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The Marketing Manager's Survival Guide



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Introduction

As a Marketing Manager, you're almost certainly experiencing working life as you've never experienced it before. The good news is that the rest of the business is probably more aware than ever of why marketing matters. The less good news? This means more scrutiny, more deliverables and more pressure to produce them faster, with less resources and without many of the tactics you once could rely on.

Of course, you'll need to figure out how to do this while supporting a team you no longer get to share a room with – and finding a way to work either alone and isolated, or sharing space with your own personal combination of partners, flatmates, parents, kids and pets.

The manager role is any organisation's shock absorber. It soaks up pressure from above and below while cushioning the impact for others. In times of rapid change, the shock absorber works overtime. It's your role to do everything possible to keep those you manage (upwards, downwards or sideways) supported and on track. Part of the challenge is that it's easy to feel squeezed in the process. That's why managing those around you has to start with managing your own emotions, energy levels and resilience. The better you are able to adapt to and accept change, the better you'll be able to help your team navigate through it. We've designed this survival guide to help. We've interviewed a broad range of marketing managers across different organisations about the challenges they're now facing and the strategies and coping mechanisms they've developed. We've added insight from LinkedIn Learning instructors who specialise in resilience, expert perspectives from management consultants and researchers, and the thoughts of several of our managers at LinkedIn.

We're on a journey into unknown territory that will involve reinventing the scope of what we do and the best ways to go about doing it. That journey will be a lot easier to navigate if we're able to reach out and learn from the experiences of other marketing managers. We hope this guide provides a helpful place to start.



Lizzy Knights-Ward Group Marketing Manager, Content & Social, LinkedIn Sales & Marketing Solutions, EMEA & LATAM

Expert Insights:

"At a time when people crave consistency and stability, a leader must embrace the fact that the only constant in business — and in life — is change. Change is a necessity. Helping your teams understand that will enable them to develop the agility and adaptability they need not only to make it through times of uncertainty, but to thrive well beyond."



Ryan Batty Senior Director of Marketing, LinkedIn "Resilience is a key ingredient in the process of adversity and recovery. It's the ability to not fold under pressure even if you don't feel calm and confident. To be able to sustain energy throughout highly demanding tasks and to be able to quickly pull yourself together and bounce back, even when you're experiencing a major setback."



Tatiana Kolovou LinkedIn Learning Instructor Faculty Member, Kellogg School of Business From the LinkedIn Learning course, Building Resilience

Chapter 1 Let's talk about you



"Remember the cabin crew announcement in flight advising you to put on your oxygen mask first before helping others. Managers need to take care of themselves so that they can be the best manager they can be to help the team navigate through uncertainties and challenges."



Utah Kim Senior Content Marketing Manager, APAC We've arranged most of the content in this guide around the different directions in which you'll need to manage in this challenging time: upwards (meeting senior managers' expectations), sideways (managing your relationships with other teams such as sales), and down through your reporting lines and the task of empowering and supporting your marketing team. In all of these areas you'll need to understand the pressures that others are under, the new needs that they have, and how best you can help to meet them.

But first, let's talk about the point where all these lines of communication and reporting meet: you.

In April, research from <u>Marketing Week and</u> <u>Econsultancy</u> found that roughly half of UK marketers were concerned about their jobs. A similar proportion are working significantly longer hours and feel they are less productive than they have been previously. As a marketing manager, these pressures can easily be redoubled: you feel them in a personal capacity, but you also have to find ways to manage them across your team. Many lead a kind of professional double life. For their colleagues, they stress the importance of work-life balance and setting clear boundaries between professional and personal time. For themselves, they're working longer hours than ever, struggling to find time to get things done in between keeping peers and managers updated on video calls, and risking anxiety and pressure in their personal lives.



An important part of coping with this situation is to recognise that you're not alone. In preparing this guide, we found that longer hours and blocked-out calendars are a common experience. Many managers are coping by focusing on the positives: closer working relationships with key colleagues, and the satisfaction of themselves and their team delivering good work in trying circumstances.

Others stress a phased approach, getting all hands on deck to get through the immediate

increase in workload, while buying time to plan a more sustainable approach going forward.

It's naïve to assume that the extra demands many managers are experiencing will automatically disappear in time.

Heightened activity may well be here to stay. After all, the current situation has highlighted just how multi-faceted and important the role of marketing is for businesses in difficult times. There may be less budget to spend, but colleagues across the business still need guidance on how to communicate, how the market is changing, and how they can respond.

As we become accustomed to the rhythm of the situation though, we're able to develop coping strategies. We can build our capabilities for resilience, and rebalance things by those crucial few degrees that ensure we're protecting our own energy levels and ability to perform.

Top tips for staying resilient:

- Prioritise staying rested, well-nourished and hydrated as much as possible
- Plan key tasks around the times of day when you feel most naturally energised
- 3 Think of the situation in terms of different phases: if you have to accommodate a heightened workload initially, can you plan to transition to a more sustainable routine?

- Prioritise around key tasks to maintain focus and flow
- 5 Embrace flexibility as part of the remote working package: try to use strategic breaks from tasks to increase productivity
- Ask for things you would never normally ask for – you might find support in new places

Plan to keep ticking off some deliverables regularly (and daily if possible) to earn a dopamine hit and energy boost



Marketing Manager Strategies:

"Content production has been a real pressure point: my team need to produce a lot more content in a lot less time and with fewer resources. I've been trying to figure out where else in the business I can leverage support from – reaching out to teams that have a bit of spare capacity at this point. That could involve training a PA up on Instagram or taking content that our Learning & Development team has created and adapting it for an external audience. It's all helping us to stay agile and responsive in a changing situation."



Veronica Valdes Marketing Manager Resource Solutions

"If you look at my calendar, it seems pretty horrendous. There are calls every day and often no time for getting work done. I've been responding by scheduling time for thinking in my calendar so that people can't book meetings then. I try to spend time thinking about my priority for the week ahead and try to reschedule meetings that don't align with that priority so I can focus more effectively."



Upali Dasgupta Marketing Director, Asia Sitecore

Expert Insights:

"You probably know how you best restore your energy. You either get it from people around you, something extroverts do, or you prefer to have quiet alone time in order to restore, something introverts do. However you restore your energy, be sure that you practice this important routine during potentially challenging times. You will be better equipped to manage stress if your energy tank is on full load."



Tatiana Kolovou LinkedIn Learning Instructor Faculty Member, Kellogg School of Business



Chapter 2

Building a marketing strategy for challenging times



"In a time of uncertainty, there can be a lot of information swirling and it can be easy to lose focus. Help your team centre on what matters most and give your perspective on what they should prioritise in their own personal planning and roles."



Garnor Morantes Group Marketing Manager LinkedIn

Marketing runs on plans. One of the most disorientating aspects of the current situation is that those plans have to change – without a clear, confirmed, new strategy to replace them. As a manager, your role involves helping marketers to regain their bearings and find ways to focus in these circumstances. The plans that you put in place are likely to be quite different to those you had at the start of the year. They won't cover the same timeframe. There will be hedges and risk-mitigating whatifs, giving the opportunity to pivot and adjust if situations change. However, they can still provide a crucial sense of direction that helps your team to move forward, allocate time, decide on tactics and guide your discussions with the rest of the business.

It's not a given that every aspect of your plan has to change. Some will just need adjusting or adding to. You might keep the same objectives but aim to meet them over a longer timeframe, for example.

Many businesses have found that the marketing funnel has changed in shape and velocity over recent months: people become leads faster but don't then convert at the same rate due to factors outside your control and theirs. Others have taken a deliberate decision to focus on supporting customers and their wider communities, adjusting their business models to focus on filling the top of the funnel. The objectives around conversions and revenue that they traditionally focused on are still there – but for now, they're focusing on KPIs earlier in the buyer journey.More dramatic changes are required when the nature of demand shifts. The dramatically different needs that buyers now have can mean interest in one solution spiking while interest in another collapses. Marketers can find themselves suddenly fishing in very different pools of potential customers – and needing to build awareness quickly as a result. In many cases, they'll need to embrace different channels and tactics – designing new experiences to replace physical events, and adjusting to the changing media habits of their target audiences.

For managers, this can often mean adjusting to a different rhythm of planning – and potentially a different role in it. You may not be able to set strategy for the business as a whole, but you can definitely set a strategy for your marketing team: how you'll meet internal demands, support sales, measure progress and adjust as the situation moves through different phases. Signalling that you're ready to take the initiative, and you have a plan you believe in, can play a vital role in keeping your team motivated and engaged.

"It doesn't make for a great headline but the reality is that in marketing, the fundamentals remain the same. Make sure your team is great at doing research and listening to your market. Get them to think about the full marketing mix. Some of the best marketing decisions are related to pricing or distribution or the product itself - it's not all about comms. And next time you hear that something has "changed forever", ask for evidence. Extraordinary claims require extraordinary evidence".



Keith Browning Brand Marketing Global Lead LinkedIn

Here are six principles for designing your plan:

- Accept that priorities may need to shift between different phases: from supporting customers over the last few months to building a solid plan with sales for the next quarter, and then forecasting more speculatively about changing market needs over the next year.
- Provide for wiggle room and pivots, booking campaigns over shorter time periods so that you have resource for adjusting activity if you need to.

Use data to try and pinpoint what's changed and what hasn't. Is your buyer journey still the same but moving at a different speed? Or has demand shifted?

- Distinguish between factors that you can control and those that you can't – focus attention and KPIs on the actions that you need to take to enable a positive outcome, even if you have to wait longer for that outcome.
- Be wary of metrics that become more or less meaningful – if your audience is consuming a lot of content it might be easy to qualify MQLs, but that doesn't mean those MQLs will convert at the same rate as before.
- Be alive to the opportunity to align more closely with sales (more on this later).

"Our buying cycles can be up to two years, so we're used to playing the long game, feeding the pipe and making sure the funnel is broad enough that we don't lose people along the way. There's a finite audience out there, so we've got to keep them engaged. Our approach is to try and stay constant, driving messaging through our communication channels as planned. A lot of targets are around awareness, credibility in market, engaged contacts and MQLs. Even if leads aren't converting as guickly, we still hope they will later, so the targets stay the same."



Alysha Spencer

Head of Enterprise Acquisition and Upsell Marketing Telefónica UK Limited

"At the moment, cold prospects are much harder to engage than people who've heard from you or who are already customers, so we are going deep not broad - focusing on verticalised narratives and outreach to key accounts."



Upali Dasgupta Marketing Director, Asia Sitecore

"The team is very target driven which makes it tough when solid plans must change – it requires flexibility, agility and creativity. While the first guarter of the pandemic drove us into 'respond' mode, I'm now trying to ground the team in the things that we can see are important to give them a feeling of foundation. With demand for certain products on the rise, we have to adjust our targets and plans accordingly. We've pivoted a lot of creative work too: we didn't want to be insensitive with inappropriate imagery, and we don't want to be insincere and just make another ad on the back of the current situation. We're tracking very well on organic KPIs, but we are managing expectations around those as it's indicative of people having more time on their hands. It's all about keeping the team balanced in our response to an uncertain time."



Dawn Milev Director, Performance Marketing Adobe

"When it comes to ROI during a challenging time (such as a pandemic), our management team has been very supportive of the changes that we felt we needed to make because it was the right thing to do. There's an understanding that ROI can't always be measured in immediate dollars. For example, when we made the decision to consciously publish less on social media and pause our paid social campaigns for a better audience experience, we expected to have a drop in clicks, form fills and visits to the blog. However, that doesn't necessarily represent a negative impact for the business, whereas trying to keep those numbers up might do as it could have harmed our brand reputation and in turn affected our relationships with our audience. We still need returns, but we're aware that they can happen after the crisis has subsided - and we know there are opportunities to make the numbers up."



Eva Taylor Director, Social Strategy, Operations & Corporate Social Responsibility Hootsuite "The biggest unknown is how your messaging is landing. You have your personas, but in this situation, every one of those personas has considerations that weren't there before. The messaging you usually share may suddenly not land in a positive way. The challenge is trying to identify who is in a position where you can sell to them in a positive way – and who you shouldn't be approaching."



Richard Turrell Head of Marketing Handle

"We usually have a long sales cycle, but now we're trying to accelerate that and uncover the people who are still in the market quickly. The pool is smaller and so it's more competitive. We're looking at industries and markets that we might not have been involved with before, and we have to find a smart, effective and targeted way to approach them."



Veronica Valdes Marketing Manager Resource Solutions

Expert Insights:

"What's changed is the speed at which you need to show the relationship between marketing actions and revenue delivery, and the speed with which you can... Search volumes for some categories are exploding, while for others are collapsing. And conversion rates are in flux. It used to be good enough to monitor these trends and adjust spend levels on a weekly or monthly basis. Now it needs to happen hourly or daily."



Michael Betz B2B Institute Research Fellow and Partner, McKinsey



"Because the sales funnel in B2B is generally longer than in B2C, the arguments in favour of supporting long-term growth through brand building during a downturn are likely to be even stronger. B2B Brand associations created now are likely to bring the greatest sales benefit during the recovery, when the rewards are biggest. Brand advertising is not about profiting in recession, it is about capitalising on recovery."



Peter Field B2B Institute Research Fellow

Chapter 3 Managing upwards



"The goal posts often move during times of change, so don't make assumptions. Meet with upper management and your crossfunctional teams in sales early in the process to set expectations. Make sure you're still working towards goals that are the most important for the business – as these might have shifted."



Jennifer Bunting Head of EMEA Product Marketing LinkedIn



Any downturn can put additional pressure on your conversations with senior managers. There are sensitive discussions about how to prioritise, and a need to manage expectations when changing plans put targets under pressure. At a time when spend is closely scrutinised, you need to find credible ways to demonstrate value when the metrics you usually report on may suddenly be less relevant. More than anything, your managers need to know that there's a clear, relevant rationale to what you're doing.

The current circumstances bring additional challenges on top of this. You'll need to manage upwards without actually seeing your senior managers on a regular basis. Without the stand-up meetings and casual chats that take place in an office environment, you'll need to be more deliberate and intentional about how you keep them in the loop. And you've got more to keep them informed about. The business is desperate for insight about how the market is changing, and how their strategy needs to adjust. Your role as the source of this insight is more important than ever.

In a world of unknowns, the role of a manager isn't just to take instruction from above and execute on a set business strategy. It's equally important to help identify how the needs of the business are changing – and make proactive suggestions for how your marketing can respond to them. Here are five principles for designing your plan:





Marketing Manager Strategies:

"Actively encourage your team to take the time to attend webinars, live-streamed talks, virtual events, and more to gather information and inspiration to apply within their roles and strategies."



Eva Taylor Director, Social Strategy, Operations & Corporate Social Responsibility Hootsuite

"You definitely have to allow more time for managing upwards, particularly when it comes to sensitive communications, service changes, and the solutions you're offering to try to help customers. These will require more levels of approval and people have more questions."



Alysha Spencer Head of Enterprise Acquisition and Upsell Marketing Telefónica UK Limited "It's critical to have a vision and a plan that can gain the confidence of your leadership and give your team a clear sense of direction as well. They all need to know that somebody believes in what they are doing – and they aren't just being told what to do. It's also an important part of our role to communicate valuable insight that's important to the business. I've really upped this aspect of upward management – providing insight that others can act on. SEO has been particularly critical. People are leaning into it – they want to know what our audiences are thinking."



Dawn Miley Director, Performance Marketing Adobe



"It's all about setting objectives for things that you can control rather than objectives that depend on other things like government policies. We need to focus reporting and measurement about whether we're doing the things we need to do to enable outcomes to happen."



Richard Turrell Head of Marketing Handle



"I'm doing a lot of managing expectations around what's possible and realistic with the resource we now have available. However, I've found that the net effect of this is positive. We're actually being more vocal about the realities of doing more with less and the planning required to make that work. We're asking questions like is this necessary? Will it resonate? And answering them with data from LinkedIn. People are in the mindset where they don't want to waste time and resource and so it's easy to have these conversations in a positive way when you have the data in front of you."



Veronica Valdes Marketing Manager Resource Solutions

Chapter 4 Managing sideways



"Focus on initiatives that really bring value and move the needle. Establish short and long-term goals to reach specific results."



Fernanda Sobral Pacheco LATAM Group Marketing Manager LinkedIn

"The change and uncertainty has in some way unlocked our creativity and allowed the team the freedom to pilot a wide range of new marketing approaches and ideas that would have taken months of internal discussion and deliberation before."



Fiona Gallagher Group Marketing Manager LinkedIn It's an irony of the current situation that we can be both physically distant from our colleagues in other functions – and much closer in terms of how we communicate. Many of the marketing managers that we spoke to report a transformation in how they engage with the business as a whole. Because they can no longer rely on running into someone from sales or customer service in a corridor or cafeteria, they find themselves making conscious decisions to check in, communicating more regularly, and planning around exactly who needs to be involved in a project, when and how.

Part of the increased engagement is driven by demand and a growing awareness of just how closely intertwined marketing is with different areas of the business. Departments suddenly have new communication needs. Sales requires insight on changing demand patterns, and collaboration on new tactics to support a changing buyer journey. Conversations with customer support are taking on new significance as protecting buyer relationships becomes more important – and as businesses adjust their model to make some solutions available for free.

For marketing managers, this extra communication is a mixed blessing. It is one of the primary contributors to video call overload, extending working hours and making it difficult to focus on getting tasks done. At the same time though, it represents a significant opportunity for themselves, their teams and their businesses. Even though resources are more limited, the value of marketing input and insight has never been more apparent. This is opening the way to greater alignment, and a more strategic role.

Five key opportunities for more constructive relationships:

- As the speed of the buyer journey changes, work with sales to sense-check how leads are qualified and how you set targets.
- Satisfy sales' appetite for more information with earlier updates on how campaigns are performing – and how this will help to meet targets.
- Build cross-functional project teams rather than relying on casual updates in the office to keep other departments informed.
- Develop KPIs that can show how current activity will help meet sales goals further down the line – with pipelines moving more slowly, there's more interest in this type of data.
- Mine customer support and sales colleagues for insights and expertise that can be plugged directly into your content and communications strategy.



Marketing Manager Strategies:

"We've found that the situation has helped sales and marketing alignment by narrowing down our product focus. We're able to focus on a few priorities that are particularly relevant to remote working. Everyone's clear on the portfolio areas that we are driving towards.

Sales are just as demanding of leads – but we are working with them to change the way that they are qualified. Previously singletouch engagement qualified somebody for follow up. Now we're focusing more on double-touch and email nurture rather than diving straight in and confirming them as a lead. It's helping to warm up prospects better and build out engagement and the relationship."



Alysha Spencer Head of Enterprise Acquisition and Upsell Marketing Telefónica UK Limited "We've become closer with sales. It's partly a result of feeling we're all in this together, but also a result of being remote and realising how important ongoing communication is. We've been more conscious in how we enable the sales team, through inviting prospects and customers to events, for example. We've found ourselves building far more crossfunctional teams for projects – and having more meetings with both sales and customer success. We're conscious of always looking at both prospects, and existing customers."



Eva Taylor Director, Social Strategy, Operations & Corporate Social Responsibility Hootsuite

Marketing Manager Strategies:

"A lot of marketers are going to find themselves in a position where they have a more important and connected role in the business – and have to think more commercially to fill that role. There's an opportunity to position marketing as worthy of a seat at the top table. There's more opportunity for strategic thinking and for trying new things."



<mark>Richard Turrell</mark> Head of Marketing Handle



"We're using LinkedIn data more consciously in conversations than ever before. I want to demonstrate to sales that everything we're creating is either informed by them or by LinkedIn data – we're not putting stuff out there because it's pretty or sounds nice, we're doing it to drive sales.

Before we would talk about the long game, but now we're finding ways to demonstrate how the needle is moving now in ways that will enable sales in the future. People may not pick up the phone tomorrow but have we increased our followers in that industry? Do more people know our name?"



Veronica Valdes Marketing Manager Resource Solutions

Chapter 5

Managing and supporting your team



"During periods of uncertainty, there can be an immediate perception that 'everything is unknown' and that 'everything will change'. This notion can overwhelm team members and really affect their well-being and productivity. You can help by quickly communicating with your teams **what hasn't changed.** This can help to provide a feeling of stability and hopefully make it more palatable to discuss individual areas where we have lower levels of certainty."



Andrew Monu Director, Field and Product Marketing, EMEA and LATAM LinkedIn



Managing compassionately is the key to keeping your marketing team empowered, confident and productive in the current situation. Team members can feel anxiety on many different levels – worrying about loved ones and their own health as well as the economic situation and the state of the business. And when all of you are working remotely, many of the subtle mechanisms of support and reassurance aren't there.

Marketing managers have been quick to recognise the new needs that their team members have and develop new communication habits and structures to help fill the gaps. We've become accustomed to virtual hang-outs and happy hours, embraced flexible working and spent time thinking about how to manage performance and motivate people under difficult circumstances.

Many teams have managed to increase productivity under remote working conditions. However, the new arrangements also intensify other pressures. Constant communication weighs down on managers and leaves less time for teams to get work done. For many, it's time to start thinking about the adjustments that can make remote working more sustainable – and avoid the risk of burn-out.

It's becoming clear that managing and supporting your team in the new world of work isn't a problem that you solve just once. As our teams navigate different phases of uncertainty they will need different forms of support. As objectives change, expectations of performance will need to as well. And as time passes, we'll need to stay alert, agile and creative when it comes to keeping people motivated and engaged.

- Plan to transition from a sprint to a marathon, changing pace from racing to meet immediate needs to a more sustainable cadence of work.
- Don't take productivity for granted reinforce it by rewarding your team for getting through tasks and making a conscious decision to avoid pushing them too hard.
- Split larger meetings into smaller and more focused ones distinguishing between admin sessions and creative ones.
- Stress the importance of coming to video calls prepared, with pre-briefs for your team to complete it will help to maximise your use of time.
- Develop a weekly structure with space for different types of engagement: virtual hang-outs that anyone can attend, informal sessions at the end of the week, structured planning sessions at the start.
- Encourage greater autonomy and ownership of tasks on a case-by-case basis.
- Don't assume that everyone has the same needs allow for those that need social time as well as those that don't.

- Remember that people haven't chosen to work from home – it's reasonable for them to adopt flexible hours to accommodate childcare and other needs, and you'll need to move quickly from 9 to 5 expectations.
- Use group learning and development as an opportunity for a mental break, helping your team to recharge and bond.
- Treat engagement as a continuous creative challenge people will lose enthusiasm for virtual happy hours every Friday unless you can keep these sessions fresh and inventive.





"The big challenge is setting objectives that don't have a definite goal or number attached – but you still need to reward people and celebrate when they are doing a good job. We have to get accustomed to the fact that people could be working just as hard but circumstances mean that the output they get for the amount of effort might not be the same. We have to allow for that."



Richard Turrell Head of Marketing Handle "It's important to set clear boundaries about when each person is available and productive and when they're not. We have to accommodate things like childcare, and we have to be aware of the impact of our communication and when it happens. We communicate a lot using Teams and WhatsApp – but I've been stressing to my team that it's important not to use WhatsApp to communicate about work in the evenings."



Upali Dasgupta Marketing Director, Asia Sitecore

"Meetings don't all need a structured agenda. Informal catch-ups and watercooler sessions are important. However, as the demand for more video calls increases, it's important to encourage better meeting etiquette: respecting others' time, setting up meetings with a clear agenda and coming prepared."



Alysha Spencer Head of Enterprise Acquisition and Upsell Marketing Telefónica UK Limited "Creating more structure has made us more economical with our resources and more collaborative as a team. We do 30-minute 'power huddles' at the start and end of the week solely focused on project updates, raising challenges and getting support from the wider team."



Veronica Valdes Marketing Manager Resource Solutions "Remote working has been the big challenge for both myself and my team, both physically and mentally. Many of us are sharing a small flat with a partner, in a house share or juggling childcare. Trying to coach people through that, virtually, is now a big part of the job. It's important to be understanding and flexible, whilst keeping energy levels up – and you might have to think creatively about how to do that. We encourage social interaction with virtual hang-outs and Friday drinks, and I'm looking forward to hosting my first quiz this Friday!"



Dawn Miley Director, Performance Marketing Adobe "Our executives have been extremely supportive in fostering a remote work environment that accommodates individual needs. We have to acknowledge that time management can be a challenge for everyone but can be even further complicated by being remote. We celebrate that getting the work done is an accomplishment in itself amid all the other factors at play. We want people to feel good about what they're doing and how they're contributing. Respecting the individual and how this new approach to work affects them on a personal level is key to being able to maintain a high level of productivity and engagement."



Eva Taylor Director, Social Strategy, Operations & Corporate Social Responsibility Hootsuite

Conclusion Time to bounce forward?



"The key skills for all Managers in dealing with this change and leading their teams through uncertainty include agility, resilience and prioritisation, whilst showing compassion for themselves and the members of their teams."



Ed McConville

Senior Director, Learning & Development EMEA & LATAM LinkedIn



It goes without saying that resilience is one of the most important capabilities a marketing manager can have during this time. However, in some respects, we may need to redefine what resilience means. We traditionally think of it as the ability to get back on track once something has happened to knock us off course. But the experience of the last few months has showed that resilience isn't just a recovery process. It's a learning process – and one that can move ourselves and our organisations forward in positive ways.

As the LinkedIn Learning Instructor and author Gemma Leigh Roberts argues, the opportunity isn't to bounce back but to bounce forward. By applying a growth mindset to the new ways of working and living that experience, we can design better ways of doing things. "We can take the information that we get from learning how to get through the process to get better in the future," she says. "We can take things from the situation we're now in to be happier, healthier, more productive and more high-performance."

This won't be easy, as the marketing managers involved in this guide have shared, the current situation is applying intense new pressures. We have to do more with less and in less time. We need to protect others, embrace new responsibilities and provide a sense of direction, all while trying to safeguard our own energy levels and sense of optimism. However, it can help to focus on the progress that we're making as well. We have an opportunity to reset expectations of marketing and regain visibility for ourselves and our teams in positive ways. We hope that this guide has given you some ideas, insight and support for doing so. You'll find more advice and support in the following LinkedIn Learning courses – all unlocked and available for free viewing now:

Building Resilience





By Tatiana Kolovou, Faculty Member, Kelley School of Business

Embracing Unexpected Change



By Todd Dewett, Best-selling Author, Leadership and Authenticity Guru

Teamwork Foundations





By Chris Croft, Lecturer, Project Management and Time Management.

Developing Your Emotional Intelligence





By Gemma Leigh Roberts, Founder, The Resilience Edge

Critical Thinking for Better Judgment and Decision-Making





By Becki Saltzman, Author and founder of the Applied Curiosity Lab.

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