills for client presentations. Sam is tasked with presenting a marketing strategy to a new client next month, and their presentation skills need refinement.

Question to solve:

How can you help Sam improve their verbal and written communication skills to deliver a compelling and effective presentation to the new client?

Materials to use:

- Sample presentation slides
- Presentation skills checklist
- Scripts and Notes





14:03

Communication

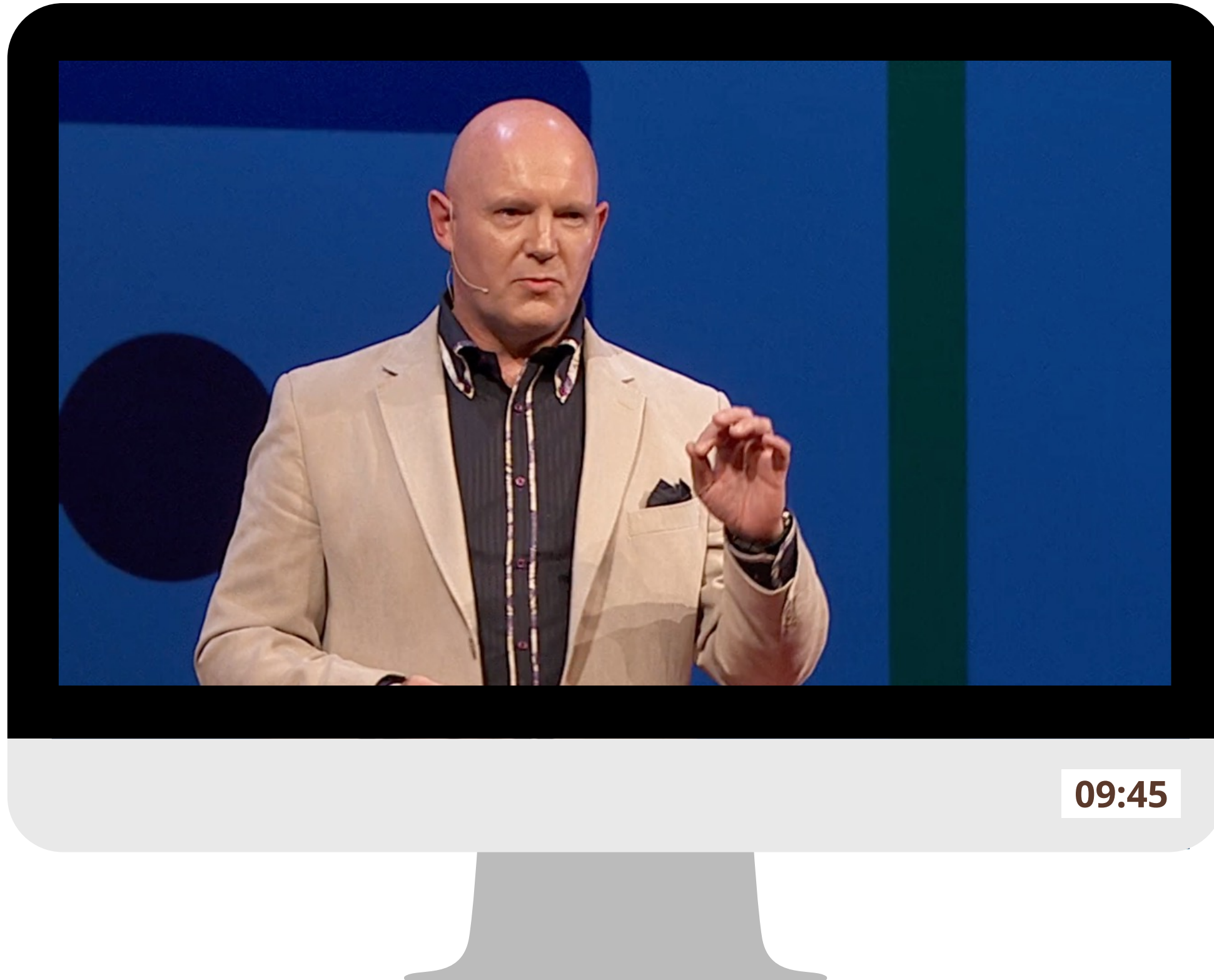
Lera Boroditsky – How language shapes the way we think

„Cognitive scientist Lera Boroditsky explores examples, such as an Aboriginal community using cardinal directions and Russian's numerous words for blue, suggesting a significant impact. Boroditsky highlights the human mind's remarkable ingenuity and flexibility, demonstrating the vast cognitive universes shaped by linguistic diversity.“

WATCH NOW 

Link

https://www.ted.com/talks/lera_boroditsky_how_language_shapes_the_way_we_think?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare



Communication

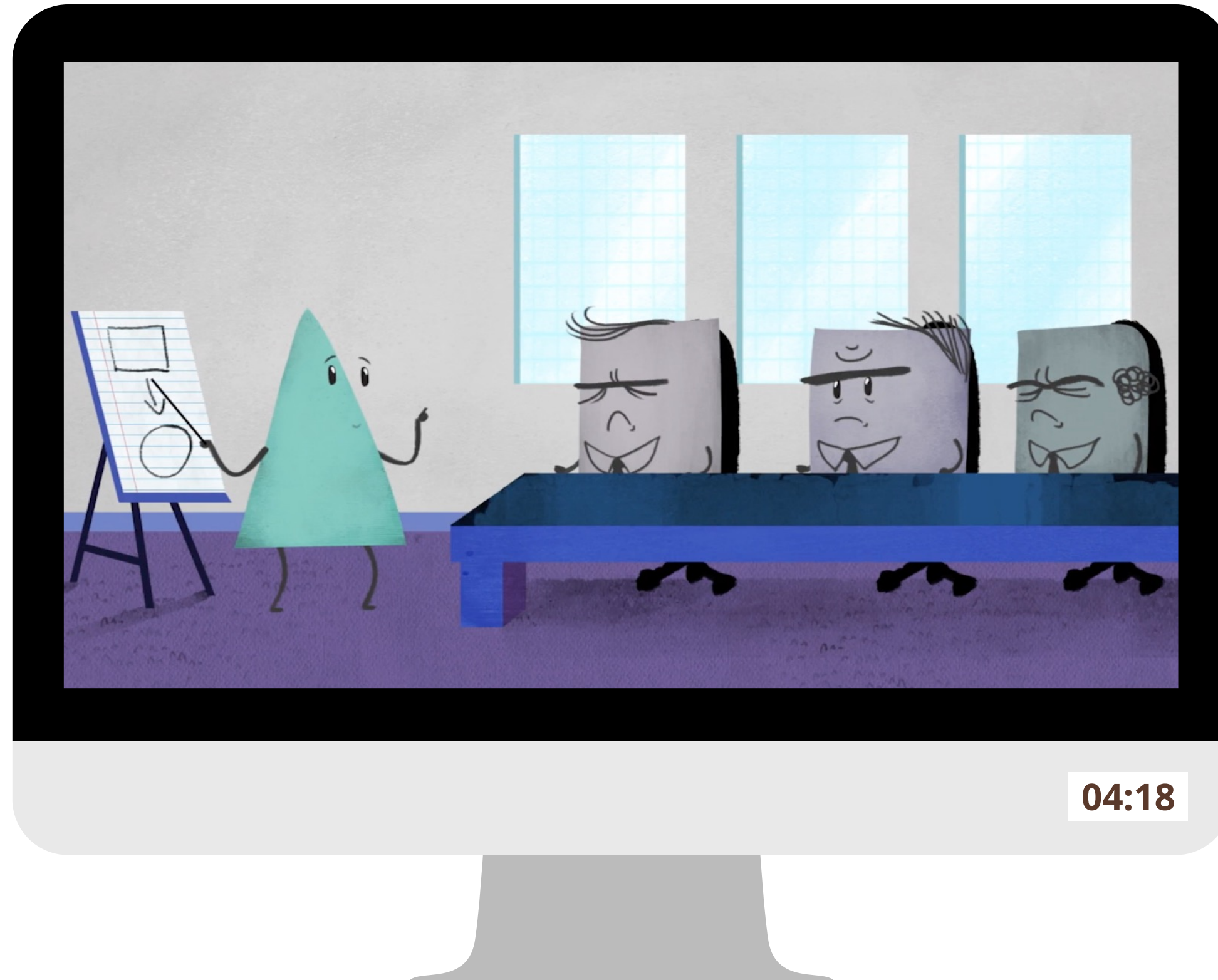
Julian Treasure – How to speak so that people want to listen

„Have you ever felt like you're talking, but nobody is listening? Here's Julian Treasure to help. In this useful talk, the sound expert demonstrates the how-to's of powerful speaking -- from some handy vocal exercises to tips on how to speak with empathy. A talk that might help the world sound more beautiful.“

WATCH NOW 

Link

https://www.ted.com/talks/julian_treasure_how_to_speak_so_that_people_want_to_listen?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare



Communication

Katherine Hampsten – How
miscommunication happens (and how
to avoid it)

„Katherine Hampsten describes why miscommunication occurs
so frequently, and how we can minimise frustration while
expressing ourselves better.“

WATCH NOW 

Link
https://www.ted.com/talks/katherine_hampsten_how_miscommunication_happens_and_how_to_avoid_it?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare

02

Critical & Creative Thinking



CRITICAL & CREATIVE THINKING

It is about finding many alternatives and choosing the best answer, not about finding the correct answer.



Critical and creative thinking in the arts and entrepreneurship is about pushing beyond traditional boundaries to discover new ideas, solutions, and perspectives.

These skills involve using analytical thinking and creative exploration to tackle challenges in unique ways, leading to the development of innovative artistic and business concepts.

Thinking outside the box is an important concept for fostering creativity and innovation. Professor Giovanni Corazza, a renowned researcher, defines this as pushing beyond the boundaries of our current thinking and venturing into unexplored territories. This requires a deliberate shift in perspective, challenging our preconceived notions, and giving ourselves permission to explore the unknown.

CREATIVE THINKING

HOW TO THINK OUT OF THE BOX?

Try a different approach to generating new ideas using a creative process instead of brainstorming. Start by forgetting everything you know about the subject and starting afresh. Then, try exaggerating or combining different elements and see what would come from it. If something unordinary or even ridiculous pops up, try taking it further. Keep track of all these ideas in a mind map.

Adopting critical and creative thinking strategies for entrepreneurs in the arts can lead to more innovative business practices, unique artistic expressions, and a stronger connection with their audience.

STORYBOARDING TECHNIQUE

Storyboarding offers a structured yet flexible way to navigate through ideas and potential solutions visually. By breaking down concepts into individual components represented by Post-its or notes, you can explore a problem or concept as a narrative.

This technique proves especially useful in:

- Process Design
- Idea Arrangement
- Sequential Exploration

Case Study

Critical and Creative Thinking

LEGO SERIOUS PLAY

The LEGO Group is known for its innovative and creative approach to engaging employees in "creative thinking" and "design thinking" activities. One of the main activities carried out by LEGO with its employees to stimulate creativity and innovation is LSP (LEGO Serious Play). This is a methodology developed by LEGO to promote creative thinking, problem solving and team building through construction with LEGO bricks. Employees participate in LSP sessions where they are guided through a series of challenges and questions, building models with LEGO to explore and communicate complex ideas in a visual and tangible way.

Link for Reference:

<https://www.lego.com/it-it/themes/serious-play>



Suggested Reading

Creativity in Mentoring



The article discusses the concept of mentoring as an alternative to traditional direct instruction, offering an emotionally supportive relationship between mentor and protégé. It is emphasised that the skills passed on by the mentor continue to influence the protégé even after the relationship ends. The importance of mentoring in promoting creativity, critical thinking and the ability to find innovative solutions is highlighted. Finally, we highlight the importance of future research on the relationship between mentoring and creativity, with a list of other works on the topic provided at the end of the article.

Link

<https://eric.ed.gov/?id=ED387718>

Discussion Topic

Critical & Creative Thinking

Discuss why creative thinking is essential for addressing challenges and fostering innovation in various aspects of life, including business, education, and personal development.

Activity: *Storyboarding exercise*

Purpose: *Improve creative thinking*

Participants: *Mentor with mentee or group of mentees*

Time: *120 -180 minutes*

Create a visual narrative to explore a problem as a story.
The problem is e.g. a special product for people 80+ (not medical)

Use Post-its to write down your ideas.
These can be of all kind of thoughts, quotes and images.

Once you have a group of sticky notes, start organizing them
by the board as a progression: first this, then that.

Organize your ideas as a continuous process series will help
you see new connections and eliminate unnecessary items.



Collaboration Activity

21st Century Skills

Critical and Creative thinking

Case-Study Exercise

Critical & Creative Thinking

Participants: 1-4

Time: 60- 90 minutes

Situation:

You are mentoring a young artist and entrepreneur, Alex, who runs a small online store selling custom-designed artwork and merchandise. Alex has a strong creative vision and technical skills in art but needs to develop critical thinking and business acumen to grow their venture effectively.

Question to solve:

How can Alex leverage critical and creative thinking to expand their business and enhance the artistic quality and appeal of their products?

Materials to use:

- Articles and successful case studies
- Market analysis tools and resources
- Access to online platforms for research





13:59

Critical and Creative thinking

Luc de Brabandere – Reinventing creative thinking

„Corporate philosopher Luc de Brabandere explores the mental dynamics of creative thinking, proposing that the most remarkable ideas stem not merely from expanding our current perceptions but from shifting to entirely new mental frameworks.“

WATCH NOW 

Link
https://www.ted.com/talks/luc_de_brabandere_reinventing_creative_thinking?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare



Critical and Creative thinking

Giovanni Corazza – Creative thinking - how to get out of the box and generate ideas

„Corazza teaches science and the applications of creative thinking. Why/Which/How/Where/What/When/Experiment. A quick jump out of the box is more insightful than a lifetime of standard thinking.“

WATCH NOW 

Link
<https://youtu.be/bEusrD8g-dM?si=ck8c9T35NY2KJhc8>



Critical and Creative thinking

Use Bloom's to Think Critically

„Bloom's Taxonomy is a classification of learning levels. The cognitive domains include: Remembering, Understanding, Applying, Analyzing, Evaluating and Creating. Understanding how we process information, and what strategies may help us to integrate new knowledge, can make learning more efficient!“

WATCH NOW



Link

<https://youtu.be/-DVecgNBPgM?si=U-DNqUaBBRRygL4x>

04:20

03 Problem- Solving



In the arts and creative industries, problem-solving is not just about addressing business challenges but continually redefining what's possible within the medium itself.

This skill is good for navigating the complexities of the market, adapting to change, and seizing new opportunities. Entrepreneurs can turn obstacles into stepping stones towards success by mastering problem-solving techniques.

There are different techniques and tools for problem-solving. Some of them are:

- SCAMPER Technique
- McKinsey's 8 Steps
- Brainstorming



PROBLEM SOLVING

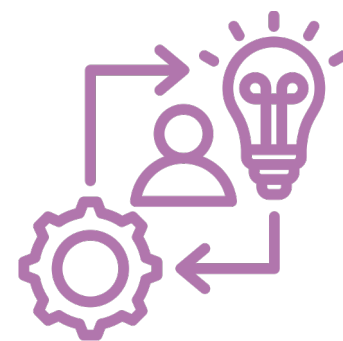
Problem-solving is an important skill for identifying challenges, analyzing the underlying issues, and formulating innovative solutions.

TOOLS

01. SCAMPER

The SCAMPER Technique is a brainstorming method used to develop or improve products or services. It is a method to unlock creativity and foster innovation by dissecting and reassembling challenges and ideas to produce unique solutions that align with artistic vision and market needs.

The acronym SCAMPER stands for **Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, and Reverse/Rearrange.**



02. MCKINSEY'S 8 STEPS

The 8 Steps framework by McKinsey is a structured approach to problem-solving. It begins with developing a hypothesis and moves through research, data analysis, and stakeholder engagement.

This method highlights the importance of combining intuition with data and telling a compelling story behind the data. It also emphasises taking incremental actions to solve a problem.

For arts entrepreneurs, the framework can be a useful tool in making informed decisions that are supported by both creative intuition and solid analysis.

TOOLS

03. BRAINSTORMING

Brainstorming remains a cornerstone for generating innovative ideas.

Through activities like storyboarding and the classic brainstorming technique, entrepreneurs can encourage free-flowing creativity among their teams or collaborators.

The aim is to produce a diverse set of ideas that can later be refined and combined into actionable solutions.



Case Study

Problem Solving

Pixar Problem - Solving Activities

Pixar is renowned for its unique corporate culture, which fosters creativity, collaboration and problem-solving. Here are some of the problem-solving activities developed in the company:

1. Brainstorming: Pixar uses brainstorming to generate new ideas and solutions to problems. Brainstorming sessions are open to all employees, regardless of their role or experience level.
2. Storytelling: Pixar uses storytelling to communicate ideas and visions in an engaging and memorable way. Employees are encouraged to think in terms of stories when tackling complex problems.

Link for Reference:

<https://www.pixar.com/inclusion>



Suggested Reading

Analysis of ill-structured problem-solving, mentoring functions, and perceptions of practicum teachers and mentors toward online mentoring in a field-based practicum



The article presents an exploratory study examining the effectiveness of online mentoring, particularly in the context of teaching ill-structured problem-solving in the classroom. The study involves 26 trainee teachers through different data collection methods, such as online observations, questionnaires and reflection logs. The findings indicate that participants benefited from using online mentoring to support their learning and implementing effective interventions for their students.

Link

<https://link.springer.com/article/10.1007/s11251-006-9000-7>

Discussion Topic

Problem Solving

What are the obstacles or facilitators in problem-solving?

Activity: *Scamper exercise*

Purpose: *Improve problem - solving*

Participants: *Mentor with mentee or group of mentees*

Time: *120-180 minutes*

SCAMPER stands for:

- Substitute
- Combine
- Adapt
- Modify
- Put to another use
- Eliminate
- Reverse/Rearrange

Use Scamper to solve this problem:

The impact of art on tourism and local economies.

Substitute: How could alternative options improve the solution

Combine: Consider combining different ideas or elements to create a new solution

Adapt: Discuss how solutions or ideas from other contexts could be adjusted

Modify: Explore how various aspects of the solution could be changed

Put to another use: Think about how your solution could be used for a different purpose or in a different context.

Eliminate: Identify elements of the solution that could be removed or simplified without losing effectiveness.

Reverse/Rearrange: Consider rearranging the order or arrangement of components to gain a new perspective.

Present your results to each other.



Collaboration Activity

21st Century Skills

Problem-Solving

Case-Study Exercise

Problem-Solving

Participants: 1-4

Time: 45-60 minutes

Situation:

You are working as a project manager for a software development team tasked with creating a new mobile application for a client. The project is already underway, but you encounter a significant setback: one of your key developers unexpectedly quits, leaving a critical part of the project unfinished. The deadline is looming, and the client is expecting delivery on time.

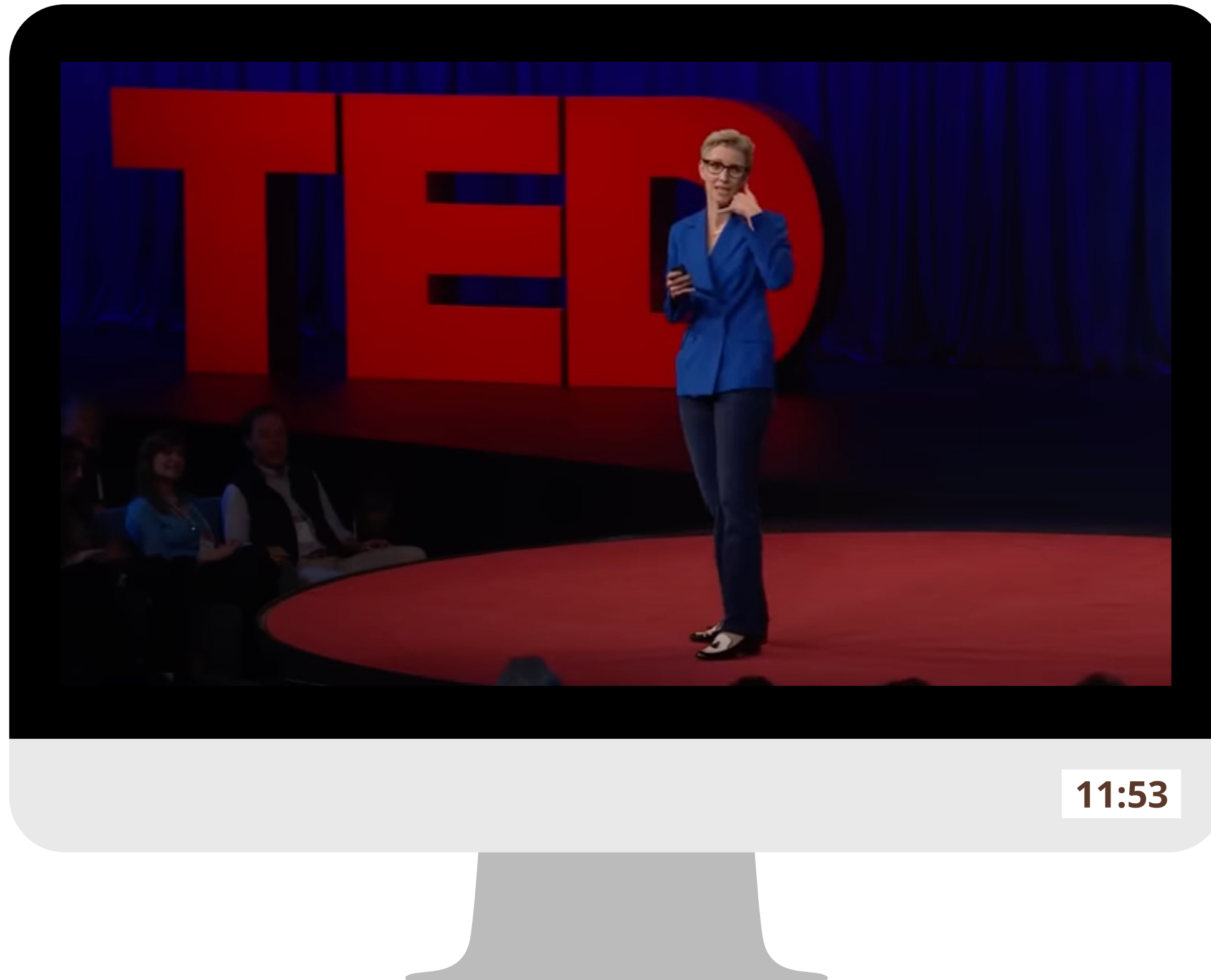
Question to solve:

How can you address the sudden departure of a key team member and ensure the timely completion of the project while maintaining quality?

Materials to use:

- Whiteboard or flip chart
- Markers
- Pen and paper for notes





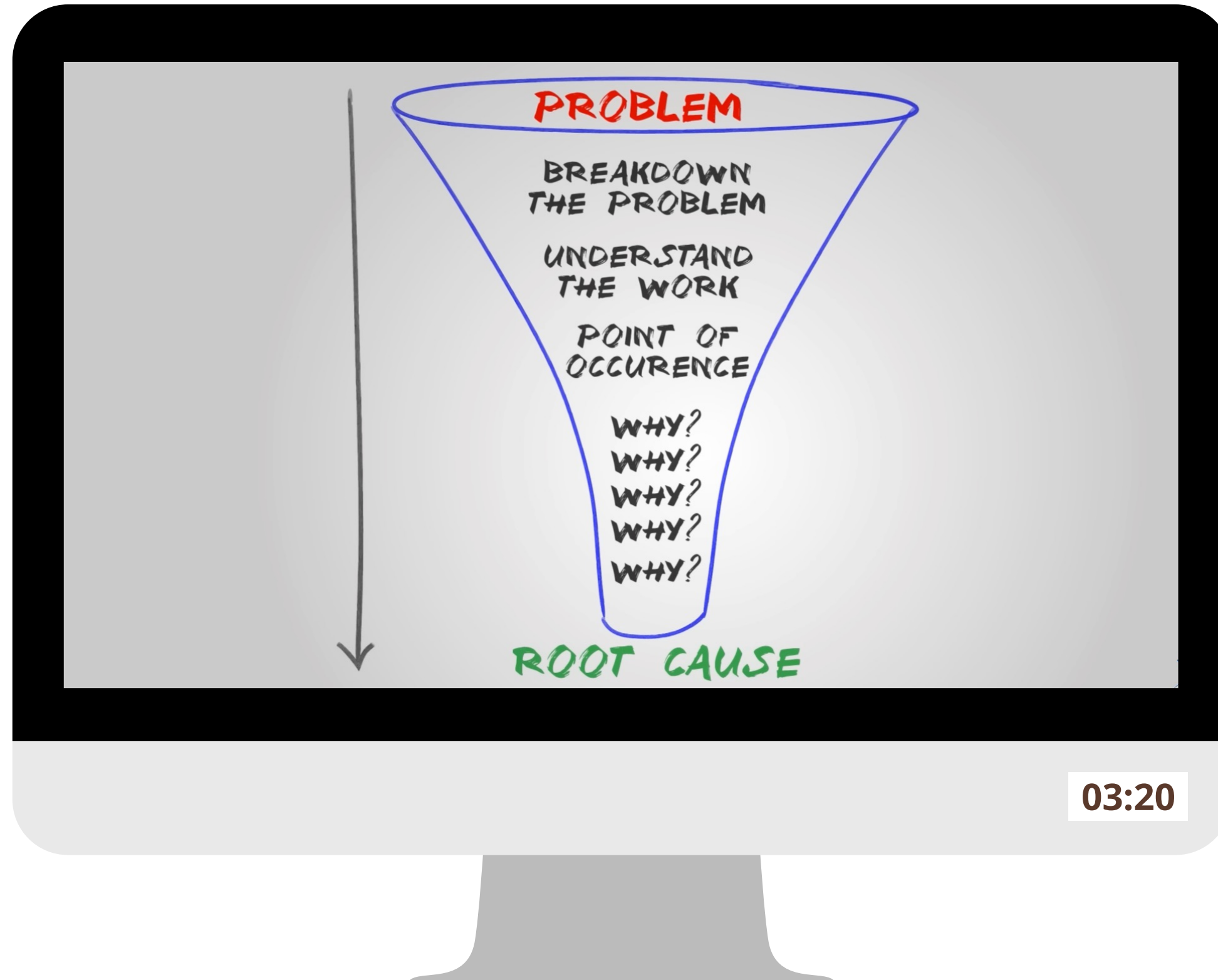
Problem Solving

Anne Morriss – 5 Steps to Fix Any Problem at Work

„In a practical, playful talk, leadership visionary Anne Morriss reinvents the playbook for how to lead through change – with a radical, one-week plan to build trust and fix problems by following a step per day!“

WATCH NOW 

Link
https://youtu.be/V7pf3oT2_dE?si=8Y_sSaClvQiFo8Zt



Problem Solving

Clarifying the '5 Whys' Problem-Solving Method

„To help apply this powerful approach to overcoming work obstacles, LEI Senior Advisor John Shook the audience through a detailed example from Taiichi Ohno's Toyota Production System: Beyond Large-Scale Production.“

WATCH NOW



Link
<https://youtu.be/SrIYkx41wEE?si=RswnAM4E9NDDh3UF>



05:36

Problem Solving

Ariana Glantz – Find Problem, Solve Problem

„Ariana shares her approach to tackling each day’s problems with a solution-minded point of view, what she calls a “Figure-it-out-able” outlook. The talk is rooted in the actions we take and something familiar to all: challenges. Challenges come in all shapes and sizes and can be our collective common denominator. Our choice, then, is in how we approach each challenge with a solution-minded framework.“

WATCH NOW 

Link

<https://youtu.be/LaYVqj1E1A?si=ww7pE9QdCJZOaAdb>

04 Networking



NETWORKING

Networking can open doors to new opportunities, collaborations, and audiences.



In the arts, where projects often stem from personal expression and individual creativity, networking bridges the broader community.

Networking allows artists and creative entrepreneurs to:

- Showcase their work to a broader audience.
- Gain insights into industry trends, opportunities, and challenges.
- Build relationships that can lead to mentorship, partnerships, and support networks.

Effective networking is about creating meaningful connections.

Here are some **strategies to enhance networking skills**:

- Learn more about the person you meet.
- Grow relationships without keeping score.
- Build your network before you need it.
- Identify key individuals in your network who can offer the most value.
- Engage in meaningful conversations.

You can help your mentee build their networking skills by simulating networking scenarios.

Introduce networking role-playing into your activities as a way to build skills and practice.



Case Study

Networking

Cisco networking academy

Cisco Networking Academy is a global training program offered by Cisco Systems, providing online and classroom courses in computer networking and information technology. The curriculum covers a wide range of topics, including LAN and WAN networks, cybersecurity and system administration. Students have access to interactive teaching resources and hands-on workshops. The program offers internationally recognised certifications such as Cisco Certified Network Associate (CCNA) and Cisco Certified Network Professional (CCNP). Cisco Networking Academy partners with educational institutions, government organisations and businesses to deliver high-quality, up-to-date training on the latest industry technologies.

Link for Reference:

https://www.cisco.com/c/it_it/training-events/networking-academy.html



Suggested Reading

Enhancing Mentoring and Networking of Junior Academic Women: what, why, and how?



The article discusses the importance of career support relationships, which provide career guidance and psychosocial support crucial to career success. It examines different types of relationships found in personal networks, highlighting the benefits each offers and their impact on women's academics. In particular, formal mentoring, networking and peer support programs are explored, analysing their effectiveness in promoting the growth and professional development of women in the academic context.

Link

<https://www.tandfonline.com/doi/abs/10.1080/136008099021010>

3

Discussion Topic

Networking

Everyone can network, whether you are an introvert or an extrovert.

Activity: *Networking Exercise*

Purpose: *Practice networking skills*

Participants: *Mentor with mentee*

Time: *60 minutes (prep.) 120 – 180 minutes (event + evaluation)*

Practical activity for mentee and mentor

1. Preparation for visiting a network event.
2. Choose an event based on the kind of visitors, discipline, subject of the meeting, formal/ informal.

Prepare an elevator pitch, a short story in which you explain who you are and what you do in about 30 seconds.

Questions to ask during the event:

- Where do you come from?
- How did you hear about this event?
- What are you watching or reading at the moment that interests you?
- Who else should I talk to at this event?
- What do you hope to achieve at this event?
- Have you ever attended an event like this before?
- Is there anyone at this event?



Collaboration Activity

21st Century Skills

Networking

Case-Study Exercise

Networking

Participants: 1-4

Time: 90-120 minutes

Situation:

You are mentoring a young artist, Alex, who has just graduated from an arts program and is looking to establish themselves in the industry. Alex is talented but lacks experience in networking and doesn't know how to effectively build connections that could lead to new opportunities, collaborations, and broader exposure.

Question to solve:

How can Alex develop networking skills to open doors to new opportunities, collaborations, and audiences in the arts industry?

Materials to use:

- List of upcoming arts events, conferences, and exhibitions
- LinkedIn or other professional networking platforms
- Notepad or digital notebook for tracking connections
- Mock scenarios for networking practice





39:26

Networking

Keith Ferrazzi with Lewis Howes – How to Build a Powerful Network

„Keith Ferrazzi and Lewis Howes share insights into networking. They discuss strategies for developing meaningful connections, cultivating relationships, and leveraging networks to achieve personal and professional success.“

WATCH NOW 

Link
<https://youtu.be/wCe3myrWNbI?si=4Ff3RRQnwnYWXhOf>



Networking

Malavika Varadan – 7 Ways to Make a Conversation With Anyone

„Malavika Varadan discusses techniques for improving conversational skills. She shares practical tips and strategies to initiate and maintain engaging conversations with people from diverse backgrounds.“

WATCH NOW



Link

https://youtu.be/F4Zu5ZZAG7I?si=_ZmD_jua_MIFo_Nl

15:22

05 Self- Regulation



Effective self-regulation can be the difference between thriving and burning out. Here are some strategies that can support you in managing work, enhancing resilience, and leading to a more fulfilling and balanced career.

- **A Stress Diary can be a helpful tool for learning to manage stress.** Recording stress triggers, responses, and behaviours can help identify patterns and root causes.
- **Cultivating self-discipline** helps maintain focus and achieve goals. Entrepreneurs can improve it by setting SMART goals, committing to a timeline, monitoring progress, and celebrating achievements.
- **Changing Habits with The Three R's (Reminder, Routine, Reward).** Identifying cues (Reminders) that trigger undesirable habits, replacing them with beneficial routines (Routine), and rewarding positive behaviour changes (Reward) can significantly improve effectiveness and satisfaction.



SELF-REGULATION

Self-regulation encompasses the ability to manage emotions, handle stress, and maintain focus on long-term goals.

FAILURE, RESILIENCE & EMPATHY

Artistic careers can be challenging since sometimes things cannot go as expected, and failure can come across our or our mentee's paths. Therefore, being exposed to failure is important to build resilience and empathy towards the challenges that arise during the entrepreneurial process.

UNDERSTANDING FAILURE

Failure is an inevitable part of any creative journey. It's essential to recognise that failure is not a sign of inadequacy but an opportunity for growth and learning. Embracing failure can develop a mindset that views challenges as stepping stones rather than obstacles.

BUILDING RESILIENCE

Resilience is the capacity to recover quickly from difficulties. In the context of an artistic career, resilience means being able to recover from setbacks, adapt to changing circumstances, and persistently work toward long-term goals. Strategies to build resilience include reflective practice, support networks and self-care.

CULTIVATING EMPATHY

Empathy involves understanding and sharing the feelings of others. In an artistic and entrepreneurial context, empathy allows us to connect with our audience, collaborate effectively with others, and support fellow artists and entrepreneurs. Developing it can be through active listening, diverse experience, and mentorship.

You can use the [Building Confidence and Resilience, Resilience building exercise](#), and [Reflection Timeline](#) in [the Toolkit](#) to empower yourself to facilitate the discussion.

Case Study

Self-Regulation

Unilever Well Being

Unilever is a leading global company committed to improving people's lives, not only through its products but also through caring for the well-being of its employees. The company has taken a holistic approach to self-regulation and well-being, offering a range of programs and initiatives to support the physical, mental and social health of its employees.

Some concrete examples of Unilever's self-regulation and well-being activities concern physical health programs, psychological support and work flexibility policies.

Link for Reference:

<https://www.unilever.com/planet-and-society/responsible-business/employee-wellbeing/>



Case Study

Self-Regulation

Arianna Huffington and empathy in mentoring:

Arianna Huffington, co-founder of the Huffington Post, experienced numerous failures before establishing herself. In addition to receiving 36 editorial rejections for her second book, she received less than 1% of the vote when she ran for governor of California. Huffington attributes part of her success to the network of empathetic mentors who supported her. These mentors not only offered strategic advice, but also showed empathy for her personal and professional struggles, helping her maintain a positive attitude and growth mindset.

Link for Reference:

<https://blog.businessmentors.org.nz/from-business-failure-to-success-through-resilience>



Case Study

Self-Regulation

Airbnb resilience

During the COVID-19 pandemic, Airbnb faced a significant crisis as global travel came to a halt, causing their revenues to plummet by over 70%. The company's response to this crisis involved strategic decisions, financial resilience, and a focus on supporting their community through empathetic and transparent leadership, heavily aided by mentoring and guidance from experienced leaders.

Link for Reference:

<https://fisher.osu.edu/blogs/leadreadtoday/resilience-focus-and-broader-perspective-case-airbnb>



Suggested Reading

Mentoring Student Teachers to Support Self-Regulated Learning



This article reports the findings of a study conducted over a four-year period that examined whether experienced teachers with strong competence in self-regulated learning (SRL) can guide student teachers to develop practices that promote school students' SRL elementary. Over the first two years of the study, 37 student teachers were paired with 37 experienced mentor teachers. The trainee teachers were supported by associate teachers and researchers experienced in promoting SRL. The researchers observed lessons, and professional seminars and collected the thoughts of student teachers. Observational data showed that many student teachers were able to design tasks and practices that promoted SRL.

Link

<https://www.journals.uchicago.edu/doi/abs/10.1086/501485>

Discussion Topic

Self-Regulation

Discuss which components of self-regulation, including emotional regulation, impulse control, and goal setting, are most important to you.

Activity: *Self-Regulation Exercise*
Purpose: *Practice the Power of Habit*
Participants: *Mentor with mentee or group of mentees*
Time: *60 minutes (prep.) + several weeks (execution)*

Power of Habit

Step 1: Pick a new habit and make it SMART.

Step 2: Decide on a cue for the habit, like a specific time or place.

Step 3: Determine your reward for completing the habit.

Step 4: Make it a habit that doesn't need a reward for motivation.

After 3 weeks, discuss whether the habit has changed.

*And forget the 21-day myth!
It often takes longer to form a new habit, ranging from 18 to 254 days.*



Collaboration Activity

21st Century Skills

Self-regulation

Case-Study Exercise

Self-Regulation

Participants: 1-4

Time: 90 minutes

Situation:

You are mentoring a young artist who has recently started their career in the visual arts. They have shown promising talent and creativity, but struggle with managing their emotions and stress levels when faced with deadlines and critical feedback. They often get overwhelmed and find it difficult to maintain focus on their long-term goals.

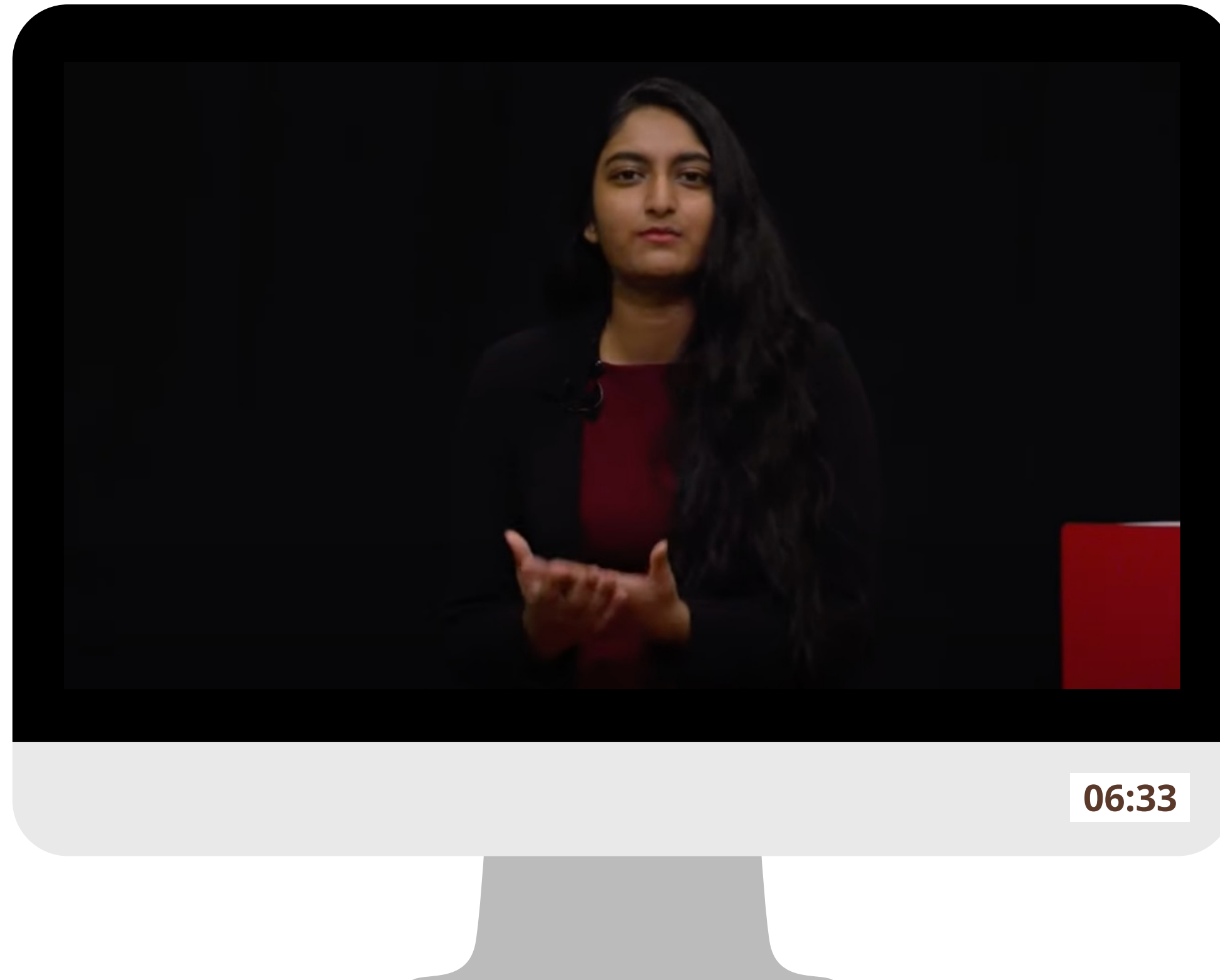
Question to solve:

How can you as a mentor help the mentee develop self-regulation skills to better manage their emotions, handle stress, and maintain focus on their long-term goals in the arts industry?

Materials to use:

- Pen and paper
- Whiteboard and markers (optional)





Self-Regulation

Suryamukhi Venigalla – Self-questioning means a changing perception of success

„The video explores the concept of self-questioning and its impact on redefining success. It delves into how questioning one's beliefs and goals can lead to a shift in perspective regarding what constitutes success.“

WATCH NOW 

Link
https://www.ted.com/talks/suryamukhi_venigalla_self_questioning_means_a_changing_perception_of_success?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare



11:54

Resilience

Denise Mai- How to build resilience as your superpower

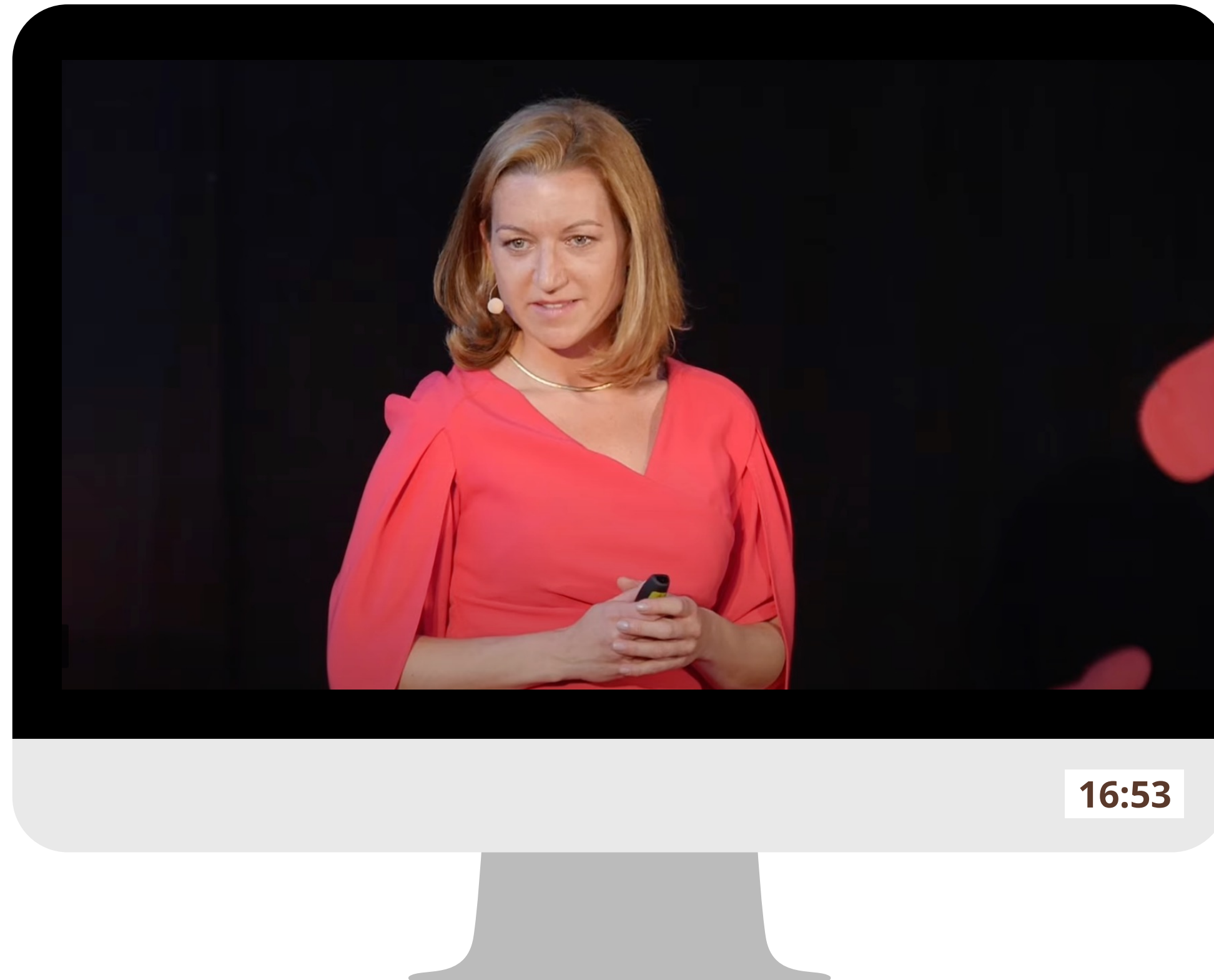
„The key to happiness, success, and ultimately, survival, is resilience. But what does it mean to be truly resilient? In her talk, Denise shares with us how we can build resilience as a superpower.“

WATCH NOW



Link

https://www.ted.com/talks/denise_mai_how_to_build_resilience_as_your_superpower?utm_campaign=tedsread&utm_medium=referral&utm_source=tedcomshare



Failure

Andrea Beil - How I overcame failure
and created the life I deserved

„Entrepreneur Andrea Beil talks about her struggles on
her path to overcome abuse, failure and find success.“

WATCH NOW



Link

https://www.ted.com/talks/andrea_beil_how_i_overcame_failure_and_created_the_life_i_deserved



16:18

Empathy

Jessie Mei Li - The Power of Empathy

„Jessie Mei Li shares thoughts from her own experience as a neurodiverse actor from a biracial family on how we can better connect through empathy and patience, and the need for representation and personal expression through art and creativity. „

WATCH NOW

Link

<https://www.youtube.com/watch?v=oKT10Yk7KWw>



This online course has been designed following the RestART Europe's **Mentor's Toolkit**.

Deepen your knowledge and enhance your practical skills by combining this course with RestART Europe's **Mentor's Toolkit**.

The Toolkit is composed of a collection of instruments and best practices that will help you strengthen your skills and capacities as a mentor.

The Toolkit provides us with the right means to impact and support your mentoring journey.





02

Building the Necessary Skills to Restart a Business in the Art and Creative Industries

Module 1: Entrepreneurship Skills

Module 2: 21st Century Skills

Module 3: Socio-Cultural Skills

MODULE 3

SOCIO-CULTURAL SKILLS



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Aim: This module aims to empower with socio-cultural skills relevant to navigating contemporary society. It involves engaging with a diverse range of learning materials and practical exercises, focusing on key topics such as the social position of women in the art and creative sectors, as well as women empowerment.

Content: The module comprises various components, including readings, case studies, discussions, videos, and additional resources.



Approximate Reading Time: 90 minutes (that doesn't include reading of additional materials)



RestART
EUROPE

01

SOCIAL POSITION OF WOMEN IN ART & CREATIVE SECTOR



SOCIAL POSITION OF WOMEN IN ART & CREATIVE SECTOR

Even before challenges like the COVID-19 pandemic, the creative sector has been marked by financial instability and significant inequalities. A considerable portion of this workforce consists of freelance or self-employed individuals, which introduces vulnerabilities exacerbated by gender, race, class, and other forms of discrimination.

The European Context

The European Council's Work Plan for Culture 2019-2022 highlights the disparities women face in accessing creative resources, earning potential, and representation in leadership roles.

Furthermore, studies from various countries point to a common trend of underrepresentation and discrimination, with factors such as parenting further complicating women's career trajectories in the arts, as well as experiencing sexual harassment.



Social Position of Women in Art & Creative sector

Challenging Gender Roles and Stereotypes

Gender roles and stereotypes persist in the creative sector, affecting how opportunities and recognition are distributed. These stereotypes limit the range of roles that women are expected to perform and impact people's perceptions of creativity and leadership potential.

A study identified a series of patterns about men and women working in the cultural sector. **In general, women are more present in communication, production, and coordination positions, while men occupy prestigious creative roles and dominate areas considered more technical.** Addressing and challenging these stereotypes is crucial to creating a more equitable creative industry.

Media's Role in Perpetuating Stereotypes

The media plays a huge role in shaping societal perceptions of gender roles within the creative industries. Films, television shows, and magazines often glamorise the creative sector without providing realistic portrayals of the challenges faced by women and non-binary individuals. Critical engagement with media representations can foster a more nuanced understanding of the sector's gender dynamics.



Social Position of Women in Art & Creative sector

Towards Equity in the Creative Sector

The first step towards bringing change in the arts and creative industries is to recognise the systematic nature of gender inequalities.

This requires individual reflection and action as well as collective efforts to break down barriers and create supportive environments for all artists and creative professionals.

Advocating for equity, challenging stereotypes, and supporting diverse leadership can significantly impact the representation and success of women and non-binary individuals.



Discussion Topic

Social Position of Women in Art
and Creative Sector

How can we tackle the unequal position of women in the creative industries, and what steps can promote gender diversity and inclusion in the creative industries?

Activity: *Empowerment Exercise*

Purpose: *Awareness of gender inequality*

Participants: *Mentor with mentee or group of mentees*

Time: *60- 120 minutes (prep.) + 120 – 180 minutes (interview, articles)*

Case study

1. Conduct a case study of examples illustrating different aspects of gender inequality in the cultural sector.
2. Explore the unique challenges faced by women affected by inequality and the implications for their well-being and opportunities.
3. Interview a woman in the creative industry and ask her about her experiences.
4. Find the most current articles in the media that confirm the unequal position of women.
5. Find an example of a positive development in the position of women in the creative sector.



Collaboration Activity
Social Position of Women in Art
and Creative Sector
Empowerment of women

Case-Study Exercise

Social Position of Women in Art & Creative Sector

Participants: 1-4

Time: 60- 90 minutes

Situation:

You are mentoring a young artist who is eager to break into the arts industry. They are passionate about their craft and have shown promise in their chosen field. However, they are not fully aware of the gender disparities that exist in the industry, particularly in terms of representation, opportunities, and recognition.

Question to solve:

How can you, as a mentor, help your mentee become more aware of gender inequality in the arts industry and empower them to navigate and potentially challenge these disparities?

Materials to use:

- Case Studies
- Artworks
- Interviews





Social Position of women in art and creative sector

Tania Marmolejo Andersson – Women
and The Changing Face In Art

“How female artists and their participation in art have been marginalized throughout art history, and how and why this is changing today. A personal story of the artist’s own experience and how, through perseverance and always painting her truth she adds her story to these optimistic, changing times.”

WATCH NOW



Link

https://www.ted.com/talks/tania_marmolejo_andersson_women_and_the_changing_face_in_art

18:46



Social Position of women in art and creative sector

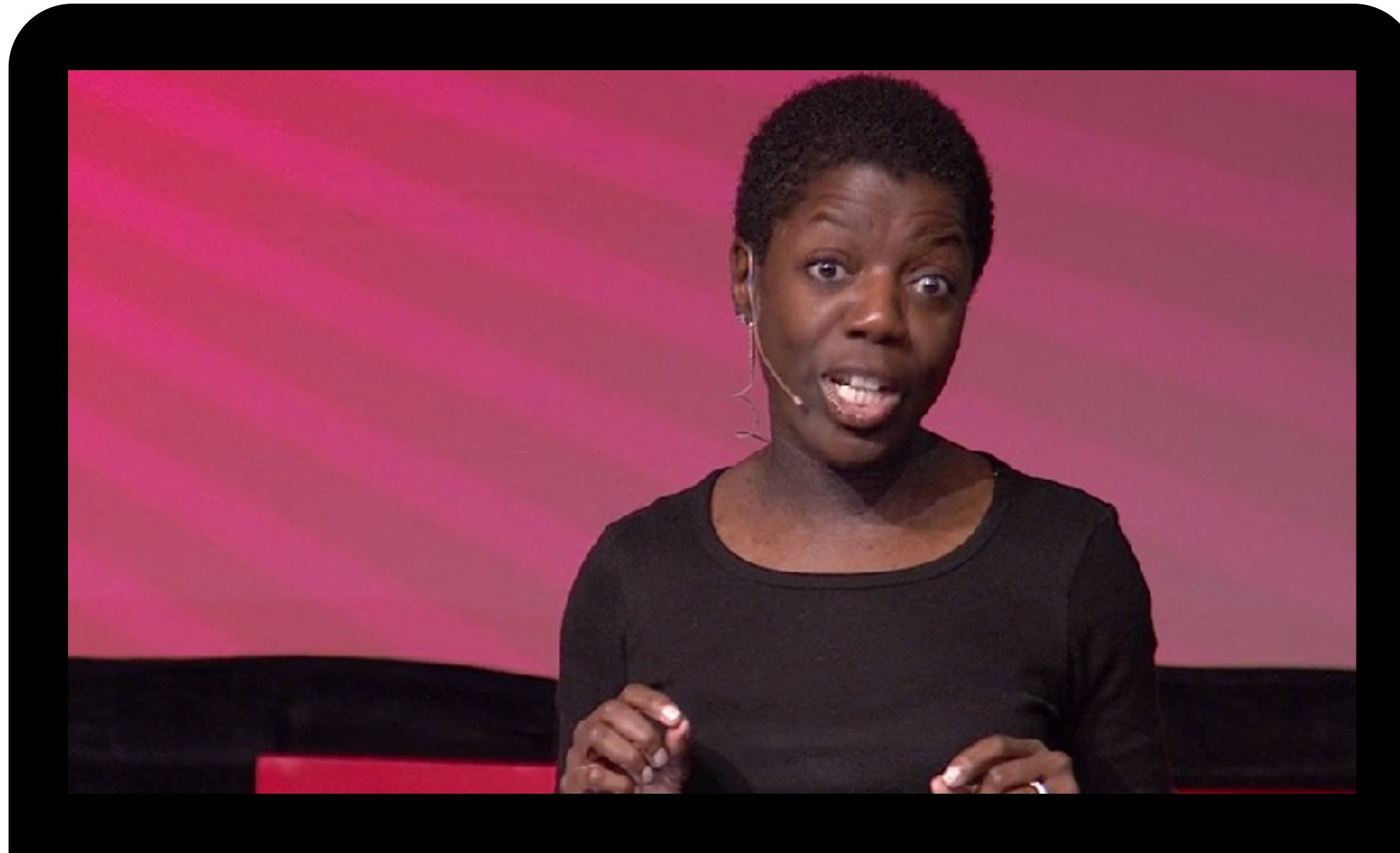
Thelma Golden – How art gives shape to
cultural change

"Thelma Golden, curator at the Studio Museum in Harlem, talks through three recent shows that explore how art examines and redefines culture. The "post-black" artists she works with are using their art to provoke a new dialogue about race and culture -- and about the meaning of art itself."

WATCH NOW 

Link

https://www.ted.com/talks/thelma_golden_how_art_gives_shape_to_cultural_change



12:12

02 WOMEN EMPOWERMENT



Empowering women in the arts and creative industries is about addressing gender disparities by creating a culture that values diversity, equity, and inclusion.

Empowerment initiatives aim to build confidence, resilience, and a sense of agency among women, enabling them to navigate challenges, leverage opportunities, and achieve their full potential.

Through targeted support, mentorship, and advocacy, it is possible to create an environment where women are empowered to achieve their creative and professional goals, contributing to a richer, more diverse cultural landscape. It is also about creating networks of support that provide women with access to resources, opportunities for collaboration, and platforms for visibility.



WOMEN EMPOWERMENT

Foster resilience and leadership and facilitate meaningful conversations.

Women Empowerment

Encouraging the formation of supportive communities within the arts and creative sectors can amplify voices, share knowledge, and celebrate diverse expressions of creativity.

Building Confidence and Resilience

Success in the arts and creative sectors can be unpredictable and competitive, making confidence and resilience crucial attributes. Encouraging women to recognise and celebrate their achievements helps reinforce their sense of self-worth and potential.

Identifying obstacles to confidence, such as fear of criticism or imposter syndrome, and developing strategies to overcome these barriers are crucial steps in cultivating a resilient mindset.



Discussions for Leadership Development

Leading discussions on topics of personal or professional interest supports the development of leadership skills and encourages active engagement with issues relevant to their growth. This approach can help to practice articulating thoughts, facilitating conversations, and synthesising insights, all of which are valuable skills in any creative or professional setting.

Women Empowerment

Recognising and Challenging Gender Inequalities

Recognising women's obstacles in the arts and creative industries is essential for their empowerment.

These challenges include unequal access to resources, underrepresentation in leadership positions, and gender stereotypes that restrict opportunities and acknowledgement. Empowerment initiatives must address these inequalities by advocating for change, providing mentorship opportunities, and promoting environments that embrace diversity and inclusivity.



Discussion Topic

Women Empowerment

Sharing stories and experiences is an effective way to change minds and take action. That's why pairing women with strong female role models is so important.

Activity: *Empowerment Exercise*

Purpose: *Awareness of women's strengths*

Participants: *Mentor with mentee or group of mentees*

Time: *120 -180 minutes*

Consciously consider the fact that men and women do not have the same rights. That seems logical, but in practice, it turns out to be more difficult.

Power women, you probably know them in your immediate environment, your sister, mother, grandmother, good friends, colleagues, your neighbour... or you are just one yourself! You can learn from strong women and inspire strong women.

Choose one or more from these assignments:

Assignment #1

Who is a strong woman in your immediate circle? Why? Explain to the others why this is your choice.

Assignment #2

Find the most beautiful and inspiring quotes from women. What are your top 10 quotes?

Think of Pink, Anne Frank, Lady Gaga, Michelle Obama, Eleanor Roosevelt, Beyoncé, Hillary Clinton, Mae West, Madonna etc.

Explain to the others why this is your top 10

Assignment #3

Historical women.

Research historical influential women and choose one you admire.

Explain to the others why this one is in particular.



Collaboration Activity
Social Position of Women in Art
and Creative Sector
Empowerment of women

Case-Study Exercise

Women Empowerment

Participants: 1-4

Time: 60- 90 minutes

Situation:

You are mentoring a young female artist who has recently graduated from an arts program and is keen to establish herself in the industry. She is talented but lacks confidence and awareness of her strengths. You notice she frequently underestimates her abilities and is hesitant to pursue certain opportunities.

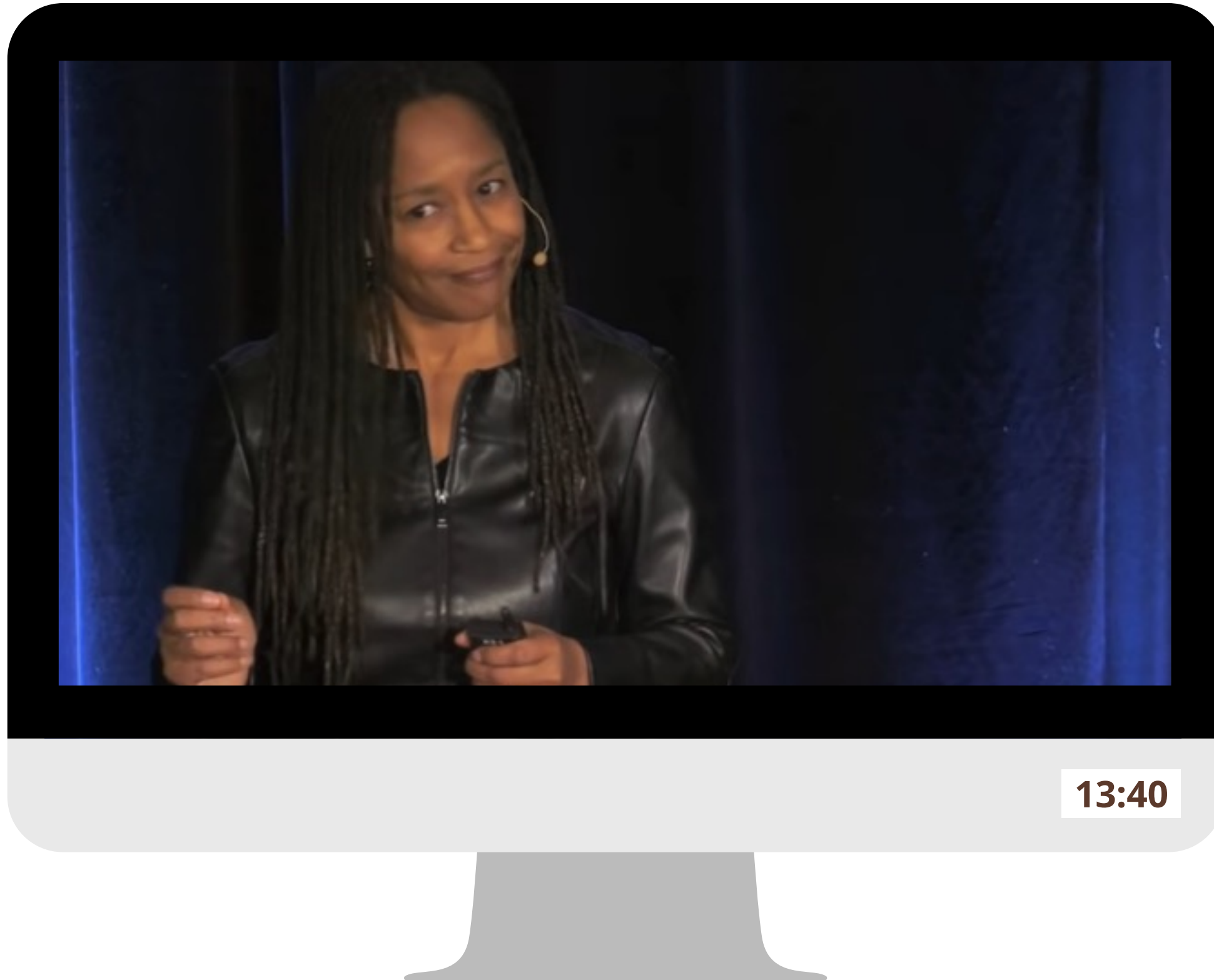
Question to solve:

How can you, as a mentor, help her become more aware of her strengths as a woman in the arts industry and empower her to confidently pursue her career goals?

Materials to use:

- Pen and paper
- Laptop/tablet for research
- Examples of successful female artists in the industry





Women Empowerment

Wendy Knight Agard – From the Inside
Out: Diversity, Inclusion & Belonging

“Wendy offers insight into diversity from the inside out, what it means, how to become conscious of it and how we can move forward on the path to true acceptance.”

WATCH NOW 

Link
https://www.ted.com/talks/wendy_knight_agard_from_the_inside_out_diversity_inclusion_belonging



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