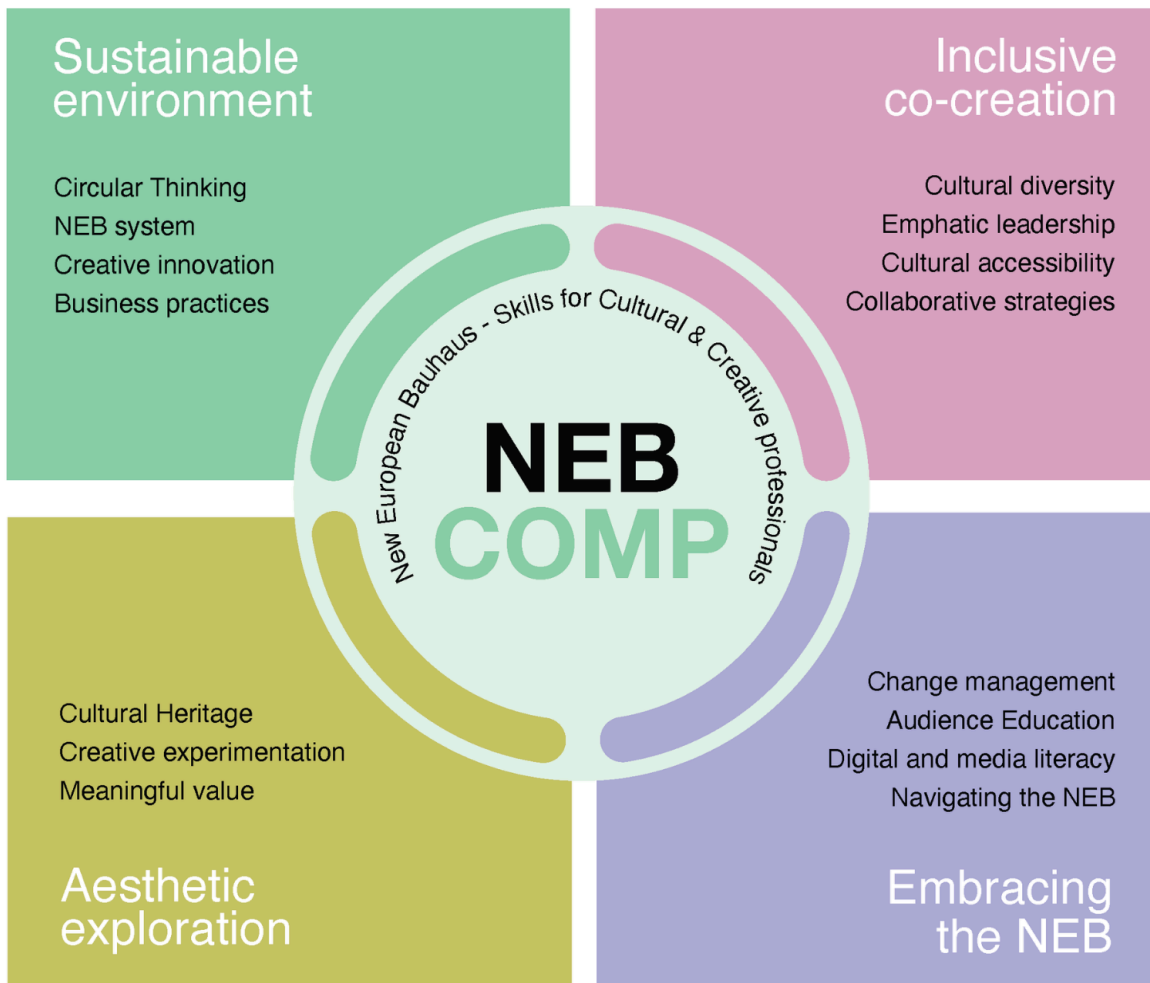


NEB COMP

Competency profile

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GLOSSARY

Attitude: In a competence framework, attitude refers to a learner's or professional's mindset, values, and willingness to apply knowledge and skills.

Bauhaus: The Bauhaus was a 20th-century German design school that combined art, craft, and technology.

Competence Framework: A competence framework is a structured system that defines the knowledge, skills, and attitudes needed for effective performance in a specific field.

Creative and cultural sector: This sector includes industries such as design, architecture, fashion, arts, media, and heritage. It is central to the NEB for its potential to drive cultural change, aesthetic innovation, and sustainable development.

Learning Outcomes: Learning outcomes describe what a learner is expected to know, understand, and be able to do after a learning process.

Knowledge: In this context, knowledge refers to the theoretical understanding required in the creative and cultural sector.

New European Bauhaus: The NEB is an EU initiative that aims to shape a green, sustainable, and inclusive future through a cultural and aesthetic lens. It bridges art, science, and technology to make the Green Deal tangible and emotionally engaging.

Skills: Skills are the practical abilities to perform tasks, such as design thinking, collaborative creation, problem-solving, and communication.

INTRODUCTION

WHAT, WHY, and HOW?

What n°1 - Definition of the NEB

The New European Bauhaus (NEB) is an initiative launched by the European Commission in early 2021 that connects the European Green Deal to our living spaces and experiences.

According to the EU, it aims to "*bring a cultural and creative dimension to the European Green Deal, combining design, sustainability, accessibility, affordability, and investment to help deliver climate goals and improve quality of life.*" (COM/2021/573 final)

It promotes a transdisciplinary approach and is built around three core values:

- Sustainability: from climate goals to circularity and biodiversity.
- Aesthetics: quality of experience and style beyond functionality.
- Inclusion: valuing diversity and ensuring accessibility and affordability.

The initiative encourages collaboration across architecture, art, science, and technology to reimagine how we live together sustainably and beautifully.

[More information about the New European Bauhaus](#)

What n°2 - Definition of the NEB Comp

NEB stands for New European Bauhaus. Comp stands for Competence Framework. A competence framework is a document that captures the essential competencies (the knowledge, skills and attitudes) needed to perform effectively in a role or sector. Unlike a conventional job description, which lists tasks and responsibilities, a competency framework focuses on how people demonstrate their capabilities through measurable actions. Typically, such a framework includes core competency areas, each defined in performance terms that are observable and assessable.

In the case of the NEB comp, we intend to provide guidelines about the competencies needed by professionals from the creative and cultural sector to integrate the principles of the New European Bauhaus among their professional activities.

Why - Usefulness of the NEB Comp

This document addresses professionals from the creative and cultural sector, so those can assess their current level of competences and training needs to properly integrate the NEB principle into their practice. It also addresses the educational environment, as we intend to support them in the development of tailored training courses that answer the needs identified in order to integrate the NEB. Finally, it addresses the entire creative and cultural community, stakeholders, and policy makers to raise awareness of the fundamental elements of the NEB expressed under the perspective of the educational need in vocational education (VET).

This document intends to offer clarity and transparency, showing competencies and using descriptors understandable by all individuals interested in the sector. It promotes the fair assessment and recognition of current competences, and encourages further development, thanks to the different levels presented.

Competence Framework is an important tool to promote both the professionalisation of the sector thanks to a clear definition of the skills needed to perform, as well as to promote the mobility of workers thanks to its European dimension.

Whom - Who is targeted by this document

- Creative and cultural professionals: professional from the creative and cultural sector and interested in integrating the NEB principles into their practice. The NEB comp will enable them to overview the competences needed to integrate the NEB professionally, and offer valuable guidelines for self-assessment and training.
- Educational providers: Courses providers will now have a reference document for the set up of tailored learning outcomes and the structuration of new courses in the field of the NEB for creative professionals.
- Stakeholders - policy makers / businesses: the NEBComp intends to serve as a reference for policy makers at the time of planning new local strategies, and for businesses and employers as a reference to seek skilled professionals.

How - Guidance to use this document.

You might use this document in several ways:

- As a reference for expressing and showing your level of competencies.
- For self-assessment to gauge your current level of competence, identify strength and learning needs
- To map collective strengths and needs and organise capacity building actions
- For professional development planning and to open a reflection on observable indicators tied to each level, to set up goals and select tailored training actions
- To demonstrate how your competencies match the profile description and make your professional profile stronger for employers
- If you are an educator, to develop new courses based on specific training needs thanks to the learning outcomes described for each competency

- To support you for institutional planning and policy development, especially in the educational, creative and cultural field

Objectives of the NEB competency profile

The objective of the NEB Comp is to align the competences listed by the European Commission frameworks – EntreComp, DigComp, LifeComp and GreenComp – to the key competences that creative and cultural professionals are called to develop or put in action in order to give concrete application to the New European Bauhaus (NEB), while generating impact in their communities, fostering the concept of an EU society that is Open, Equal, and Accessible for all, and becoming real “Agents of Change”.

The present NEB Comp thus proposes a new competence framework, listing the key competences that the cultural and creative operators need in order to successfully apply the NEB principles and equip them with the skills and tools necessary to change their local reality, aiming at a more sustainable, equal and accessible society. It arises as a complementary document to existing initiatives of references, such as the [NEB Academy](#) and the [New Bauhaus self-assessment method and tool](#), providing a new and specific focus on the creative and cultural professionals and the skills needed in this sector.

This competence framework was designed with the active participation of cultural and creative operators. It makes reference to already existing EU competence frameworks but also focuses on specific needs identified by [Creative Skills Europe](#) and the [EU Pact for skills](#) in the field of cultural and creative industries. The competence framework was specifically adapted to the professional profiles prioritised by the Agents of Change initiative and its [NEB skilling method](#), as being designers and cultural managers with polyvalent profiles operating in social economic domains, audiovisual, and technological areas.

Methodology

The NEB skilling method

The Agents of Change initiative started with a partners’ consultation to set up integral agreement on the main terms and concepts of the project, target groups selection and engagement activities, as part of the method. From this work, the NEB skilling method was developed, detailing the different phases of research to be implemented by partners locally, and then analysed and transformed to produce two main results:

- The NEB Map, being a map of scenarios or challenges identified by participants locally.
- The present NEB Comp

The NEB Comp was partly deduced from the scenarios and challenges identified by the working groups.

This methodology of the project will be implemented further during the entire project. It is user centered and based on direct engagement with the main target groups in all project actions, aiming to design a target based process where the beneficiaries will activate a feedback loop in which the target groups contribute to the design of contents and provide feedback after testing.

During this first phase of the project implementation, participants were invited to identify local situations and challenges in their creative working practices and linked to the New European Bauhaus principles. They were asked about the most needed competencies. This competence profile presents the main knowledge, skills and attitudes needed by CCI professionals to answer their current challenges, based on European tools for standardisation.

Organisation of national focus groups

Focus groups with CCI professionals were organised by the partners of the Agents Of Change project in April and May 2025. Each one organised local or network-level action groups in Sweden, Spain, Greece, Italy, Serbia, Belgium/EU-level, Poland, with CCIs professionals. This first focus group discussed the challenges that participants feel are most relevant for their community and the competences needed to solve the selected challenges. Their mission was to map community challenges and align competences selected with real needs.

The competence profile developed in this document is the result of the work and discussions achieved during the focus groups, further analysed and developed by partners.

Report by partners, agreement and validation procedures

Each partner produced a national/network-level report including the information relevant to the main competences needs identified during the project. Lists were then established and compiled, classified, categorised to build a first draft of the Competency profile.

This draft was then further completed and reviewed by all partners from the Agents of Change project, working collaboratively on this result until they found an agreement on the final set of competences and definitions / descriptors.

Finally, an evaluation was performed for the validation procedure:

- A peer review action will be performed by an external expert of EC competence frameworks invited by Ipogeos to perform the evaluation of the quality of the NEBComp content, layout and usability, with an objective indicator of at least 80% overall satisfaction measured through a peer review
- The NEB comp will be presented during local workshops and the satisfaction of participants will be measured, with an objective of at least 80% of satisfaction measured with the survey provided to participants

How to use this document & levels description

The NEB Comp is structured following some of the main formats observed at EU level for the development of such reports, such as the EntreComp, GreenComp or LifeComp.

A standard presentation is developed for each competency, and includes the following elements:

- Contextual background (why do creative professionals need this competence)
- General descriptor (Definition of the competence)
- Expected learning outcomes that should result from training in this competence
- KSA-based descriptors (Knowledge, Skills, Attitudes) for each competence and for 3 different levels: basic, intermediate and advanced.

The European Qualification Framework (EQF) is a learning outcomes-based framework for all types of qualifications and used to improve transparency and comparability of people's qualifications. It describes the Knowledge, Skills, and Responsibility and Autonomy in 8 different levels. As for EQF equivalence, we estimate the following:

The NEB Comp **Basic** level descriptions correspond to a EQF level 3, in which:

Level 3 - Learning outcomes		
Knowledge	Skills	Responsibility and Autonomy
Knowledge of facts, principles, processes and general concepts in a field of work or study	A range of cognitive and practical skills required to accomplish tasks and solve problems by selecting and applying basic methods, tools, materials and information	Take responsibility for completion of tasks in work or study; adapt own behaviour to circumstances in solving problems

The NEB Comp **Intermediate** level descriptions correspond to a EQF level 4 in which:

Level 4 - Learning outcomes		
Knowledge	Skills	Responsibility and autonomy
Factual and theoretical knowledge in broad contexts within a field of work or study	A range of cognitive and practical skills required to generate solutions to specific problems in a field of work or study	Exercise self-management within the guidelines of work or study contexts that are usually predictable, but are subject to change; supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities

The NEB Comp **Advanced** level descriptions correspond to a EQF level 5 to 6, in which:

Level 5 - Learning outcomes		
Knowledge	Skills	Responsibility and autonomy
Comprehensive, specialised, factual and theoretical knowledge within a field of work or study and an awareness of the boundaries of that knowledge	A comprehensive range of cognitive and practical skills required to develop creative solutions to abstract problems	Exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others

Level 6 - Learning outcomes		
Knowledge	Skills	Responsibility and autonomy
Advanced knowledge of a field of work or study, involving a critical understanding of theories and principles	Advanced skills, demonstrating mastery and innovation, required to solve complex and unpredictable problems in a specialised field of work or study	Manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable work or study contexts; take responsibility for managing professional development of individuals and groups

Source: <https://europass.europa.eu/en/description-eight-efq-levels>

SUMMARY OF COMPETENCES

Table of competencies

Area 1: A sustainable creative environment	Competence 1: Circularity and Ethical thinking (Policy context, SDGs, ESG, Circular principles, Eco-certification, eco-standards, Ethical awareness, fairness)
	Competence 2: NEB Systems & Future thinking (Problem solving, Systems thinking, Critical thinking, Sustainable futures, courage and resilience)
	Competence 3: Sustainable innovation (Circular economy, Adaptability, Material life cycle assessment, Material innovation, Sustainable product development, Evaluation of trade-offs)
	Competence 4: Sustainable Business practices in the creative sector (Market readiness, Entrepreneurial and financial skills, green financing)
Area 2: Inclusive co-creation	Competence 5: Cultural diversity (Community, Intercultural skills, Child&youth perspectives, respect, integration)
	Competence 6: Empathic and inclusive leadership (Empathy, social intelligence, emotional awareness, active listening, leadership, co-creation)
	Competence 7: Accessibility of culture (Holistic vision of inclusion, from accessible design principles to language and communication strategies. Sensitive to different target and minority groups, including vulnerable. Community building, adaptation of style, vocabulary, simple design, inclusive digital)

	tools)
	<p>Competence 8: Collaborative strategies</p> <p>(Stakeholder engagement methods, facilitation, negotiation, co-design, teamwork, networking and cooperation, planning and decision-making, conflict management, peer learning)</p>
Area 3: Aesthetic exploration and expression	<p>Competence 9: Cultural heritage and traditions</p> <p>(Cultural heritage, Historical context, preservation, Aesthetic literacy, Tradition, local craft)</p>
	<p>Competence 10: Creative and cultural experimentation</p> <p>(Experimentation, innovation, material use, trends, interdisciplinary collaboration, design thinking)</p>
	<p>Competence 11: Unique and meaningful value</p> <p>(Originality, inspirations, Self-knowledge, Self-confidence, Self-regulation, self-awareness and reflection in the creative work, life-long learning here/self-improvement)</p>
Area 4: Embracing the NEB	<p>Competence 12: Navigating the NEB</p> <p>(Knowing what it is, the 3 different areas, practicality of the NEB)</p>
	<p>Competence 13: Digital and media literacy</p> <p>(Digital skills, Emerging technologies, Guidance on digital tools, Media literacy)</p>
	<p>Competence 14: Marketing and communication strategies for audience education</p> <p>(Marketing, Visual storytelling, Public engagement, audience profiling, Openness)</p>
	<p>Competence 15: Change management</p> <p>(Building a NEB creative project: Grant writing and fundraising, budgeting, Planning, Management, evaluation and impact assessment, problem solving.)</p>

Definition of the 4 areas:

Area 1: A sustainable creative environment

A Sustainable creative environment refers to the integration of ecological, social, and economic sustainability principles into the entire lifecycle of cultural and creative work. In this area, creative professionals are called to adopt a systemic perspective, understanding their role not only as artists or cultural operators but also as environmental stewards and social innovators. This means embedding circular and regenerative thinking into material choices, production processes, and business models, while aligning with the objectives of the European Green Deal and the Sustainable Development Goals (SDGs).

This area emphasises four key competences: sustainable and circular thinking, systems and future thinking, sustainable innovation, and sustainable business practices in the creative sector. Together, these competences promote responsible resource use, long-term impact, resilience, and ethical entrepreneurship. Professionals are expected to consider life cycle assessments, apply systems thinking in design and planning, balance environmental integrity with creative innovation, and build viable business models that reflect fairness, transparency, and social inclusion.

Ultimately, this area challenges professionals to imagine and implement creative processes that regenerate rather than exploit, support rather than extract, and connect rather than isolate, ensuring that creativity plays a foundational role in building a sustainable and inclusive society.

Area 2: Inclusive co-creation

Create together emphasises the collaborative, social, and participatory dimensions of cultural and creative work. At its core, this area recognises that complex societal challenges, such as inequality, exclusion, and fragmentation, can only be addressed through collective intelligence, empathy, and inclusive design. It centers on cultivating the interpersonal and intercultural skills needed to work meaningfully with others across disciplines, sectors, and communities.

The competences within this area include cultural diversity, emotional intelligence, accessibility of culture, and collaborative strategies. These build the foundation for respectful dialogue, trust-based collaboration, and the design of cultural experiences that are open and accessible to all. Professionals are trained to value diversity as a source of creativity, communicate across cultures, recognise and remove barriers to participation, and lead inclusive projects through facilitation, negotiation, and co-creation methods.

This area promotes a mindset shift—from isolated authorship to shared authorship, from solitary creation to co-creation. By fostering mutual respect, emotional awareness, and stakeholder engagement, “Create Together” enables cultural professionals to generate work that is both socially relevant and deeply rooted in the lived experiences of the communities they serve.

Area 3: Aesthetic exploration and expression

Aesthetic exploration and expression celebrates the role of beauty, creativity, and identity in shaping cultural narratives and inspiring societal transformation. It invites professionals to look inward and outward: to explore their own creative voice with authenticity and to draw from diverse traditions, materials, and emerging practices to craft meaningful cultural experiences. This area affirms that aesthetics are not superficial embellishments but powerful tools to provoke thought, foster emotional resonance, and build bridges across time, place, and community.

This area encompasses three core competences: cultural heritage and traditions, creative and cultural experimentation, and development of a unique and meaningful value. These allow professionals to engage critically with the past while innovating for the future, honor local knowledge and craftsmanship, experiment with form and medium, and cultivate a distinctive creative identity aligned with sustainability and inclusion.

The area encourages boldness and reflection, experimentation and preservation, originality and relevance. Through it, professionals develop not only technical and artistic mastery but also self-awareness and ethical compass needed to produce work that is deeply personal, socially conscious, and culturally impactful.

Area 4: Embracing the NEB

Advocacy for the NEB equips cultural professionals with the strategic communication, digital literacy, and project management skills required to promote and embody the values of the New European Bauhaus (sustainability, aesthetics, and inclusion) within broader cultural, political, and civic landscapes. This area focuses on translating creative work into public engagement, systemic change, and long-lasting impact.

Key competences in this area include digital and media literacy, marketing and communication strategies for audience education, and change management. These enable professionals to critically navigate digital environments, communicate complex ideas through inclusive and compelling narratives, and lead transformational projects with strategic foresight and participatory approaches.

Advocacy here is not only about raising awareness but also about enabling action. It is about helping communities understand, value, and take part in cultural transitions. It also requires professionals to be fluent in the language of policy, impact, and funding, and to shape projects that are scalable, sustainable, and impactful. In this way, cultural professionals become connectors between institutions and citizens and between creative expression and civic transformation, bringing NEB principles to life across Europe and beyond.

Each of the first three areas aligns directly with one of the core pillars of the New European Bauhaus. A Sustainable Creative Environment embodies the NEB's commitment to sustainability, equipping professionals to lead the creative sector's ecological transition through regenerative practices and systemic thinking. Inclusive co-creation reflects the value of inclusion, fostering collaboration, cultural accessibility, and shared authorship to ensure that creative work resonates with and involves diverse communities. Aesthetic exploration and expression capture the essence of beauty, encouraging professionals to create work that is both meaningful and beautiful, emotionally powerful, culturally rooted, and artistically distinctive. Finally, Embracing the NEB serves as the practical bridge between these ideals and their real-world application, offering the tools, strategies, and communicative power necessary to implement NEB values through concrete projects, cross-sectoral engagement, and transformative leadership.

AREA 1: A SUSTAINABLE CREATIVE ENVIRONMENT

Competence 1: Circularity and ethical thinking

Context

The European Green Deal, the New European Bauhaus, and the UN Sustainable Development Goals (SDGs) call for urgent, systemic shifts — where culture, aesthetics, and sustainability are not separate, but deeply interconnected. In the current context of the global environmental crisis, creative professionals are increasingly expected to lead by example in the field of sustainability. Creative professionals will use the sustainable and circular thinking competence to align their practices with long-term ecological goals, while embedding beauty, inclusion, and purpose into their work. Whether designing exhibitions, products, performances, buildings, or cultural programs, they should use the sustainable and circular thinking as a transversal mindset to select materials responsibly, reduce waste, and create positive social and ecological impact.

General descriptor

Circularity and ethical thinking refers to the ability to understand and apply the principles of sustainability and circular economy within creative and cultural contexts and practices. It involves mastering concepts from the policy and socio-economic landscape, such as the Sustainable Development Goals (SDGs), Environmental, Social and Governance (ESG) criteria, Circular principles, eco-certifications, and eco-standards. It also encompasses the integration of the values aligned with sustainability and circular thinking, the ethical awareness, and fairness. The skilled professional has the capacity to recognise and critically assess the environmental, social, and economic impact of materials, processes, and decisions.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Identify and describe sustainability principles and circular economy concepts that are relevant to the creative practice
- Understand the diverse aspects and topics covered by sustainability, including the environmental, social and governance pillars.
- Embody sustainability values: be aware of what a creative person can do about such a crucial issue as climate/sustainability, taking concrete action.

- Evaluate current practices, materials, processes from a sustainable perspective.
- Making decisions based on ethical considerations for people, society, and the planet, with a humanistic focus and human rights perspective

	Basic	Intermediate	Advanced
Skill	<p>Distinguish sustainable from unsustainable practice in the context of creative work.</p> <p>Identify unsustainable choices in creative workflows.</p>	<p>Apply circular principles such as reuse, repair, or design-for-disassembly.</p> <p>Evaluate project decisions using basic environmental/social criteria.</p>	<p>Lead sustainability strategy in creative projects or organisations.</p> <p>Integrate systemic and regenerative thinking into project planning.</p>
Knowledge	<p>Know basics of SDGs and sustainability education.</p> <p>Aware of SDGs and basic sustainability terms (e.g. carbon footprint, reuse, waste).</p>	<p>Know main eco-labels, certifications and standards, ESG frameworks, circular business models, and material life cycles.</p>	<p>Understand ESG strategy, and circular economy models.</p> <p>Know and understand the practicality of relevant EU policy, eco-certifications and global trends in sustainable innovation.</p>
Attitude	<p>Understand why sustainability matters in creative work.</p> <p>Will to question current practices and interest for sustainable change.</p> <p>Acting with fairness, ensuring that everyone is included and fairly treated.</p>	<p>Commit to reducing negative impact through creative choices.</p> <p>Proactive toward integrating sustainability in team and project workflows.</p> <p>Aware of social justice principles</p>	<p>Sense of responsibility on sustainable matters.</p> <p>Resilience and courage to challenge unsustainable norms and advocate for systemic change.</p> <p>Demonstrate a sense of responsibility for both human and environmental well-being. Lead and be inspirational.</p>

Competence 2: NEB Systems & future thinking

Context

Creative and cultural professionals play a pivotal role in shaping societal values, narratives, and practices. As Agents of Change, they need to understand the complexity and interconnectivity of today's world. Systems and future thinking empower them to anticipate consequences, recognize patterns, and co-create sustainable futures. This competence is critical for navigating the multifaceted challenges posed by climate change, resources limitations, social inequality, and technological transformation, all while aligning with the principles of the New European Bauhaus, working with urban and natural ecosystems, and integrating long-term thinking into cultural or design processes. This competency is relevant to address for instance the challenge of mass tourism and envision sustainable tourism activities.

Creative professionals equipped with this competence are better able to design projects and processes that are resilient, forward-looking, and rooted in holistic awareness, ensuring long-term positive impact on people and the planet.

General descriptor

NEB Systems & future thinking is the ability to understand and respond to complex, interrelated systems by identifying root causes, patterns, and long-term impacts, and to envision and plan for desirable and sustainable futures. It combines problem solving and critical thinking, scenario building, courage and resilience, enabling cultural and creative professionals to anticipate change, embrace complexity, and act responsibly within a broader ecological, social, and cultural context.

Problem solving is a critical part of this competency for addressing systemic and environmental challenges in the creative workers' communities and work practice.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Identify, analyse, and address complex environmental, socio-economic and cultural challenges through innovative, context-sensitive solutions.
- Apply systems thinking approaches to project development, see and investigate the challenges, problems or needs and find different value creating solutions based on efficient problem solving that benefit their target groups.
- Imagine, articulate, plan and co-create viable and resilient futures by aligning cultural, economic, and environmental goals.
- Push through challenges, take risks, and maintain energy over time, integrating long-term perspectives into creative and cultural decision-making processes.

	Basic	Intermediate	Advanced
Skill	<p>Identify components of a simple system and map basic relationships.</p> <p>Apply basic problem-solving methods considering broader contexts.</p> <p>Use storytelling to explore possible futures in the creative field.</p>	<p>Use trend analysis and scenario development in project ideation.</p> <p>Map complex systems and identify patterns, actors, and feedback loops.</p> <p>Apply critical thinking to assess the long term implications of creative decisions.</p>	<p>Lead systems mapping and future visioning with interdisciplinary teams.</p> <p>Design and evaluate creative interventions for system-level impact.</p> <p>Influence structural change in the creative sector.</p>
Knowledge	<p>Understand basic concepts of systems (e.g., feedback loops, leverage points, interdependence).</p> <p>Recognise simple cause-and-effect relationships within creative projects and cultural systems.</p> <p>Have basic awareness of global challenges (e.g., climate change, inequality) and their systemic nature.</p>	<p>Understand dynamic complexity in social, cultural, and environmental systems.</p> <p>Master tools for foresight and scenario planning.</p> <p>Recognise systems thinking frameworks (e.g., Meadows' leverage points, circular systems).</p>	<p>Have a deep understanding of systems thinking, regenerative and adaptive systems design principles.</p> <p>Understand systems theory in relation to sustainable development frameworks and agendas (SDGs, Green Deal).</p>
Attitude	<p>Show curiosity about complexity and interconnection.</p> <p>Open to learning from multiple perspectives.</p> <p>Develop a future-oriented mindset.</p>	<p>Question existing systems and norms and imagine alternative futures.</p> <p>Understand how different parts of society and ecosystems interconnect and influence one another. Value diversity. Embrace uncertainty and ambiguity and practice resilience</p>	<p>Question unsustainable norms and systems.</p> <p>Sustain long-term efforts in the face of challenges.</p> <p>Embody courage, patience and perseverance in pursuing regenerative futures.</p>

Competence 3: Sustainable innovation

Context

In the creative and cultural sectors, innovation is often seen as a driver of artistic expression, new aesthetics, and audience engagement. However, in the face of environmental degradation, resource scarcity, and the climate crisis, innovation must also be sustainable. This means that materials, processes, and outcomes must respect planetary boundaries while remaining socially inclusive and economically viable. Creative professionals need to rethink traditional production methods, experiment responsibly with new materials and technologies, and critically assess the impact of their innovations. This competence enables alignment with European Green Deal priorities, circular economy principles, and the transformative vision of the New European Bauhaus.

General descriptor

Sustainable innovation is the capacity to develop, assess, and implement creative solutions that are environmentally responsible, ethically sound, and economically viable. It involves understanding circular economy principles and assessing material life cycles, exploring alternatives, adaptability, material innovation, integrating eco-design principles, and balancing innovation with sustainability goals across cultural and artistic practices. It also includes the evaluation of trade-offs and cost vs sustainability.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Understand and apply circular and sustainability principles in innovation processes as part of the creative practice. Make the most of new technologies, for instance by using image recognition with AI.
- Conduct life cycle assessments and evaluate the environmental impact of materials and practices.
- Integrate circular and regenerative design principles into creative projects.
- Make informed trade-offs in the development of new products, services, or artworks.
- Promote sustainable alternatives through their creative work and influence others in the value chain.

	Basic	Intermediate	Advanced
Skill	Identify materials and methods with lower environmental impact. Participate in discussions about sustainability in	Apply sustainability criteria when choosing materials and production techniques. Integrate sustainable	Develop and implement sustainable creative works. Develop or adopt innovative sustainable

	creative projects.	innovation in design practices. Evaluate the environmental impact of the creative work.	practices (materials and / or technologies) Evaluate trade-offs and system level impacts of innovation with a sustainable consideration.
Knowledge	Understand sustainability concepts related to design and production. Recognise common environmental impacts of creative materials and tools. Have a basic idea of the life cycle of materials most commonly used in creative production.	Understand life cycle assessment (LCA) principles and environmental trade-offs. Aware of sustainable materials sourcing, production and waste management practices. Know about eco-design, cradle-to-cradle, and circular innovation models.	Have a deep understanding of advanced sustainability measurement tools. Aware of latest trends and research in material innovation, biomaterials and regenerative design. Know circular economy strategies in the cultural and creative sector.
Attitude	Promote reduction of consumption. Question traditional production methods and seek alternatives. Value innovation that aligns with environmental goals. Open to changing habits and materials in the working practice.	Take responsibility for reducing the environmental impact of creative production. Implement waste reduction strategies. Balance innovation with functionality, beauty and sustainability.	Boost the transformation in the creative sector by introducing innovation. Promote sustainable innovation and experimentation. Lead peers in this field.

Competence 4: Sustainable business practices in the creative sector

Context

Creative and cultural professionals often operate as entrepreneurs, freelancers, or small business owners. Integrating sustainability into their business models is crucial not only for ethical and environmental reasons, but also for long-term viability in an evolving market landscape. With growing demand for green innovation, transparent value chains, and impact-driven business models, creative entrepreneurs need to understand how sustainability translates into a competitive advantage, regulatory compliance, and access to funding.

This competence helps align creative business practice with EU Green Deal goals, SDGs, and NEB values—ensuring cultural initiatives are not only meaningful and beautiful, but also economically resilient and ecologically regenerative.

General descriptor

Sustainability from a business perspective is the ability to develop and manage creative and cultural ventures that are economically viable, environmentally responsible, and socially inclusive. It includes financial and entrepreneurial literacy, market readiness, sustainable value proposition development, and access to green financing mechanisms.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Understand the intersection of sustainability and business in the creative sector, and develop sustainable economic frameworks. Integrate environmental and social impact into business models and strategies.
- Set up a financial strategy: Cultural projects heavily depend on grants, making planning difficult in unpredictable times. Learners will develop knowledge on green and ethical funding, investment, return on investment strategies to increase financial viability, and sustainability of creative projects.
- Assess market trends, regulatory contexts, and audience expectations related to sustainability.

	Basic	Intermediate	Advanced
Skill	Can describe a cultural or creative project in terms of societal and environmental value. Identify ways of	Navigate green finances and ethical fundraising. Develop sustainable value propositions.	Develop and implement sustainability strategy. Research useful opportunities and

	<p>reducing the environmental impact in operations.</p> <p>Balance creative goals with economic and ecological goals.</p>	<p>Conduct market research to align creative products to sustainability demand.</p> <p>Prepare a funding application or pitch including sustainability metrics.</p>	<p>calls for proposals, and secure diverse funding resources aligned with sustainability goals.</p>
Knowledge	<p>Understand basic principles of entrepreneurship and sustainability.</p> <p>Aware of sustainable business models.</p> <p>Understand the importance of business fairness and ethical business practices.</p>	<p>Understand sustainable financial management principles, have knowledge of green funding mechanisms engaging several stakeholders.</p> <p>Understand trade-offs between cost, impact, and quality.</p>	<p>Master sustainable finance, ESG criteria, Eu taxonomy or sustainable activities, sustainability reporting.</p> <p>Know how to be an effective sustainable entrepreneur, incorporating circular business models and regenerative economics.</p>
Attitude	<p>Explore business certifications and labelling.</p> <p>See sustainability as a strategic consideration, and not only from a moral perspective.</p>	<p>Investigate about ethical and green alternatives in finances, partnerships and production.</p> <p>Value long-term impact over short term benefit.</p> <p>Commit to transparency and accountability.</p>	<p>Act exemplarily incorporating green entrepreneurship in the cultural sector.</p> <p>Embed sustainability at the core of creative business growth.</p> <p>Champions ethical, transparent and inclusive economic practices.</p>

AREA 2: INCLUSIVE CO-CREATION

Competence 5: Cultural diversity

Context

The creative and cultural sector thrives in diversity. It is both a reflection of and a contributor to pluralistic societies. Cultural professionals work in increasingly intercultural, and intergenerational environments. Understanding and engaging with cultural diversity enriches creative expression and ensures inclusion, relevance, and social cohesion. In the context of the NEB, celebrating diversity helps build bridges across disciplines, geographies, and social groups. It fosters dialogue, empathy, and mutual respect, core ingredients for designing beautiful, inclusive, and sustainable products, places and experiences.

General descriptor

Cultural diversity is the ability to recognize, value, and integrate diverse cultural perspectives and practices into creative work and collaborative processes. It involves intercultural sensitivity, community awareness, and the ability to create inclusive spaces that reflect and respect a variety of identities, traditions, and voices. Cultural diversity seeks respect and integration of communities. Diversity encompasses, among others:

- Intergenerational integration - Child and youth perspectives
- Gender and sexual orientation
- Etnia, religion, beliefs,
- Migrations and mobility
- Socio-economic background
- Physical, cognitive and intellectual abilities, neurodivergences
- Rural isolation
- Family structures

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Recognise and challenge cultural stereotypes and biases.
- Understand and navigate cultural differences in creative and collaborative contexts, ensuring true inclusion across diverse backgrounds
- Integrate diverse cultural perspectives into artistic expression and project development

- Foster inclusive environments that promote participation from underrepresented communities, and develop a sense of community, building meaningful connections across communities.

	Basic	Intermediate	Advanced
Skill	<p>Engage respectful communication and activities across cultures.</p> <p>Adapt creative work to be more inclusive and culturally sensitive.</p> <p>Listen to diverse perspectives.</p>	<p>Design cultural spaces and initiatives for diverse audiences (youth, migrants, disabled...).</p> <p>Integrate diverse cultural references into content and design.</p> <p>Implement creative experiences adapted to multicultural groups.</p>	<p>Lead intercultural projects with diverse stakeholders and communities.</p> <p>Use creative work for cultural mediation among diverse target groups (intergenerational dialogue involving children and adults, for people with disabilities).</p> <p>Develop strategies to foster cultural diversity in creative ecosystems.</p>
Knowledge	<p>Aware of cultural diversity and the concept of culture as a plural system of values, beliefs and practices.</p> <p>Recognise common cultural biases and stereotypes.</p> <p>Know different typology of target groups, and who we're designing for.</p>	<p>Understand intercultural communication principles and challenges.</p> <p>Know about methods to engage diverse communities in creative and cultural work.</p>	<p>Have an advanced knowledge in cultural policies, intercultural dialogue and minorities rights in the EU and at global level (UNESCO).</p> <p>Understand how historical legacies, migration and globalisation shape the current cultural narratives and tensions.</p>
Attitude	<p>Express curiosity and openness towards other cultures.</p> <p>Value diversity as a source of inspiration and learning.</p> <p>Reflect on personal assumptions and biases.</p>	<p>Demonstrate empathy and respect in cross-cultural settings.</p> <p>Value equity and representation in cultural processes.</p> <p>Challenge exclusionary practices.</p>	<p>Advocate for pluralism and cultural rights.</p> <p>Lead the inclusion in the creative sectors.</p> <p>Embodies humility, reflexivity, and solidarity in intercultural engagements.</p>

Competence 6: Empathic and inclusive leadership

Context

In the creative and cultural sectors, emotions are not only part of the content but also of the process. Professionals often work in collaborative, sensitive, and high-pressure environments where emotional insight is essential to meaningful creation and ethical interaction. Emotional Intelligence enables creative professionals to work more empathetically with others, manage interpersonal dynamics, navigate complex feedback loops, and build stronger, inclusive communities. Aligning with the New European Bauhaus values, emotional intelligence also supports well-being, cooperative creativity, and emotionally resonant communication. It is a foundational competence for working together across disciplines, backgrounds, and perspectives.

General descriptor

Emotional intelligence is the capacity to recognize, understand, and regulate one's own emotions, to empathise with others, and to navigate social situations constructively. It starts with active listening, and includes self-awareness, emotional regulation, social awareness and social intelligence, and relationship management, which is crucial for collaboration, leadership, and creative exploration in diverse and dynamic environments. Emotional intelligence also encompasses mental health awareness and mindfulness.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Ability to manage one's own and others' emotions in creative and cultural contexts, strengthening mental health.
- Demonstrate empathy and social sensitivity and produce inclusion efforts while engaging with the audience. Create an emotionally supportive and inclusive work environment.
- Manage conflict, frustration, navigate uncertainty, and persist through ambiguity—especially in long-term or community-based projects
- Build positive, trust-based relationships with peers, collaborators and communities

	Basic	Intermediate	Advanced
Skill	<p>Identify and name emotions (owns and others').</p> <p>Manage basic emotional responses.</p>	<p>Listen actively and show empathy.</p> <p>Manage stress and emotions constructively.</p> <p>Provide supportive feedback.</p>	<p>Assess one's impact and capacity to act and interact.</p> <p>Navigate emotionally sensitive topics with care.</p> <p>Demonstrate</p>

			emotional resilience.
Knowledge	<p>Understand basic concepts of emotion, empathy and emotional regulation.</p> <p>Know the role of emotional intelligence in communication and collaboration.</p> <p>Recognise how emotion influences behaviours and creativity.</p>	<p>Know oneself and its qualities and summarise creatively one's message</p> <p>Understand emotional triggers, patterns and how they relate to personal identity.</p> <p>Know about common interpersonal dynamics, emotional needs, motivation and communication.</p>	<p>Know about emotional development and conflict resolution strategies.</p> <p>Aware of trauma informed approaches and their relevance in creative spaces.</p>
Attitude	<p>Reflect on emotional experiences.</p> <p>Show care and consideration for others' feelings.</p> <p>Demonstrate respect in emotionally sensitive contexts.</p>	<p>welcome and creatively integrate external inputs and collaborations.</p> <p>Appreciate emotional complexity.</p> <p>Accept feedback and constructive criticism.</p>	<p>Have self confidence and build leadership.</p> <p>Engage others in developing emotional awareness.</p> <p>Act as a bridge builder in emotionally or socially tense situations.</p>

Competence 7: Accessibility of culture

Context

Culture belongs to everyone, yet structural barriers often prevent people, especially those with disabilities, from marginalized communities, or with limited digital access, from fully participating in cultural life. For creative professionals, ensuring accessibility means designing content, spaces, and experiences that are inclusive, understandable, and engaging for diverse audiences. Within the New European Bauhaus, accessibility is foundational to creating inclusive and beautiful living environments. Creative professionals must go beyond aesthetics to design with empathy, breaking down linguistic, physical, cognitive, socioeconomic and digital barriers, and making culture available, relatable, and participatory.

General descriptor

Accessibility of culture is the capacity to design, communicate, and deliver cultural content and experiences in ways that are inclusive, comprehensible, and participatory for people of all backgrounds, abilities, and ages. It includes knowledge of inclusive design, use of accessible language (adaptation of style and vocabulary), simple designs, inclusive digital tools, and sensitivity to structural and cultural barriers, such as:

- Rural areas
- Disabilities,
- Gender and age discriminations,
- Marginalized groups,

among others. Accessibility encompasses flexibility which is the foundational skill required to work with diverse communities, manage shifting conditions, and co-create inclusive solutions. Flexibility is thus understood not just as an interpersonal trait, but as a professional mindset that allows adaptation across different cultural and social contexts.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Recognise, anticipate and respond to access needs in cultural and creative works
- Adapt communication styles, project methods, and collaborative processes based on the needs of diverse stakeholders. This includes openness to feedback, willingness to adjust plans, and cultural sensitivity.
- Use tools and design methods that increase accessibility (physical, digital, cognitive, linguistic)
- Translate complex concepts like sustainability and inclusion into accessible and understandable language for local communities
- Develop inclusive cultural experiences engaging underrepresented audiences, foster equity and participation.

	Basic	Intermediate	Advanced
Skill	<p>Consider access needs when planning events or cultural work.</p> <p>Adapt visual, verbal or written content to be understood by more people.</p> <p>Simplify messaging.</p>	<p>Identify geographic and socioeconomic barriers.</p> <p>Design creative content or experiences using accessible formats.</p> <p>Apply multi-sensory or multimodal strategies to engage different types of audience.</p>	<p>Remove geographic and socioeconomic barriers.</p> <p>Lead strategic planning for accessibility in cultural works.</p> <p>Assess and reshape creative works to be more inclusive.</p>
Knowledge	<p>Recognise common barriers to access to culture.</p> <p>Understand the concept of cultural accessibility and its importance in society.</p>	<p>Knows the norms and regulations for access (including digital accessibility standards).</p> <p>Know how disability, language, age, and socioeconomic status affect cultural access.</p> <p>Know tools and platforms that enhance accessibility.</p>	<p>Know about accessibility regulations, policies, and design methodologies across media and environments.</p> <p>Understand how accessibility intersects with sustainability, equity and aesthetics.</p>
Attitude	<p>Shows empathy for different access needs.</p> <p>Demonstrate willingness to be more inclusive.</p>	<p>Consider accessibility as an opportunity for innovation.</p> <p>Ensure that older productions are adapted to current needs.</p>	<p>Embeds accessibility as a core principle in creative practice.</p> <p>Integrate equity and justice in all aspects of cultural production and participation.</p>

Competence 8: Collaborative strategies

Context

Today's creative and cultural challenges demand collaboration across disciplines, sectors, and communities. Creative professionals must not only be skilled in their craft but also capable of engaging others in shared design processes, managing group dynamics and fostering collective ownership.

Whether working with communities, policy makers, engineers, scientists, or fellow artists, success hinges on the ability to build trust, align diverse perspectives, negotiate shared goals, and manage conflict constructively. This competence ensures that cultural professionals can lead or contribute to inclusive, participatory, and sustainable collaborative processes.

General descriptor

Collaborative strategies is the ability to design, lead and participate in cooperative processes involving multiple stakeholders. It includes facilitation, co-design, negotiation, teamwork, networking and cooperation, and planning and inclusive decision-making to create outcomes that reflect collective intelligence and shared value. It also involves conflict management and peer learning. The objective of this skill is to involve the public, the professionals, and also the institutions in collaborative processes.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Understand the dynamics of collaboration in creative and cross-sector environment, applying methods for participatory and inclusive engagement, such as co-design and co-creation methods
- Work collectively, maintain cultural practices, and create opportunities for exchange and communication, especially through international cooperation, providing visibility and temporary creative communities.
- Communicate and negotiate effectively with teams and stakeholders, work across disciplines, communities, and sectors, valuing diverse perspectives.
- Tie new connections that are trust-based and create long-term partnerships.
- Promote intergenerational collaboration, mentorship and joint cultural programmes.

	Basic	Intermediate	Advanced
Skill	Participate in groups' work actively and respectfully. Listen to others.	Work across disciplines and perspectives. Facilitate	Design and lead complex collaborative projects with multiple partners.

	<p>Form creative Teams.</p> <p>Support co-creation or brainstorming activities.</p>	<p>collaborative sessions using appropriate tools. Coordinate groups.</p> <p>Engage stakeholders effectively.</p>	<p>Mediate conflict and ensure equitable participation.</p> <p>Build and maintain long-term participatory groups.</p>
Knowledge	<p>Understand the importance of collaboration in creative and cultural work.</p> <p>Know how to network. Aware of group dynamics, roles, communication styles.</p> <p>Know how to properly organise a space or a group.</p>	<p>Know co-creation principles and collaborative methods, facilitation techniques.</p> <p>Knows about basic conflict resolution techniques.</p> <p>Know how to network, able to form creative teams</p> <p>Know how to engage and be engaged regularly and concretely with institutions.</p>	<p>Understand the political, social, and ethical implications of participation and representation.</p> <p>Know how to engage and be engaged regularly and concretely with institutions.</p>
Attitude	<p>Value shared ownership and cooperation.</p> <p>Open to peer learning.</p>	<p>Welcome and creatively integrate external inputs and collaborations.</p> <p>See diversity of opinion as an asset, and prioritise group success over individual recognition.</p> <p>Include non-institutional actors in the creative process.</p>	<p>Promote shared authorship and value collective impact.</p> <p>Work with respect and equity in all partnerships.</p> <p>Protect independent artists.</p>

AREA 3: AESTHETIC EXPLORATION AND EXPRESSION

Competence 9: Cultural heritage and traditions

Context

Cultural professionals act as custodians, interpreters, and re-imaginings of cultural heritage. In a changing Europe, where sustainability and inclusivity are paramount, understanding traditions and heritage is vital not only for conservation but also for innovation. Professionals must engage with the past in creative and critical ways, respecting its roots while crafting future narratives.

For the New European Bauhaus, cultural heritage is not a static relic—it is a living source of aesthetic insight, community identity, resilience, and ecological wisdom. This competence helps creative professionals draw from heritage to co-create inclusive and sustainable futures.

General descriptor

Cultural heritage and traditions is the ability to understand, respect, preserve, and reinterpret the material and immaterial legacies of cultures. It involves engaging with historical context, aesthetic traditions, and local knowledge to create work that is both rooted and relevant. Craft is a fundamental value and knowledge needed as part of this competence, as well as the understanding of traditional ways of the trade, figurative art, traditional techniques etc.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Understand the role of heritage in shaping cultural identity, aesthetics and sustainability. Respect and integrate tradition, craft and design into contemporary creations.
- Understand the concept of beauty “Driving from ignorance to knowledge”, where Beauty lies in authenticity, the freedom to choose, and the collective pursuit of shared goals that should provoke thought, raise questions and encourage reflection.

- Contribute to the preservation and reinterpretation of local and European heritage, and use this heritage as inspiration for inclusive and future oriented design.
- Learn from older times, ability of nature to heal us, emotional and physical well-being.
- Apply critical thinking to heritage narratives, including issues of power, exclusion, or colonial history.

	Basic	Intermediate	Advanced
Skill	<p>Identify heritage elements that are relevant to the creative field.</p> <p>Explain the origin or meaning of aesthetic choices, features or traditions.</p>	<p>Integrate traditional practices in the creative work in an original and respectful way.</p> <p>Engage with local communities and heritage holders to co-create work.</p> <p>Use heritage as a tool for creative experimentation.</p>	<p>Implement dialogue across generations or cultures about identity and memory.</p> <p>Lead projects that reinterpret or preserve cultural heritage in creative ways.</p>
Knowledge	<p>Recognise tangible and intangible cultural heritage, as well as examples of local, regional and European traditions.</p> <p>Know why heritage should be preserved and protected.</p>	<p>Understand the visual language, composition, how does an image work, colours etc.</p> <p>Understand the historical and social contexts of heritage and traditions.</p> <p>Aware of heritage protection frameworks (EU, UNESCO).</p>	<p>Understand heritage theories, policies, cultural memory.</p> <p>Master methodologies for documentation on tradition and heritage.</p>
Attitude	<p>Listen to the local environment and show sensitivity when using cultural references in work.</p> <p>Respect historical and cultural legacies</p> <p>Acknowledge the value of preserving heritage for future generations.</p>	<p>Respect and get inspired by the local craft environment.</p> <p>Balance preservation with innovation.</p> <p>Show responsibility when dealing with cultural legacy.</p> <p>Seek to promote marginalised heritage voices.</p>	<p>Challenge dominant narratives while honoring lived traditions.</p> <p>Advocates for heritage as a dynamic, inclusive and living process.</p> <p>Promote atemporality.</p>

Competence 10: Creative and cultural experimentation

Context

Cultural and creative sectors thrive on experimentation: trying new formats, materials, and methods to push boundaries and envision alternative futures. In a world facing environmental and social transitions, creative experimentation becomes a tool for sustainable innovation, resilience, and redefinition of cultural narratives.

This competence aligns with NEB’s push for imaginative transformation and inviting professionals to think beyond norms and to create surprising, inclusive, and regenerative outcomes. It empowers creators to work at the intersection of art, science, and society, taking informed risks to spark cultural evolution.

General descriptor

Creative and cultural experimentation is the ability to explore, test, and iterate new aesthetic ideas, materials, and processes. It involves design thinking, curiosity, experimentation, courage, and critical reflection to move beyond established models and foster cultural innovation with purpose and integrity. It requires the creative professional to be alert to trends, but also to think outside the box and create their own personal path to innovation.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Imagine, design, prototype, iterate and refine original ideas that have cultural or social value.
- Embrace experimentation as a mindset and process in creative practice, seen not only as artistic expression but as a tool for reframing everyday experiences in ways that inspire collective reflection and transformation.
- Visually translate the struggles, desires, and emotions of other people while using technical advancements in illustration and art techniques, editorial works etc.
- Explore emerging materials, media, and techniques with curiosity and intent and through experimentation, with the aim of changing the way of doing things, constantly evolving, trial-error practices.
- Balance artistic freedom with ethical and environmental responsibility and contribute to new cultural expressions that inspire change and dialogue.

	Basic	Intermediate	Advanced
Skill	Experiment and play around with ideas and formats. Reflects on outcomes.	Apply creative thinking, get out of the box. Apply iterative methods, prototyping and	lead experimental projects blending disciplines. Develop new forms, materials or concepts.

	Explore beyond the comfort zone-	feedback loops to refine work. Use experimentation to address social, environmental or cultural themes.	
Knowledge	Know basic materials, tools or aesthetic methods. Recognise the importance of experimentation.	Understand experimentation as a research and development process. Aware of current trends and technologies across disciplines. Knows the impact of materials and processes used.	Master methodologies for artistic and cultural experimentation. Relate beauty to innovation, inclusion and impact.
Attitude	Value trial and error, and learn from failures. Open to new ideas and demonstrate curiosity. Accept that failure is part of the process.	Open to experimentation and cross-sectoral collaboration Challenge norms and redefine artistic conventions. Value experimentation as a path to learning and collective innovation.	Embody artistic courage. Use experimentation as a tool to question power structures and engage in ecological responsibility.

Competence 11: Unique and meaningful value

Context

In a rapidly evolving creative economy shaped by digital saturation, standardisation, and climate urgency, cultural professionals need to stand out, not just with originality, but with purpose and relevance. This means cultivating a unique creative identity grounded in self-awareness, reflection, and values aligned with beauty, sustainability, and inclusion, able to progress overtime thanks to continuous improvement.

The New European Bauhaus calls for deep, authentic contributions that resonate across disciplines and audiences. By developing unique values, creative professionals contribute meaningfully to culture, society, and the environment rather than replicating trends or producing for consumption alone.

General descriptor

Development of unique value is the ability to cultivate a distinctive creative identity and voice through deep self-awareness, originality, and meaningful expression. It involves reflecting on one's values, inspirations, and impact to shape work that is authentic and socially resonant. In this sense, the creative professional is required to have an important capacity to assess his own work, have a high level of self confidence, and be engaged in lifelong learning and self-improvement.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Know themselves and their qualities, reflect on their own values, inspirations, and life experiences as a source of creative identity.
- Is aware of the importance of self-knowledge, artistic freedom, and the courage to remain authentic rather than conforming.
- Think beyond traditional solutions to generate new coherent and authentic ideas and adapt creatively to emerging challenges. Balance personal expression with societal and environmental relevance.
- Navigate between self-confidence and openness to growth thanks to continuous learning.
- Recognise and communicate their unique contribution through personal marketing, using social media, building partnerships etc.

	Basic	Intermediate	Advanced
Skill	<p>Express personal and original views through the creative work.</p> <p>Develop a coherent style.</p> <p>Reflect on feedback and adjust.</p>	<p>Build a coherent portfolio reflecting the personal vision and evolving creative direction.</p> <p>Integrate personal value in projects.</p> <p>Apply self-regulation and reflective practice to align work with purpose.</p>	<p>Assess one's impact and capacity to act and interact.</p> <p>Lead with a distinctive voice in the creative and cultural ecosystem.</p> <p>Develop original methods, languages, or formats that influence the field.</p>
Knowledge	<p>Understand the concept of creative identity and originality.</p> <p>Is aware of personal references and influences.</p> <p>Recognise the importance of authenticity in creative expression.</p>	<p>Know how unique value emerges and how cultural trends, heritage and personal values influence the creative identity.</p> <p>Understand the audience perception.</p>	<p>Understand the psychological, cultural, and ecological dimensions of authenticity.</p> <p>Recognise creative positioning, authorship, and legacy.</p>
Attitude	<p>Value authenticity</p> <p>Want to grow and take creative risks.</p> <p>Open to discovering the creative identity.</p>	<p>Balance self-assurance with humility and curiosity.</p> <p>Seek to create value that resonates and contributes over conformity or market trends.</p>	<p>Engage in continuous learning activities.</p> <p>Stand for values and vision.</p> <p>Embody creative maturity, integrity and purpose.</p>

AREA 4: EMBRACING THE NEB

Competence 12: Navigating the NEB

Context

To fully engage with the NEB, professionals must grasp its values, frameworks, and mechanisms, while remaining attentive to emerging opportunities for collaboration, funding, and impact. Navigating the NEB means more than just awareness, it demands critical insight, strategic thinking, and the ability to position one's work within a broader mission of societal transformation.

General descriptor

Navigating the New European Bauhaus is the ability to engage with the NEB initiative consciously and proactively, understanding its vision, values, and relevance to the creative and cultural sector. This competence encompasses the capacity to align one's practice with NEB principles, identify synergies with related EU agendas, and participate in transdisciplinary networks. It requires both strategic literacy—understanding policies, frameworks, and funding landscapes—and value-driven leadership, enabling professionals to act as mediators and innovators within the NEB movement.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Understand the vision, goals, and key principles of the New European Bauhaus.
- Recognise the links between NEB and other frameworks such as the European Green Deal, SDGs, and related EU competence models (e.g., GreenComp, LifeComp, EntreComp).
- Identify opportunities for engagement, funding, and co-creation within NEB-related initiatives.
- Translate NEB values into practical project strategies, design approaches, and narratives.
- Build collaborative partnerships across disciplines and sectors that embody NEB ideals.

- Communicate how their work contributes to the NEB vision in accessible, compelling ways.

	Basic	Intermediate	Advanced
Skill	<p>Identify key values and concepts of the NEB.</p> <p>Recognise how their practice relates to sustainability, inclusion, and aesthetics.</p>	<p>Map and interpret how NEB values intersect with one's field.</p> <p>Translate NEB vision into concrete project ideas.</p> <p>Participate in cross-sectoral dialogues.</p>	<p>Actively contribute to shaping the NEB agenda.</p> <p>Lead initiatives, influence networks, and mentor others in aligning with NEB principles.</p> <p>Advocate for structural change through policy and creative leadership.</p>
Knowledge	<p>Know the origin, purpose, and values of the NEB.</p> <p>Understand basic EU policy context (e.g., Green Deal, SDGs).</p>	<p>Understand how NEB interfaces with EU funding, innovation, and education.</p> <p>Know relevant platforms, partnerships, and best practices.</p>	<p>Understand systems thinking, EU policy-making processes, and cultural innovation trends related to NEB.</p> <p>Analyze how to leverage these for systemic impact.</p>
Attitude	<p>Show curiosity and openness towards NEB.</p> <p>Value sustainability, inclusion, and beauty as shared European goals.</p>	<p>Take initiative to align personal and institutional practice with NEB principles.</p> <p>Seek collaboration with NEB actors.</p>	<p>Act as a visionary and connector.</p> <p>Take responsibility for shaping the cultural and creative role in NEB.</p> <p>Embody leadership with integrity, purpose, and long-term vision.</p>

Competence 13: Digital and Media literacy

Context

Digital technologies and media have transformed cultural creation, distribution, and consumption. For creative and cultural professionals, mastering digital and media literacy means more than technical skills; it requires critical understanding of digital ecosystems, emerging technologies, and their societal impacts.

In the New European Bauhaus context, digital literacy enables professionals to amplify cultural narratives, foster inclusive participation, and innovate responsibly, all the while addressing challenges such as misinformation, digital divides, and data privacy.

General descriptor

Digital and Media Literacy is the ability to use, understand, and critically evaluate digital tools, platforms, and media content. It involves technical proficiency, ethical awareness, and the capacity to create and communicate effectively across digital environments. The creative professional will be aware of emerging technologies, and will seek constant, comprehensive and systemic digital updating.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Use new technologies and innovative approaches (e.g. storytelling tools, digital tours, augmented reality, podcasting, QR codes) that can bring knowledge to people in engaging ways thanks to better explanations, more engaging and interactive content. Design inclusive digital experiences accessible to diverse audiences.
- Blend different disciplines, such as art and science, that can transform complex knowledge into artistic interpretations and create cultural and scientific exchange better able to catch the attention of citizens. Leverage media literacy to foster public engagement and digital citizenship, offer guidance on digital tools, Media literacy.
- Critically assess digital media content and its social, ethical, and ecological impact.
- Protect digital privacy, data security, and intellectual property.

	Basic	Intermediate	Advanced
Skill	Use basic digital tools for content creation and sharing. Search and evaluate	Create engaging digital content. Apply tools for inclusive digital	Implement strategies for digital empowerment. Leads the design

	<p>online information with critical awareness.</p> <p>Protect personal data and respect copyrights.</p>	<p>experiences.</p> <p>Analyse and criticise digital effects and trends.</p>	<p>and implementation of complex digital cultural projects.</p>
Knowledge	<p>Understand basic digital tools relevant to cultural work.</p> <p>Know common media formats and their purposes.</p> <p>Aware of digital risks such as misinformation and privacy concerns.</p>	<p>Know about emerging technologies (AR/VR, AI, blockchains) and their cultural applications.</p> <p>Know how to communicate one's project and needs.</p> <p>Know ethical values related to digital media, and be aware of digital accessibility and inclusion standards.</p>	<p>Know how to actively engage and be engaged within media.</p> <p>Be familiar with advanced media production, interactive storytelling and immersive experiences.</p>
Attitude	<p>Open to digital technologies.</p> <p>Cautious about online information credibility.</p> <p>Value digital responsibility.</p>	<p>Provide equitable access to digital cultural works.</p> <p>Maintain a critical perspective on technology's role in society.</p>	<p>Take responsibility over digital innovation and transformation.</p> <p>Promote ethical and equitable digital culture.</p>

Competence 14: Marketing and communication strategies for audience education

Context

In the evolving cultural landscape, effective marketing and communication go beyond promotion — they are crucial tools for engaging audiences, fostering dialogue, and educating about the values and goals of the New European Bauhaus. Cultural professionals must design strategies that build trust, inclusivity, and public awareness around sustainability, beauty, and community.

This competence empowers creative professionals to develop and implement communication approaches that not only attract attention but also deepen understanding and participation, creating lasting cultural impact.

General descriptor

Marketing and communication strategies for audience education is the ability to plan, execute, and evaluate communication and marketing activities aimed at educating and engaging diverse audiences about creative and cultural initiatives aligned with NEB principles. This competence encompasses audience profiling and the capacity to influence the audience thanks to strong (visual) storytelling and marketing strategies, as well as public engagement.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Design tailored marketing and communication strategies that reflect NEB values and target diverse audiences (different age groups / citizen groups). Work for audience education and development.
- Implement communication strategies and visibility to showcase their actions to the public. This includes translating scientific information into more digestible forms to create bridges between different fields and make information accessible to all citizens.
- Use communication techniques such as storytelling to convey complex cultural and sustainability messages. Organise campaigns, events, lectures, conferences for reaching out, building trust, inclusive dialogue.
- Engage communities through inclusive and participatory communication methods, foster openness, dialogue, and public education through multiple media channels.

	Basic	Intermediate	Advanced
Skill	Create simple promotional materials.	Develop comprehensive marketing plans.	Influence societal structures and legislation thanks to

	<p>Use storytelling basics to highlight key messages.</p> <p>Engage with audiences respectfully and responsively.</p>	<p>Represent inclusive models, female artists, migrants, youth.</p> <p>Measure and reflect on the impact of communication strategies.</p> <p>Profile the audience.</p>	<p>strategic communication initiatives.</p> <p>Develop long-term engagement strategies</p> <p>Adapt to institutional language in order to enter in funding schemes / programmes.</p> <p>Influence public policies.</p>
Knowledge	<p>Understand the basic principles of marketing and communication.</p> <p>Aware of different audience types and communication channels.</p> <p>Recognises the importance of clarity and accessibility in messaging.</p>	<p>Understand audience segmentation and targeted communication.</p> <p>Know several storytelling and visual communication techniques.</p> <p>Know tools for monitoring communication impact (analytics, surveys).</p>	<p>Know strategic marketing, cultural policy, and audience development theories.</p> <p>Understand complex societal dynamics affecting cultural consumption and participation.</p> <p>Know innovative digital and offline communication trends and tools.</p>
Attitude	<p>Open to feedback and dialogue with the audience.</p> <p>Value clear and transparent communication.</p>	<p>Integrates NEB values in the marketing strategies.</p> <p>Adapt communication to target diversity.</p> <p>Promote participatory communication events or campaigns.</p>	<p>Promote transparency, participation and social responsibility in marketing.</p> <p>Foster inclusive cultural ecosystems through education.</p>

Competence 15: Change management

Context

The New European Bauhaus invites creative professionals to be agents of transformation by shaping cultural and creative projects that contribute to sustainable, inclusive, and beautiful futures. Change management is essential to navigate the complexity, uncertainty, and collaboration needed to translate NEB values into impactful actions. This competence helps professionals to plan, implement, and assess creative initiatives effectively, fostering resilience, adaptability, and collective ownership.

General descriptor

Change management is the ability to lead, coordinate, and evaluate creative projects that aim at sustainable and inclusive transformation. It involves strategic planning, project and resource management, stakeholder engagement, and evaluation and impact assessment aligned with NEB principles.

Learning outcomes

By developing this competence, creative and cultural industry professionals will be able to:

- Design and manage projects that embody NEB’s sustainability, inclusivity, and aesthetic goals, applying tools and methods for planning, monitoring, and evaluating project impact.
- Deal with highly unpredictable and unstable environments, adapt to changing needs, taking into account available resources, people’s capacities, and time
- Develop technical expertise for project writing, budget planning, project management, fundraising, grant applications: ability to apply for projects.
- Engage diverse stakeholders collaboratively to co-create solutions, adapt strategies in response to feedback and evolving contexts.
- Foster resilience and long-term commitment among teams and communities.

	Basic	Intermediate	Advanced
Skill	<p>Plan simple creative projects with clear objectives and timelines.</p> <p>Communicate project goals and</p>	<p>Design and lead multi-stakeholder creative projects.</p> <p>Facilitate dialogue and negotiation among diverse participants.</p>	<p>Lead large scale projects.</p> <p>Drive transformation in complex environments.</p>

	<p>roles to team members.</p> <p>See, feel and communicate one's value in the change processes.</p> <p>Monitor basic progress and adapt plans when necessary.</p>	<p>Use tools to monitor, evaluate, and communicate project impact.</p> <p>Research useful opportunities and calls for proposals</p> <p>Identify and promote underused spaces.</p>	<p>Influence cultural and policy environments to foster sustainable innovation.</p>
Knowledge	<p>Understand fundamental principles of project management and change processes.</p> <p>Aware of NEB's goals and values as guiding frameworks.</p> <p>Recognises key stakeholders and their roles.</p> <p>Know how to organise properly a space or a group.</p>	<p>Understand complex change management theories and participatory approaches.</p> <p>Know methods for stakeholder mapping, risk management, and impact assessment.</p> <p>Familiar with sustainability and inclusivity metrics relevant to projects.</p> <p>Understand bureaucracy and administration processes.</p>	<p>Know how to orient the change to others and make it lasting</p> <p>Know about strategic change management, systems thinking, and cultural leadership.</p> <p>Assess the impact and know about scaling strategies.</p>
Attitude	<p>Show responsibility and commitment to project goals.</p> <p>Open to learning and adapting during the project lifecycle.</p>	<p>Manage change with flexibility and resilience,</p> <p>Encourage collective problem solving.</p>	<p>Actively advocate for transparent information flow and generalised access to opportunities.</p> <p>advocate for systemic change within cultural ecosystems.</p>

CONCLUSION

The NEB Competency Profile represents a comprehensive and forward-looking framework tailored to the evolving needs of creative and cultural professionals within the New European Bauhaus (NEB) initiative. Grounded in sustainability, inclusivity, and aesthetic values, this profile empowers cultural operators to become genuine Agents of Change: professionals equipped not only with technical knowledge but also with the mindset and ethical grounding to contribute to a more equitable and regenerative society.

This profile intends to adopt a holistic approach: spanning sustainable creative environments, collaborative practice, aesthetic exploration, and advocacy. This approach was chosen because it reflects the intersectional reality of modern cultural work. It acknowledges that true transformation occurs at the crossroads of environmental consciousness, emotional intelligence, cultural diversity, and community engagement. In doing so, it transcends traditional skill taxonomies by embedding key principles of the European Green Deal, the Sustainable Development Goals (SDGs), and cross-cutting EU competence frameworks such as EntreComp, GreenComp, LifeComp, and DigComp.

The development process of this profile, rooted in participatory research and national focus groups across Europe, has ensured its relevance, adaptability, and alignment with real-world challenges. It is designed to be dynamic and adaptable, serving as both a benchmark and a catalyst for personal growth, institutional planning, and policy development in the creative sector.

As the NEB movement continues to grow, this competency framework offers a foundation for skilling, reskilling, and empowering creative professionals to design inclusive and beautiful solutions for complex societal challenges. It ensures that creativity remains not only relevant but also transformative in building the future of Europe by fostering shared values, cultivating unique voices, and encouraging experimentation.

We expect the NEB Comp to be leveraged to design and implement targeted training plans that address current and emerging needs within the creative and cultural sectors. Educational institutions, cultural organizations, and professional development providers can use the framework to map learning outcomes, structure curricula, and create assessment tools aligned with NEB values.

Project number: **2024-1-SE01-KA220-VET-000244911**

Product name: NEB Comp - Competency profile

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