

Complexity can be managed.

know exactly how to handle it.

Our job is to make the complex simple and the simple compelling. And while it's never an exact formula, we

BUSINESS LEADERSHIP CAREER MAP

		CONTRIBUTOR	Manager	LEADER	EXECUTIVE
INCREASE YOUR BUSINESS LEADERSHIP SKILLS	Problem Solving	Analyze critical data points to identify and quickly highlight key issues, problems, and opportunities.	Identify problems and provide information and data necessary to generate solutions.	Proactively identify issues or opportunities and provide multiple solutions that client would not have arrived at on their own.	Consistently provide the expertise in connecting all facets of the business to generate impactful solutions to create long term growth for both agency and client.
	Business Relationship Management	 Know the client's business better than they do. Gain insight into client's needs and propose potential solutions and opportunities. 	Closely track any changes in the client's business. Build and deliver best-in-class business solutions over time to establish effective relationships.	 Provide necessary MW resources to proactively address changes in client's business. Cultivate relationships with senior clients to best anticipate client and business needs to drive growth. 	Ensure all team members knows the client's business better than they do. Serve as the key strategic partner to build, grow, and maintain mutually beneficial client relationships over time.
	Strategic Thinking	Be relentlessly curious to ensure team is current on trends, media, competition, and business implications.	Build expertise with proprietary Strategic tools (5C's, Relationship Mapping) to effectively partner on creating inspiring briefs.	Own the business challenges and competitive advantages when partnering with Strategy to create effective briefs.	Drive long-term business strategies and map aggressive steps towards accelerating business goals.
	Creative Thinking	Bring forth inspiring Creative and solutions to the team.	Relentlessly drive creativity by generating business angles and ways into the client that are unexpected and insight-driven.	Initiate ideas and creative solutions above and beyond what is asked to solve client business challenges.	Deliver for best-in-class Creative solutions by challenging obstacles or limitations through strategic relationship management and providing guidance to clients on what great Creative is.
	Influence & Negotiation	Provide the team with an informed point of view, context, and business implications.	Respond effectively to the positions of others and create milestones and symbols that rally support.	Find common ground and acceptable alternatives that satisfy the needs of multiple stakeholders.	Makes a vision sharable by everyone and instill a sustainable organization-wide energy for what is possible.
	Financial Acumen	Understand the meaning and implications of key financial indicators.	Manage the day-to-day financials of the account to ensure client and agency are on budget and updated frequently.	Create new business opportunities for MW agencies based on a key understanding of the client's overall business.	Bring financial expertise to lead decision making (both internally and with clients) on long-term forecasting, as well as operational actions to improve revenue and margin.
DEVELOP YOUR BUSINESS LEADERSHIP EXPERIENCES	Generate Solutions for the Client	Hunt the next trend (category and company) in order to anticipate what comes next. Assist in writing competitive research reports and strategy analyses. Distill large amounts of data into key insights or take-aways for your team. Provide big-picture thinking in tangible ways relevant to role (i.e., re-engineer a process). Manage client budgets for effective financial management and build strong relationships at appropriate client/ vendor level. Manage the process for the development of briefs, POVs, creative, and presentations while developing strong relationships with clients. Arm internal team with well-constructed and concise information that will be useful and relevant to the client.	Identify opportunities for the client's brand and think big about which technologies, mediums, or channels would be most relevant. Offer solutions beyond what the client has expressly asked for, seeing brand opportunities without constraints, and campaigning for larger ideas. Anticipate and resolve client issues as they are identified and utilize the support of the BL's leadership team as needed. Develop and cultivate relationships with clients in a manner that translates into opportunities for the client and agency. Provide insights and recommendations to improve the campaigns, pushing boundaries in the pursuit of great work. Relentlessly search for ways to elevate the strategy and creative.	 Ensure your team has the capability and motivation to be on the forefront ahead of the client in terms of marketing, media, strategy, creative, data, and technology. Set an ambitious agenda for the brand by identifying what is possible and what may seem impossible but isn't –articulate it in tangible terms including solutions to constraints. Develop and cultivate business consultancy relationships with clients at the highest levels of their organization and own at least one senior client relationship. Make high-level recommendations to improve the work, taking appropriate risks and pushing boundaries in the pursuit of great deliverables. Maintain an understanding about our third-party partners (i.e., Salesforce, Adobe, etc.). 	 Create a culture of big-picture thinking in your agency/region and ensure they are leveraging all our proprietary tools accordingly. Run a P&L through multiple/different business cycles. Inspire cross-agency teams to deliver a total brand experience to the client. Create and execute a compelling vision for the function/set the strategic direction. Write and present annual business plan to agency management. Constantly improve operations to maximize client satisfaction, strategic and creative output, and client and agency finances.
	Champion Creative	 Partner with Creative teams to evaluate work based on strategic direction and client needs. Support team to develop an understanding of the creative process and take on direct project ownership. Track competitive creative and use web and agency tools to keep your team informed. 	Evaluate creative and ensure that the daily work and projects are appropriately focused and driving the right creative and strategic outcomes. Lead a multi-disciplinary team focused on creating the most compelling framework to showcase the opportunity that the creative addresses and the resulting potential.	 Focus your team on driving the right creative and strategic outcome for clients that helps them build a more meaningful role for their brands and delivers on business goals. Understand client needs and work with your agency to fully translate those needs into compelling creative solutions. Lead a multi-disciplinary team focused on creating the most compelling framework to showcase the opportunity that the creative addresses and the resulting potential. 	 Establish the value of creative to our clients by driving best in class deliverables with Creative and Strategy that answer the brief, deliver on business goals and exceed client expectations. Partner with Strategy and Creative leads to set the direction and tone of the business and/or region by defining short and long-term components aligned with global priorities.
	Integrate Across MW	 Master agency processes, understanding the roles of each department in an agency and how to best work with them. Create ongoing relationships with associates in other departments/ disciplines/agencies to set BL up for success in delivering to clients. Learn company and department goals and use formal tools offered (portals, "stories", etc.). 	Work collaboratively alongside the agency's most senior leaders to drive a brand forward and steer the overall strategy. Strengthen effective relationships across departments/disciplines/agencies to provide clarity, develop project objectives, and identify challenges as well as clear deliverables and the timing and budget associated. Work together and provide the right information to ensure respect of our collective expertise.	 Understand and deliver the brand's marketing goals by utilizing all potential MW resources. Successfully lead cross functional teams across MW to achieve clients' business results. 	 Be a champion of integration. Have a deep understanding of all MW offerings to drive innovation, expand on capabilities, and increase overall revenue. Use expertise to positively influence others as well as provide solutions when challenges arise. Represent the capability at an Industry Event (e.g., CES, Cannes, Adtech, etc.).
BUILD YOUR LEADERSHIP EXPERIENCES	Focus on People	 Contribute actively to internal communication and collaboration across departments. Develop positive integrated team relationships to work synergistically towards client goals. Understand colleagues' viewpoints and seek out those different from your own to develop a well-rounded view of client work. 	Be a formal leader of a team of direct reports. Contribute to the functional and professional development of your team and ensure best practice sharing with other disciplines. Lead a diverse team of individuals around a common goal. Effectively manage up and delegate down.	issues within the agency/region or team processes.	 Build the necessary capabilities of your agency/region to provide ground-breaking marketing solutions. Inspire staff to deliver great results while enabling leaders to develop their teams and creating a quality employee value proposition for your agency or region. Be an active leader of the company's Diversity efforts to inspire an inclusive workplace.
	Deliver Top Results	 Oversee competitive analysis and financials of client to build strategies for growth. Lead a debrief after each client interaction to think about how to exceed expectations in the future. Learn more about all the things the agency is doing for all its clients and seek opportunities to listen and learn from colleagues outside the BL team. 	Identify account growth opportunities and future income streams. Develop the team's approach to account growth opportunities and future income streams to exceed client's expectations. Play an integral role in a new business pitch.	 Be able to critically assess and compare creative work at the level of serving on an awards jury if the opportunity arose. Build intimate familiarity with the client's business and identify opportunities for incremental projects with the agency's goals in mind. Ensure the account is well-positioned for rapid growth and to achieve profitability targets. 	 Lead the merchandising of the agency's work to clients and make sure it is fully monetized, leveraging MW's global capability and optimizing revenue potential. Drive organic growth through diversified services.
VALUES		Ideas Power Everything Every department here is a creative department. Ideas are what we love. Ideas are what we do.	We're Better Together Because when we work as a tean absolutely anything. And we ofte		out. oblem, we have a whole global ing minds to find a smarter solution.

Technology is magic.

And with the right touch, that special kind of magic

is the perfect opportunity to elevate great ideas.

It only counts if we deliver.

Period. End of story.