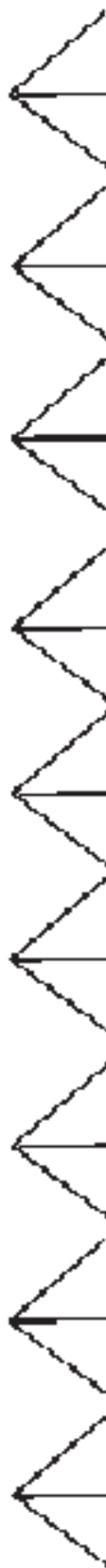
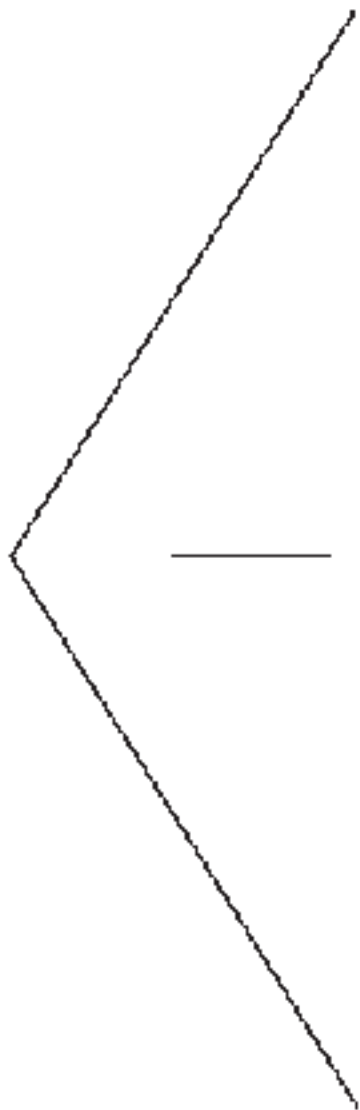
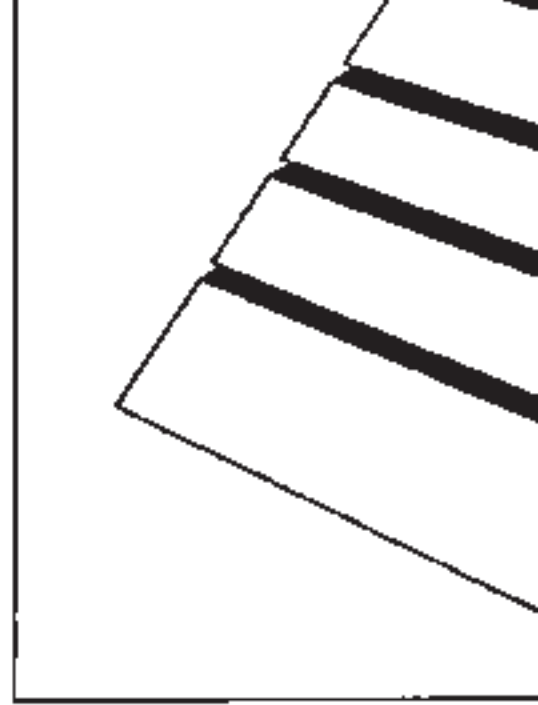





To what extent is a consultant responsible
the course of their decisions

ask questions to make clients
think about helpful things. talk
with clients to figure out how
to have fun at work





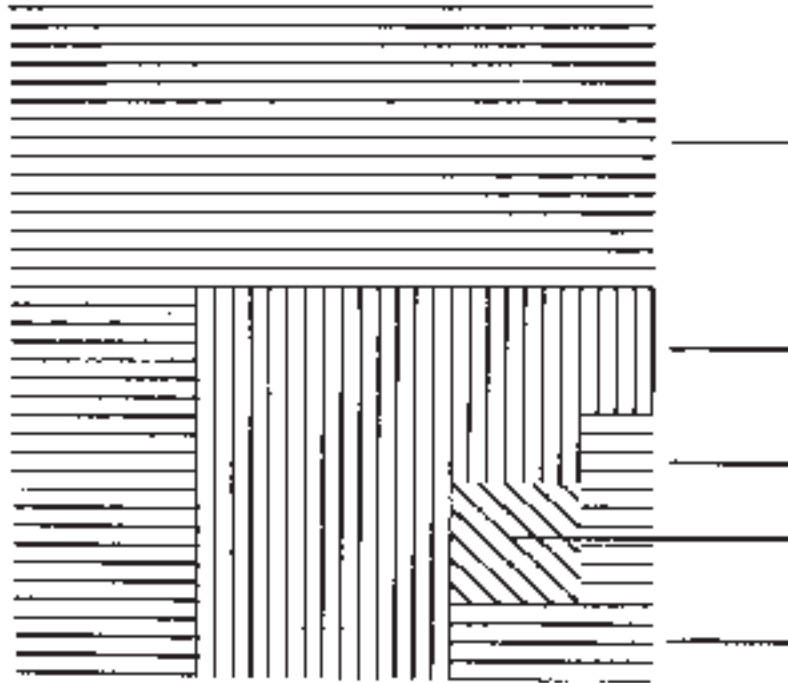
questions can already change
something

An abstract graphic design on a black background. It features several thick, hand-drawn lines in various colors: a horizontal line transitioning from green to blue, a diagonal line from purple to pink, and another diagonal line from blue to green. There are three octagonal shapes: a green one at the top right, a yellow one at the bottom left, and a red one at the bottom center. A purple diamond is positioned in the lower-middle area. Small, sketchy marks in green, orange, and yellow are scattered around the main elements.

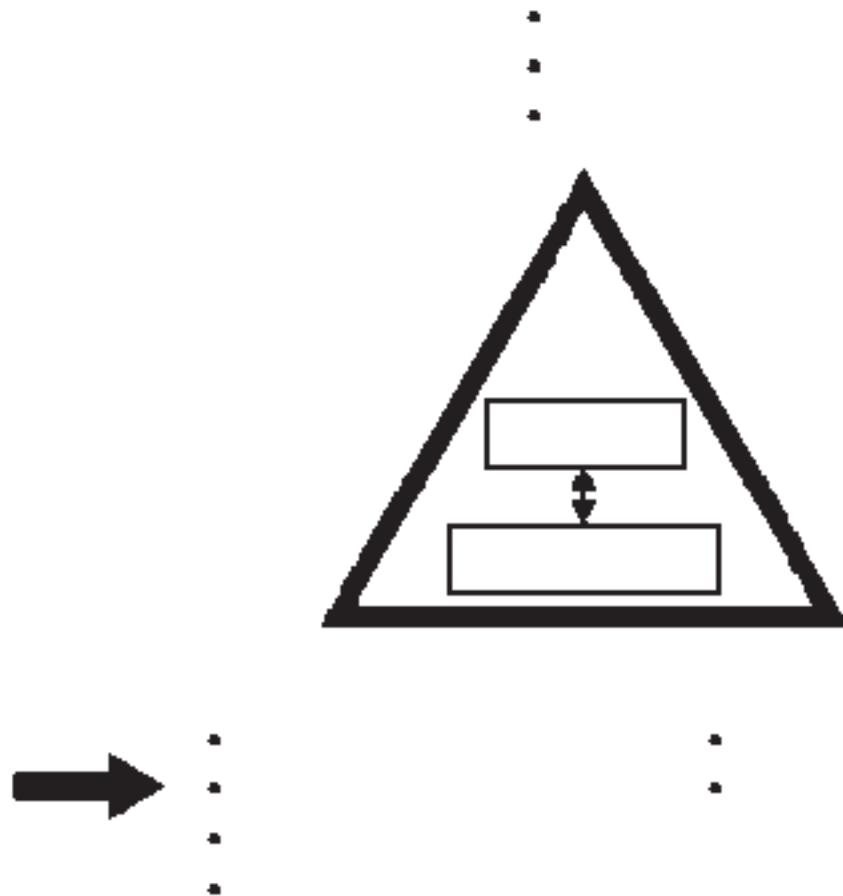
Work within systems and slowly infuse change
(and not burn out while doing so)



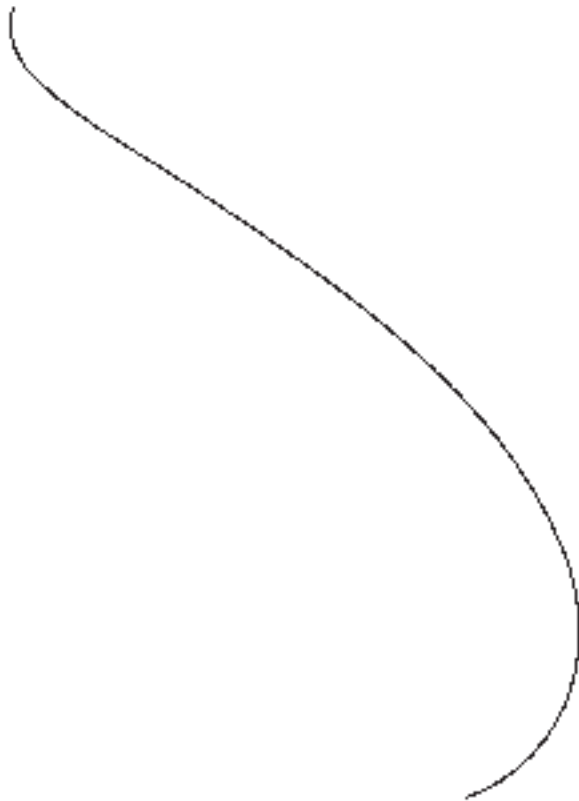
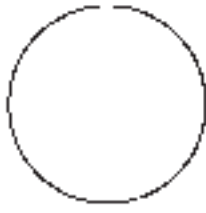
as a consumer, artists help
me to think about something
differently than before.




do consultants have consultants?
yes but consultants don't listen to consultants



“While you were
talking I put this flow
chart on”

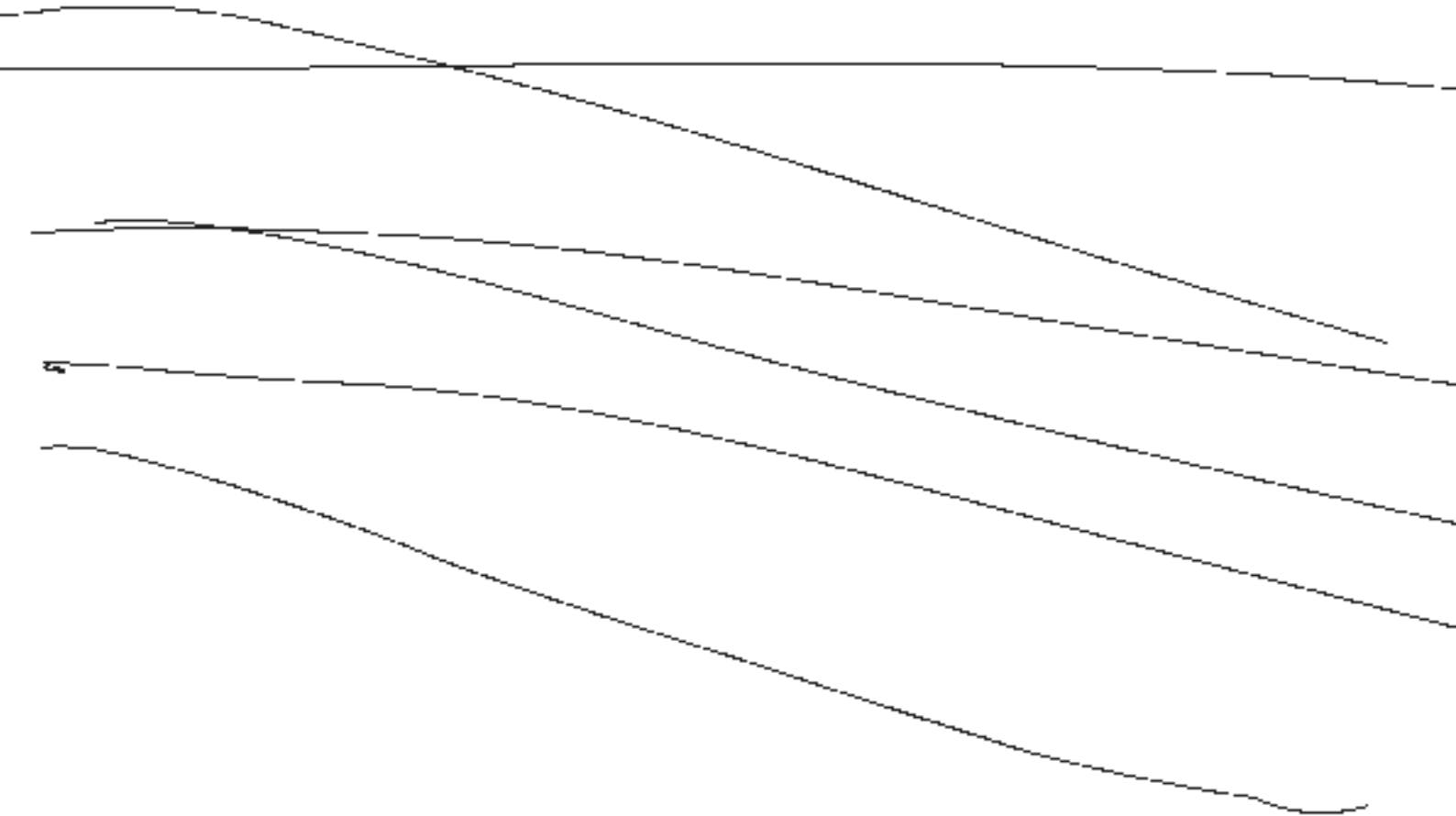


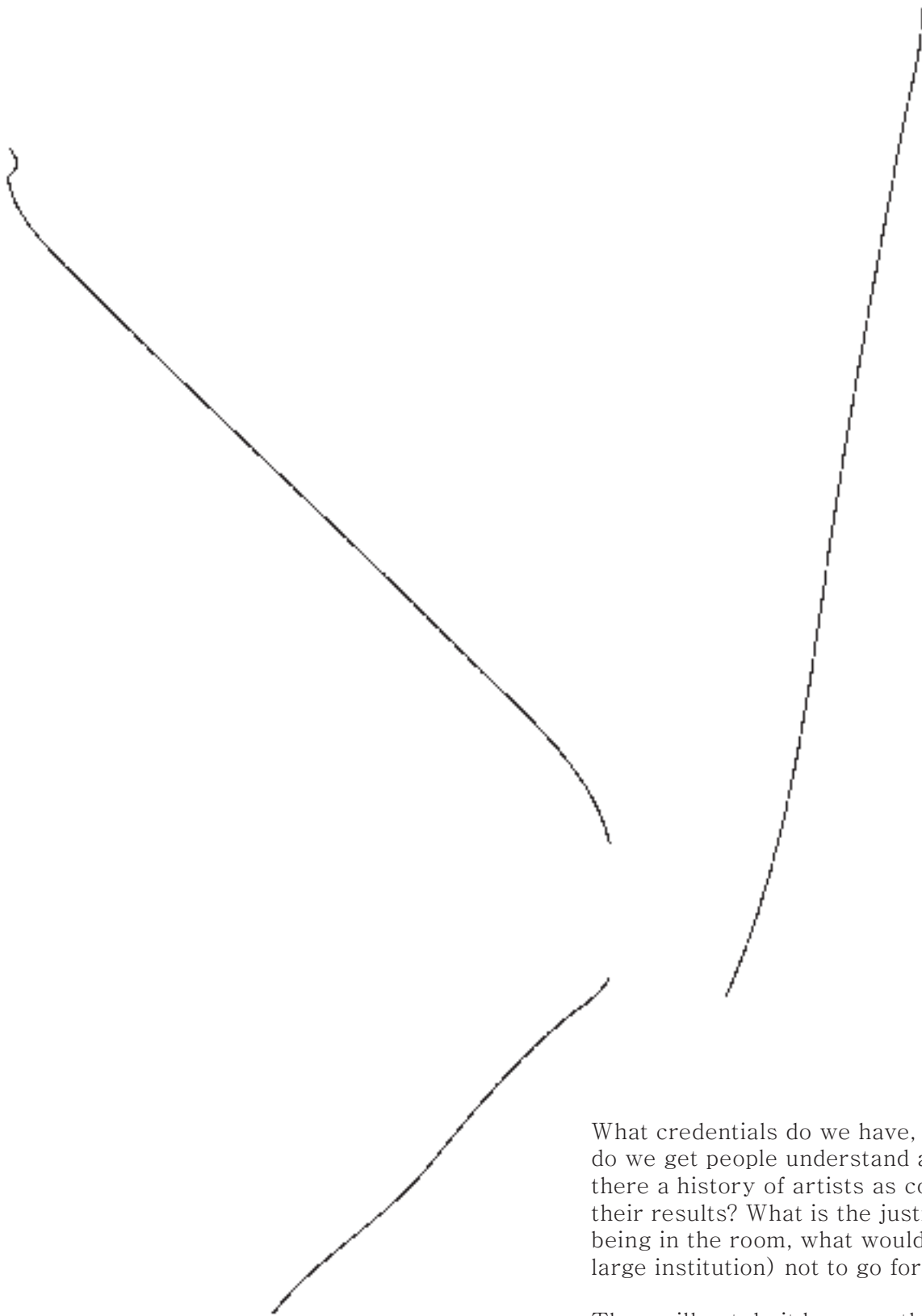
What Agency do we seek, what is my range of action, how do I want to act, how do I limit my actions, how do I enact my agency, to whom am I giving agency, whose agency am I limiting?

The background is a light gray canvas adorned with various abstract brushstrokes and shapes. At the top, there are long, horizontal strokes in shades of teal and light blue. Below these, a large, irregular, dark blue shape with a yellow outline contains the text. To its right is a smaller, solid blue oval. Further down, there are several teal and light blue strokes, some with small, dark blue lines extending from them. In the bottom left corner, there are several bright yellow ovals of varying sizes. A single, small yellow oval is located in the bottom right corner. The overall composition is minimalist and modern, with a focus on color and form.

Money leads you into situations
that are not fully professional

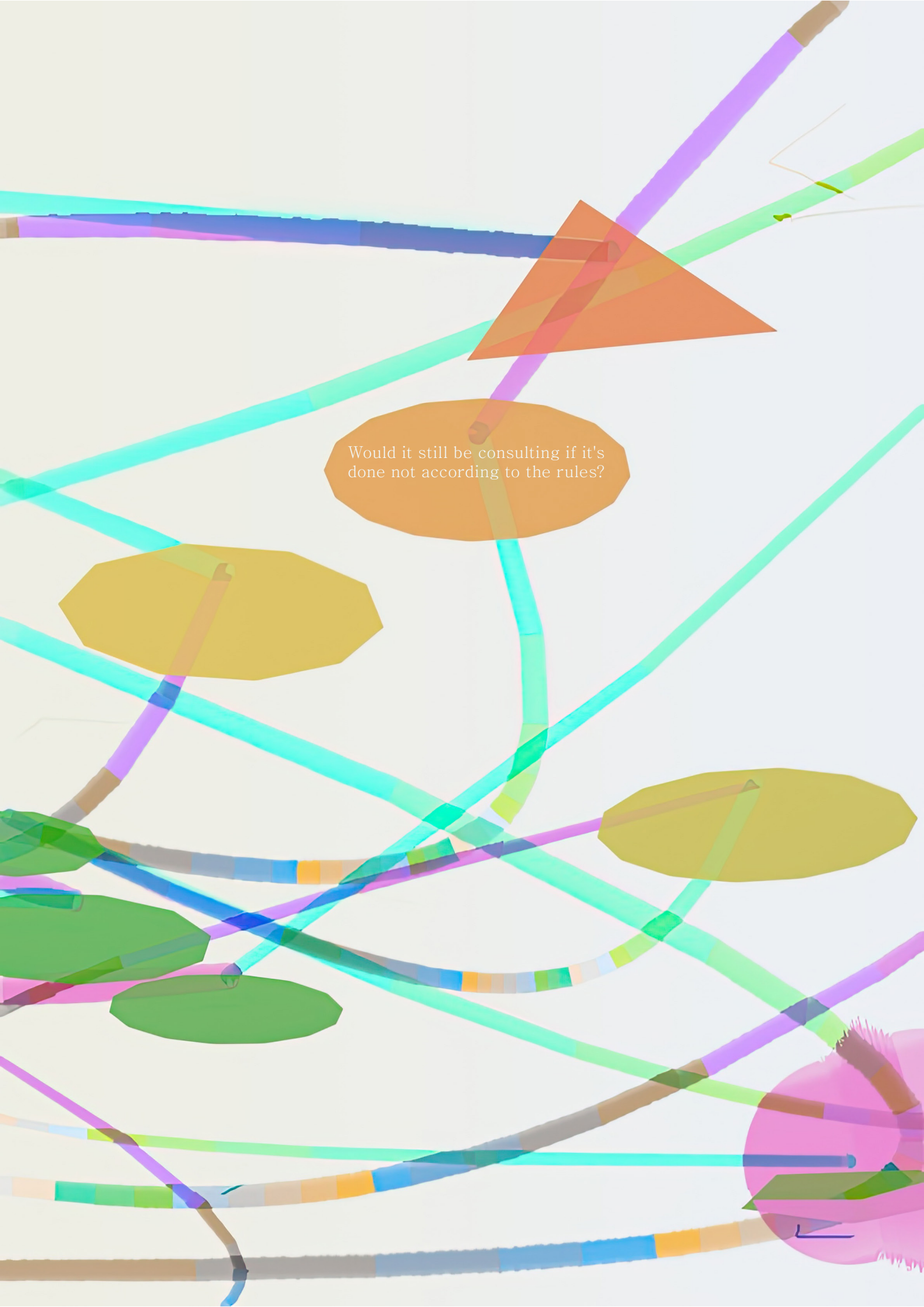
What influence do we want to have in our communities of involvement? What do I apply myself to? Where am I already working?



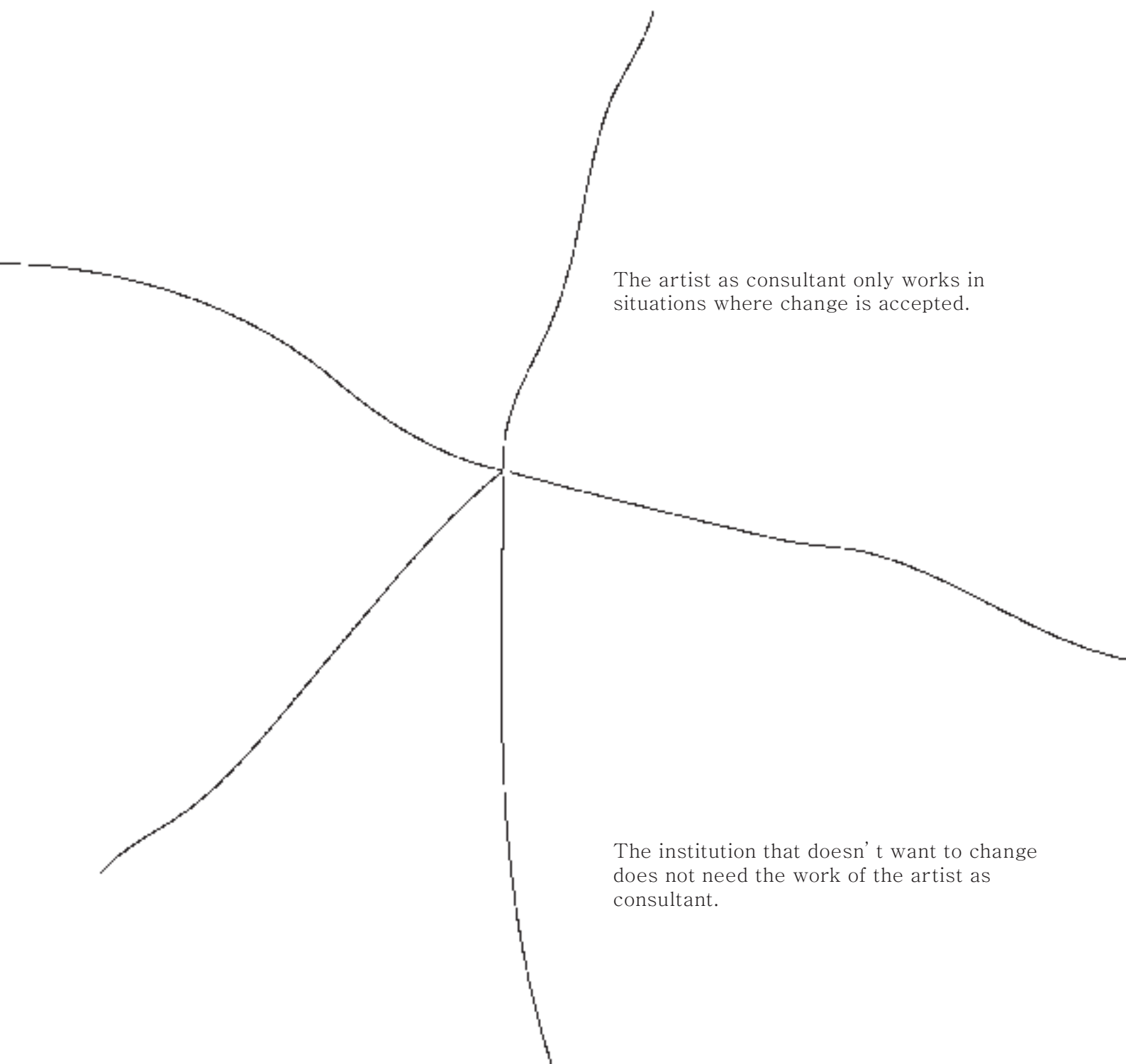


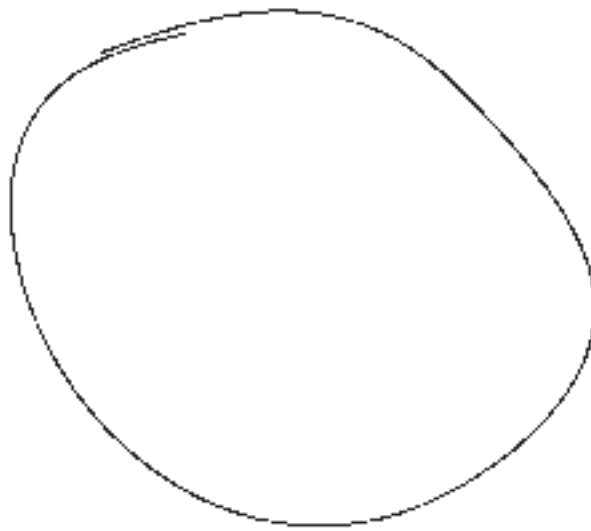
What credentials do we have, how am I credible? How do we get people understand artist as consultants? Is there a history of artists as consultants in terms of their results? What is the justification of “McKinseys” being in the room, what would be the motivation for a large institution) not to go for McKinseys?

They will not do it because there is systematic problem. The program/ecosystem they work in perpetuates that way of working. Does the artist community discredit artists who work in social fields? Shifting credentials are needed for the role of the artist



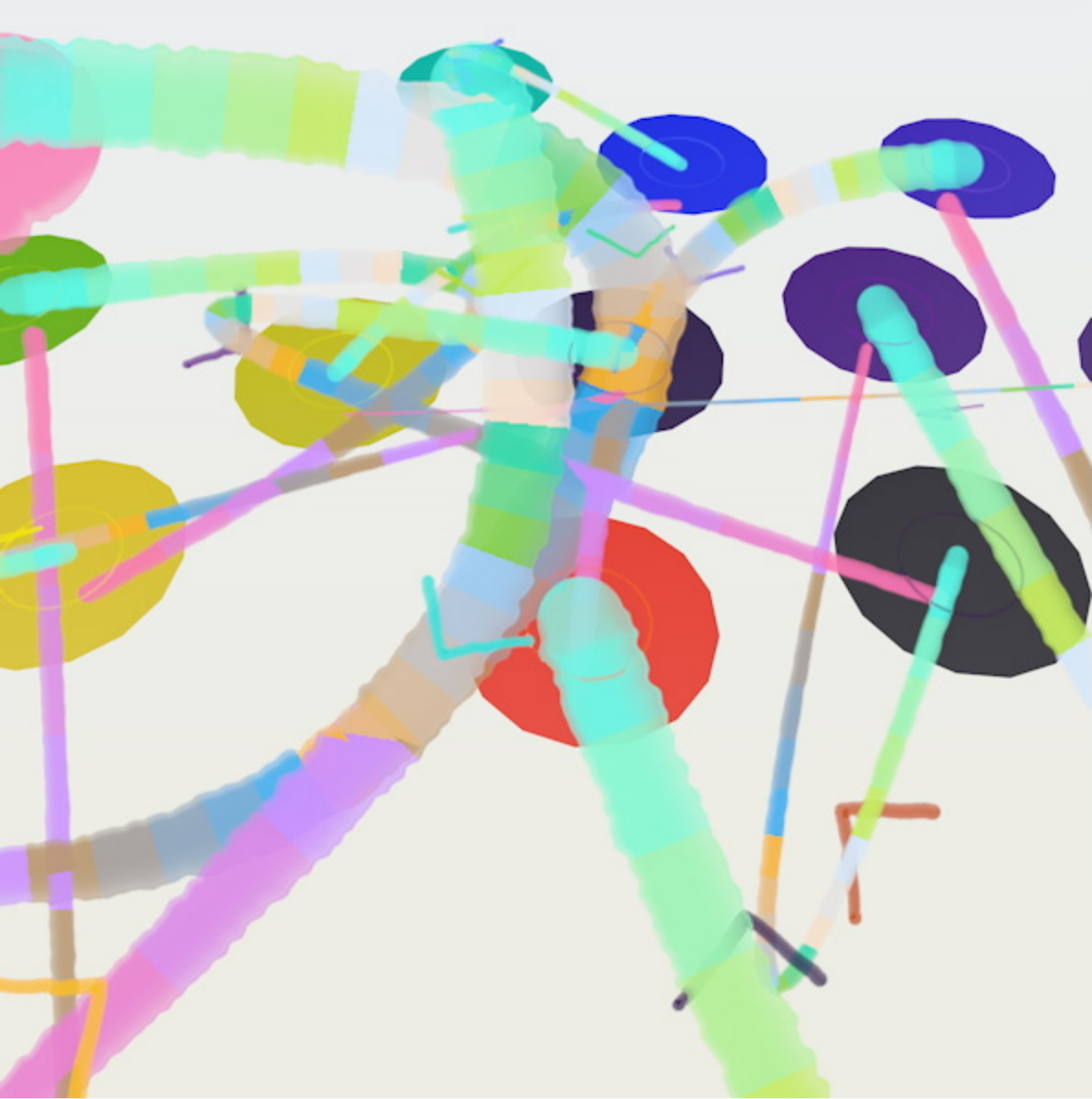
Would it still be consulting if it's
done not according to the rules?

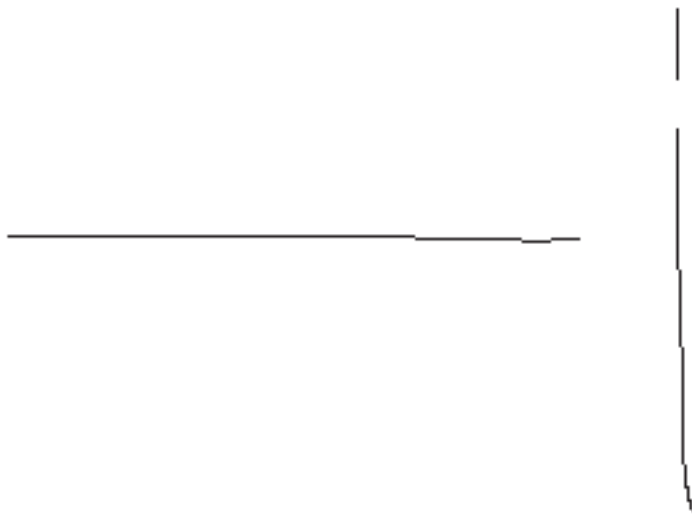




Would it still be consulting if it's not done according to the rules?

There are too many people with MBAs running things



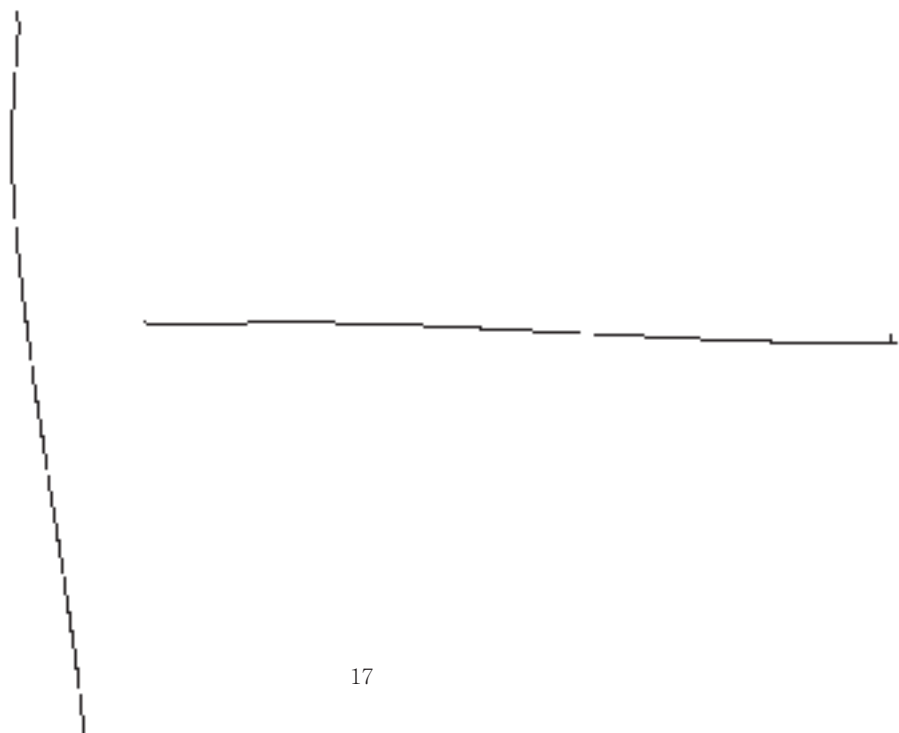


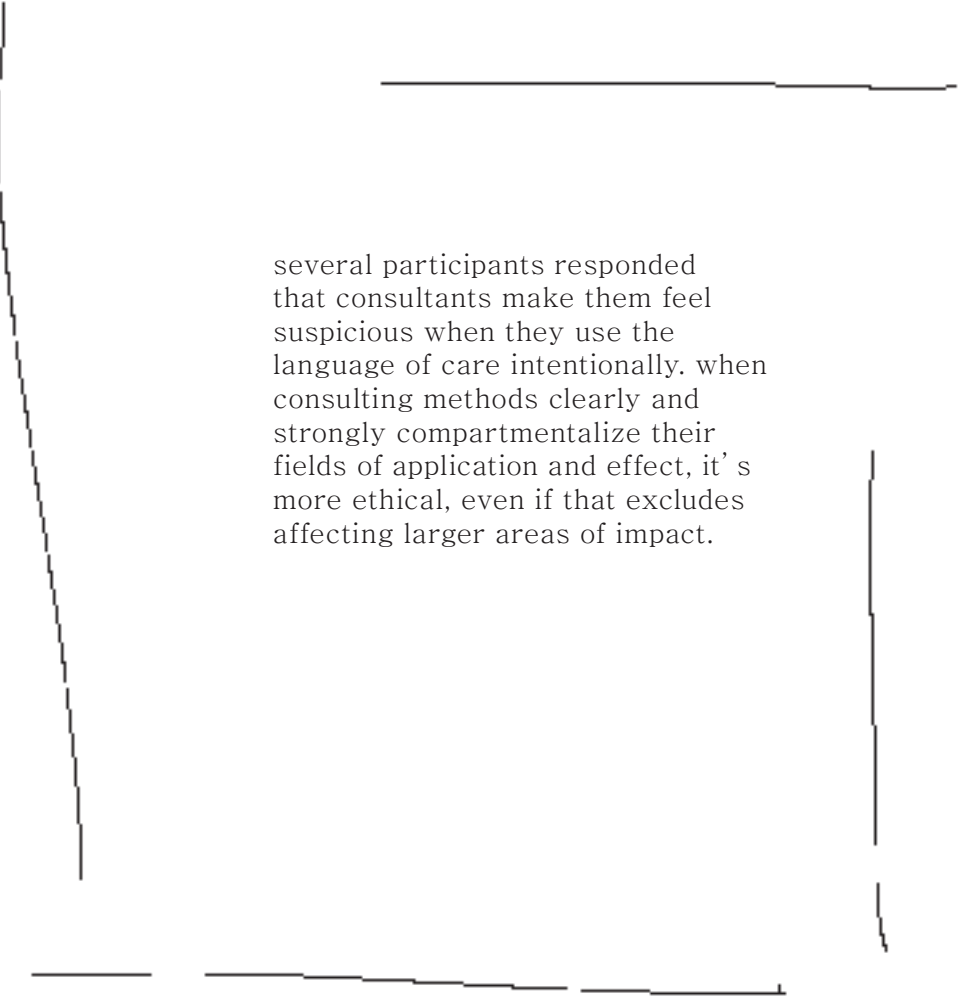
i work with you, not for you

i work on your ideas, not mine


ideas need hosts that embody them

a client who knows the challenge does not need me





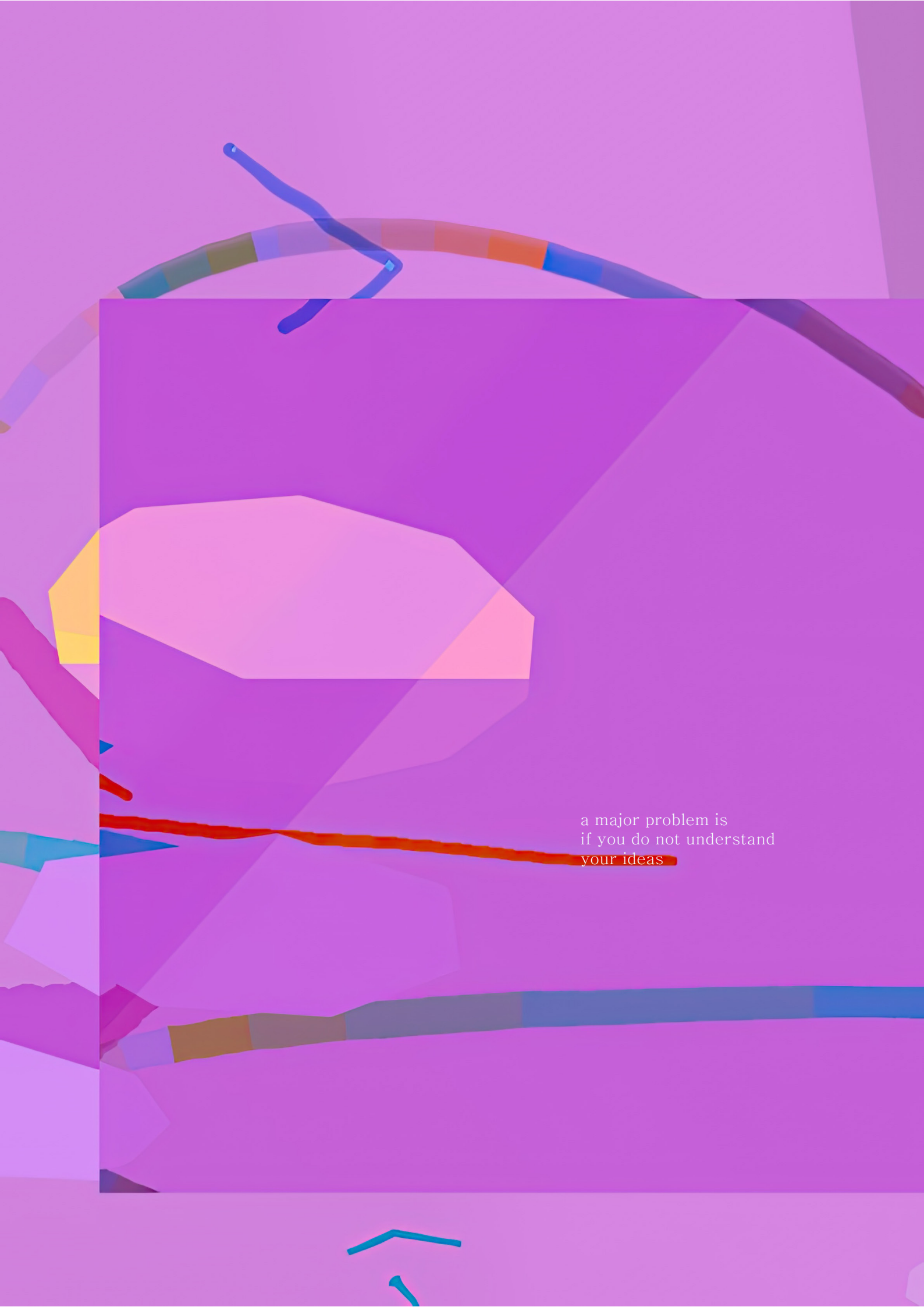
several participants responded that consultants make them feel suspicious when they use the language of care intentionally. when consulting methods clearly and strongly compartmentalize their fields of application and effect, it's more ethical, even if that excludes affecting larger areas of impact.



I am interested in thinking in more extreme ways, making more radical demands.



artists create value in very risky ways

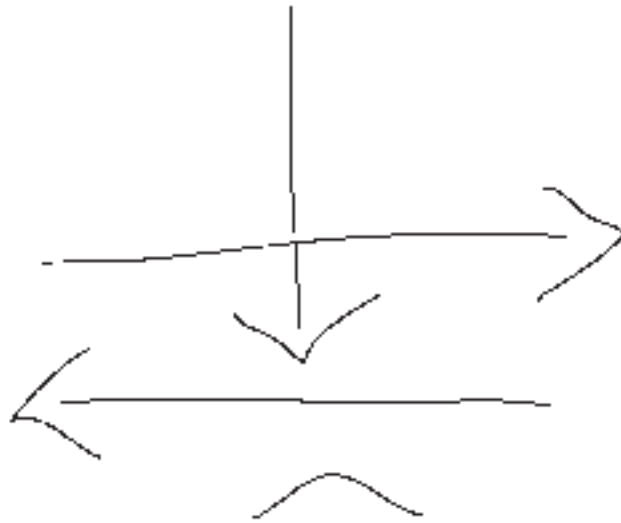


a major problem is
if you do not understand
your ideas



We don't claim The Artist as Consultant? as a hot new contemporary art term. It points out a phenomenon that needs negotiation out in the wild and not only in theory.

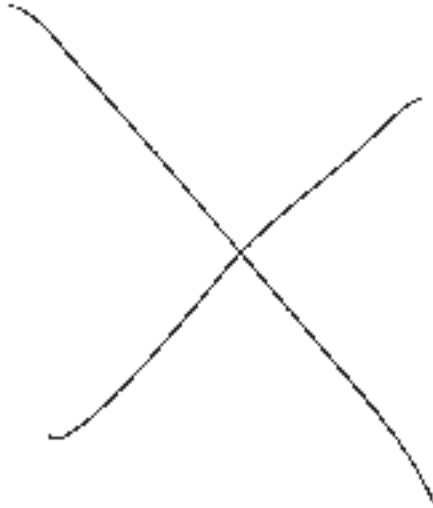
The artist as consultant should by all means
never forfeit the power to call what they do
art, as long as it serves their purpose



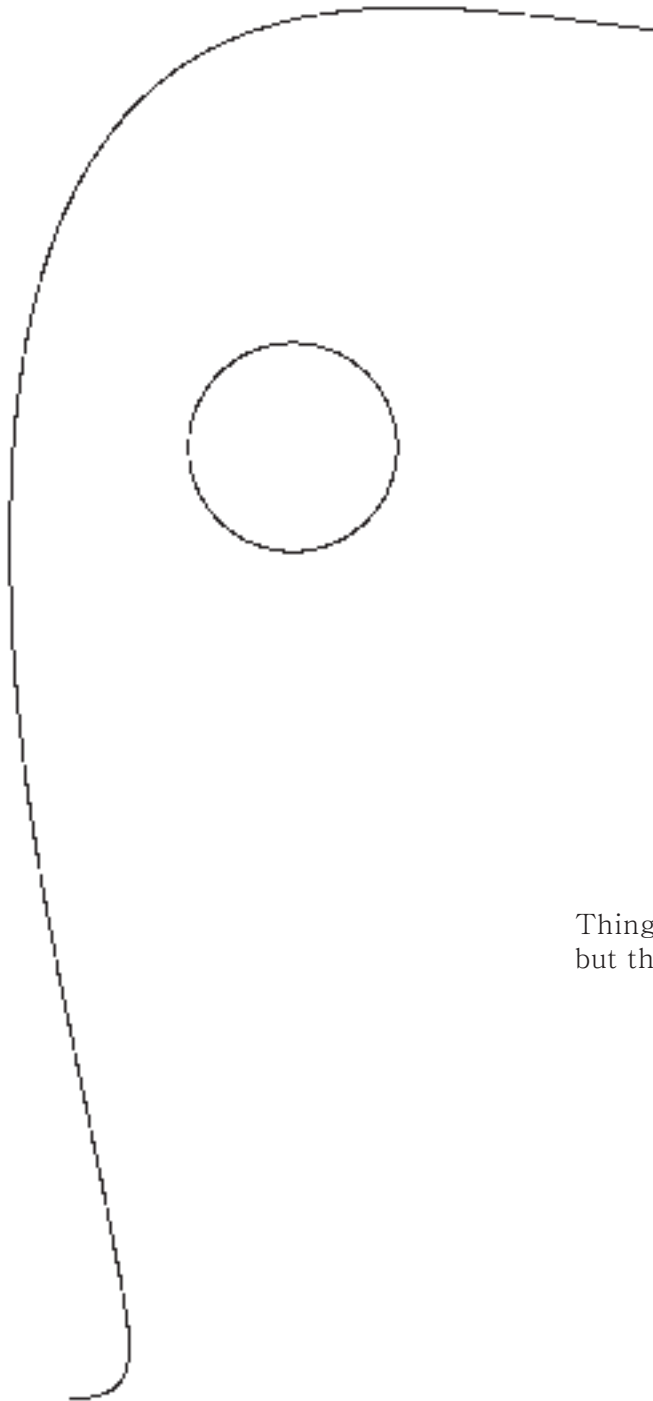
Consultants are client oriented,
complexity reducing, solution-
focussed shape shifters who
cannot be fully trusted despite
their techniques of persuasion
and refined but normative style.



The artist as consultant is
a clever, cheeky, tastefully
unrefined, de-, un-, post-
everything performative,
desire- driven mercenary
hacker and public servant who
inspires people to follow their
intuition by being somewhat
of an oracle that embodies the
creativity the industry desires,
who is not quite reliable,
yet great at delivering
interventions.



the question can't be *if* artists have the answers.
this question needs to be questioned.
it's not about having answers.
neither for artists, nor for anyone else working as consultants.



Things seem to change,
but the status quo remains.

The background is a vibrant purple with a network of thick, multi-colored lines in shades of blue, yellow, green, and orange. These lines are composed of segments and curve across the frame. Several semi-transparent, irregular polygons in orange, yellow, and green are scattered throughout, some overlapping the lines. A small blue arrow points to the right at the bottom center of the image.

What we do, basically, when we do consulting, is that we really change the thinking patterns of the people. And not only the thinking patterns, also the way they perceive the world, also the way they perceive their colleagues in the team, for example.

Observation is a learned and refined skill
that artists develop through their practice.



This dossier is based on a collection of
quotes and notes from the workshop
“Artists Have The Answers?”
in October 2021.

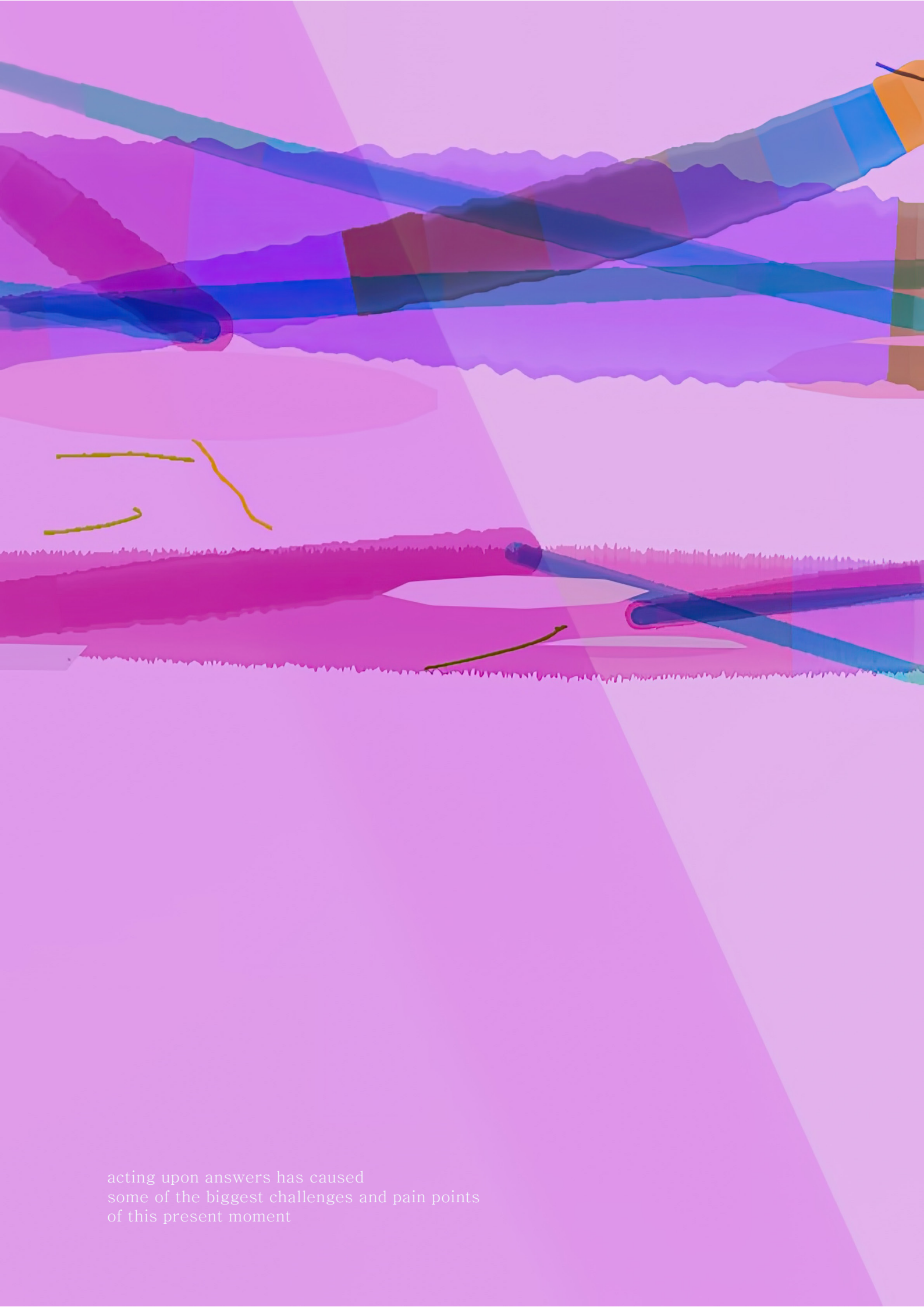
We would like to thank all participants
for sharing their thoughts.

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**ARTIST
PROJECT
GROUP**



acting upon answers has caused
some of the biggest challenges and pain points
of this present moment