

THE WEIGHT OF RESPONSIBILITY

A guide for managers and agents.

1 Why this guide exists

Managers and agents often work inside other people's urgency. They absorb negotiations, disappointment, logistics, conflict, expectation and financial uncertainty while remaining expected to sound clear and capable. The role can quietly expand until availability is mistaken for responsibility.

The work may become invisible precisely because it is successful. Problems are solved before others see them. Over time, this can make exhaustion difficult to recognise and boundaries feel like a risk to the relationship or the career.

A STARTING POINT

The question is not whether pressure exists. The question is whether there is still enough space to notice it, name it and respond before it decides everything.

2 A role-specific reset

01 / DEFINE Separate what is genuinely yours to carry from what belongs to the artist, promoter, venue, team or system around you.

02 / BOUND Set communication windows and escalation rules before a crisis. A boundary is clearer when it is designed in advance.

03 / DEBRIEF After a difficult situation, record what happened, what was assumed and what needs to change. Do not turn every failure into a personal diagnosis.

04 / DELEGATE A reliable process is not the same as one person being permanently available. Identify tasks and decisions that can be shared.

KEEP IN VIEW

Care for others becomes less reliable when the person providing it has no protected space in which to recover, think or be supported.

3 When informal support is not enough

A guide can help with recognition and language, but it cannot replace qualified professional care. If pressure, substance use, anxiety, exhaustion or a crisis is becoming difficult to manage, the next step may be a private conversation with an appropriate professional or local service.

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ONE PRACTICAL QUESTION

What is the smallest responsible next step that would make this situation less isolated?