



**HEYMAN ASSOCIATES**

**MOVING UP OR MOVING ON  
LISA RYAN, SENIOR VICE PRESIDENT, HEYMAN ASSOCIATES**

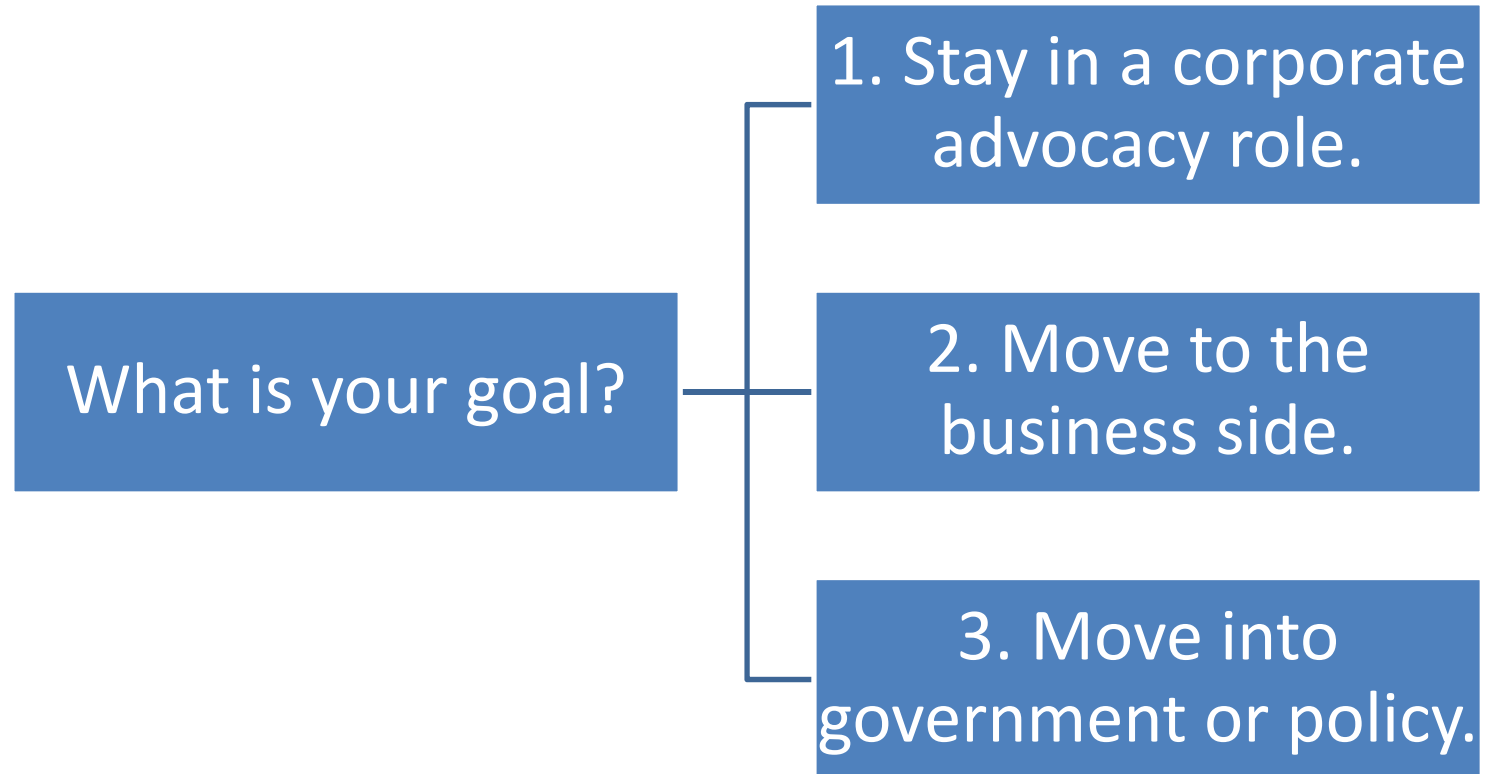
**PUBLIC AFFAIRS COUNCIL: THE ADVOCACY CONFERENCE  
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## Moving Up or Moving On

- It can be a struggle for advocacy professionals to find growth opportunities within one organization.
- This can lead to tension between loyalty to your organization and your own professional development.
- Only focusing on whether to wait for a promotion or make a lateral move can be limiting. It's worth thinking outside the box.
- There are other avenues for growth and building leadership skills:
  - Volunteering and board work
  - Advanced degrees and adjunct faculty roles
  - Related fields (politics, government, public policy)

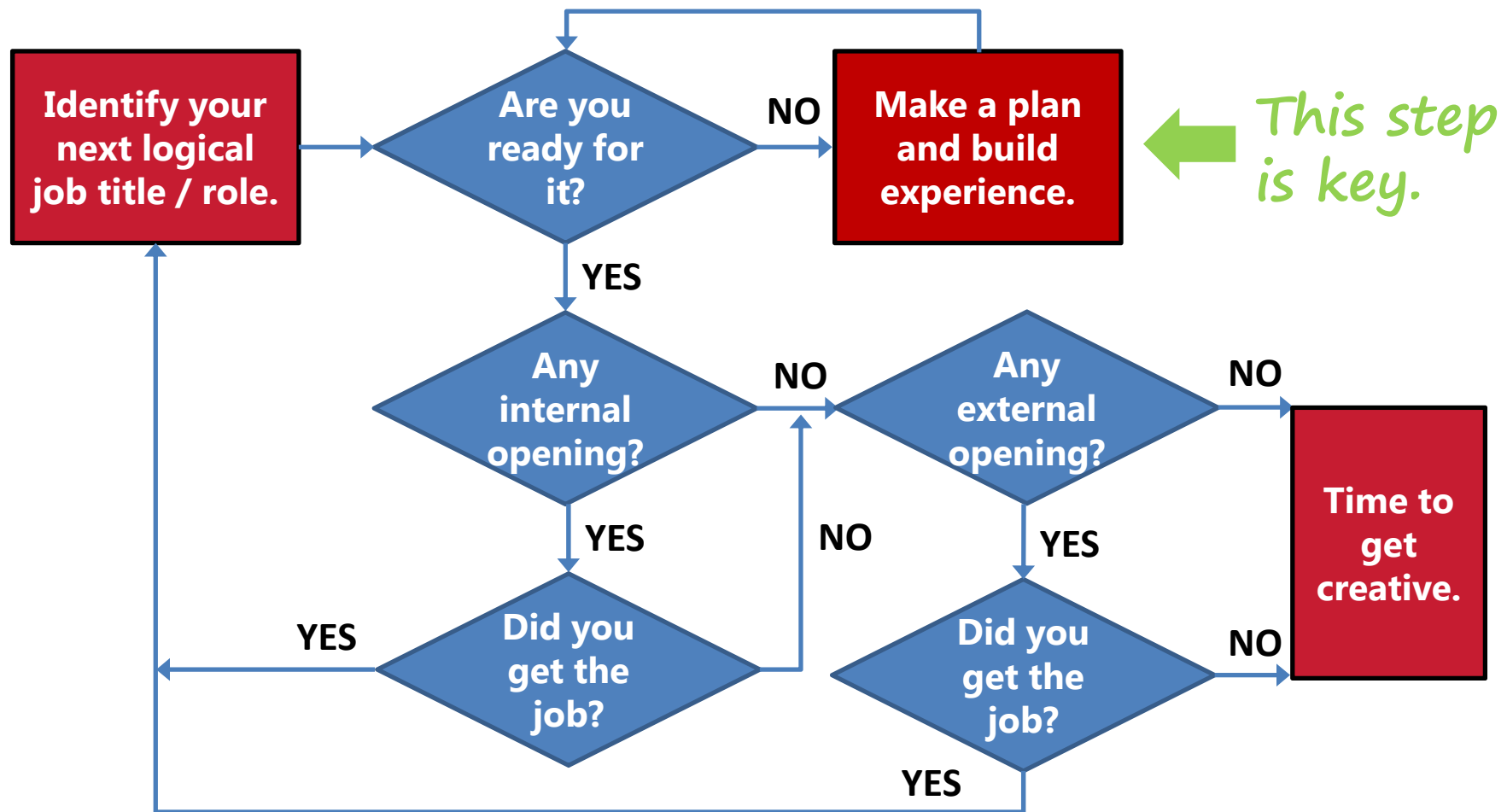


## Moving Up or Moving On



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### Staying in a Corporate Advocacy Role: The Conventional Path



## Moving Up or Moving On

### Staying in a Corporate Advocacy Role: Planning and Building Experience

- Identify the skills you still need to develop.
- Set a realistic timeline for securing a more senior role.
- Be cautious about job-hopping or making a move for the sake of making a move.
- Start networking before you need to (e.g., attending this conference).
- Seek out “stretch projects” in your current role.
- Leverage volunteer and board opportunities.
- Consider other functions, industries or fields – creative thinking isn’t just a last resort if you are “blocked” on your current path.



## Moving Up or Moving On

### Moving to the Business Side

- Advocacy roles – particularly leading a PAC – require a broad business skill set: fundraising, budgeting and interacting with senior leaders.
- People in these roles can move into business development or operations roles.
- Consider getting an MBA, even if you work toward it part-time.
- Network within your own organization and look for opportunities to demonstrate your skills – especially in areas that stretch beyond your core responsibilities.
- Keep current on business issues in your industry and network externally.



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### Moving into Government or Public Policy

- Advocacy and public policy go hand-in-hand.
- If you are passionate about particular issues, there will be opportunities for you in government, on campaigns and at industry associations.
- Pursue volunteer opportunities.
- Really research your field to guide your networking efforts.
- Consider grad school or adjunct faculty opportunities.



## About Lisa Ryan



**Lisa Ryan** is a Senior Vice President at Heyman Associates. She leads executive searches in corporate communications, public relations, marketing communications, branding and public affairs for the firm's blue-chip clients, including Fortune 500 corporations and nonprofit organizations.

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