

The Young Pro's Career Playbook

4 moves to build leverage early in your career, from Scott Hess, CMO at Publicis Media

1

PLAY 1

TALK TO THE OLD PEOPLE

Senior leaders are actively looking for younger people to invest in. They remember being lost at 23, and most are waiting for someone to walk up and start a conversation. Stop treating them like they're too important to approach. The most senior people in the room want to share what they know. Reach out first.

2

PLAY 2

ASK FOR WHAT YOU WANT

Nobody is quietly building the perfect role for you. Decide what you want, go to someone who can actually grant it, and say it out loud: "This is good for me and good for the company. I'd like it by May. Is that possible?" You have to be your own best advocate. Most of the time, people want to give it to you. They just need to be asked.

3

PLAY 3

BECOME UN-FIREABLE

One strong relationship is a lifeline. Three is a force field. Build a senior champion who knows your name, a client who would vouch for you, and peers who trust you. Cover all three and the org genuinely can't afford to let you go. Most young pros focus on the senior side only and leave the other two completely exposed.

4

PLAY 4

COMMIT FOR A YEAR

Treating every week as a referendum on whether you're in the right job will exhaust you. Put your head down, work hard, and raise your head at review time. That's the moment to honestly ask if this works for you, not Monday morning after a hard meeting. Getting good at something before you leave compounds in ways job-hopping never does.

"You don't have to see the whole path. You do not have to know how the story ends."

— Scott Hess, CMO @ Publicis Media

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