

Ep 6' : <c k 'hc' AUbu [Y' Bch' KUbh]b ['hc' 6YWc a Y'U' AUbu [Yf

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- o State your intention and stick with it.
 - o We are not all cut out to be managers. Admitting this is the first step and important. If you don't, you might get swept up in becoming exactly what you don't want to be.
 - o This is not the "normal", expected path for people as they move up in their career. It may take a few times of explaining yourself to get it into people's heads.
 - o You need to ask for assistance helping to set up a career path for success outside the management track. Your organization may be open to it and willing to help you. They may already have others in the same position and have a plan in place.
 - o Do not waver if they try and convince you to manage people- this is easier for them to manage. Stick to your guns and calmly and confidently lay out why.
 - o On the agency side, creatives are not always meant to be managers. Some are really good at it, but would rather be on the board.
 - o If you take this path, be ready to become a subject matter expert. Carve out where you will add value and how you will add value at scale.
- o Be ready to be the trailblazer for your career.
 - o Because this is the path least taken, you will have to lean in to make it work.
 - o We all have to fuel and drive our careers forward. If you want to keep moving up and still do the doing as part of it, you have to keep pushing.
 - o It can be exciting to pave the path for others as well as inside the organization. Chances are, there are more people like you that don't want to manage. This uncharted territory can be a good way to see what the possibilities are.
- o Enlist support from your greatest cheerleaders
 - o There are probably others out there with the same desire- seek them out.
 - o Seek out people that believe in you, that you can trust and that you expect will work in support of you.
 - o You can't do this alone as a team of one. Let others advocate on your behalf. Find the influencers that everyone respects and listens to. Remember, they may not be the named leaders!
- o Test and learn and test and learn.
 - o Remember: new territory. You are exploring and trying out new things. Know that it will be a journey and a process.
 - o Try things out and if they don't work, try something new! Know that if you want to make a move to a new department, to a new team, to a new skill to learn, to a new manager, there will be recalibrations. This is also normal for any career.
 - o If people start to push and say it isn't working, remind them of the above. Remember, you are the trailblazer for your career and likely those that will come after you.

Areas to address immediately are:

1. _____

2. _____

3. _____

Action Plan:

Action	Timing	Progress	Complete