



COMMON THREAD
COLLECTIVE

CTC PULSE | 2018

PURPOSE

If the vision for Common Thread Collective is to help entrepreneurs achieve their dreams and we believe each and every employee to be an entrepreneur, it's our duty to find out how we're doing in practice of dream chasing and dream catching.

The 2018 CTC Pulse is the second annual company wide pulse (and where the Client Pulse has its roots). It's CTC's method of collecting feedback to "check the pulse" of how we're doing overall as well as dive into some specifics. We ask that you approach this survey by reflecting on the past year with thoughtfulness and an honest heart. This is your opportunity to give CTC sincere feedback - anonymously!

Bottom line we care about you so we care about your perceptions of what CTC is doing well and what could be even better. That's the premise behind The Pulse. We can't make changes in areas you think need improvement if we don't hear from you, and trust me when I say we want to hear it all - what makes you happy, what ideas you have to make things better, where you would like to see change, and what you want to stay the same. Trust when we say we USE these responses - last year we began to implement changes right away.

We look forward to using your feedback to making dream catching more of a reality for us all!

DEMOGRAPHICS

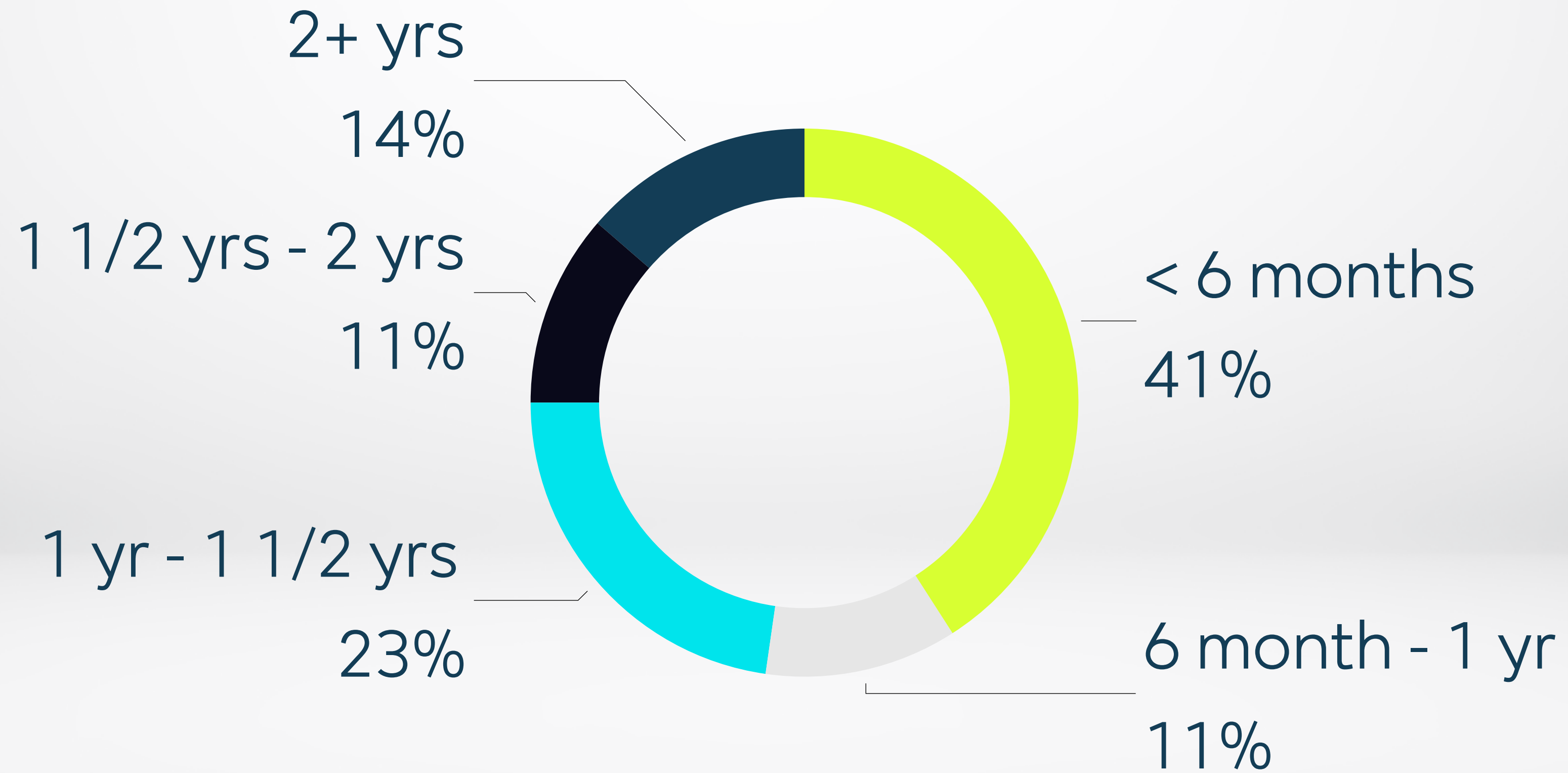
DEMOGRAPHICS

GENERAL

- 92% Response Rate (93% in 2017)
- Gender
 - 36 % Ladies
 - 64 % Gents
- Age
 - 41% 26 & Under
 - 59% 27 & Older

DEMOGRAPHICS

TENURE



DEMOGRAPHICS DEPARTMENTS

Administration | Apprentice, Finance, Managing Partner, VP Product Development

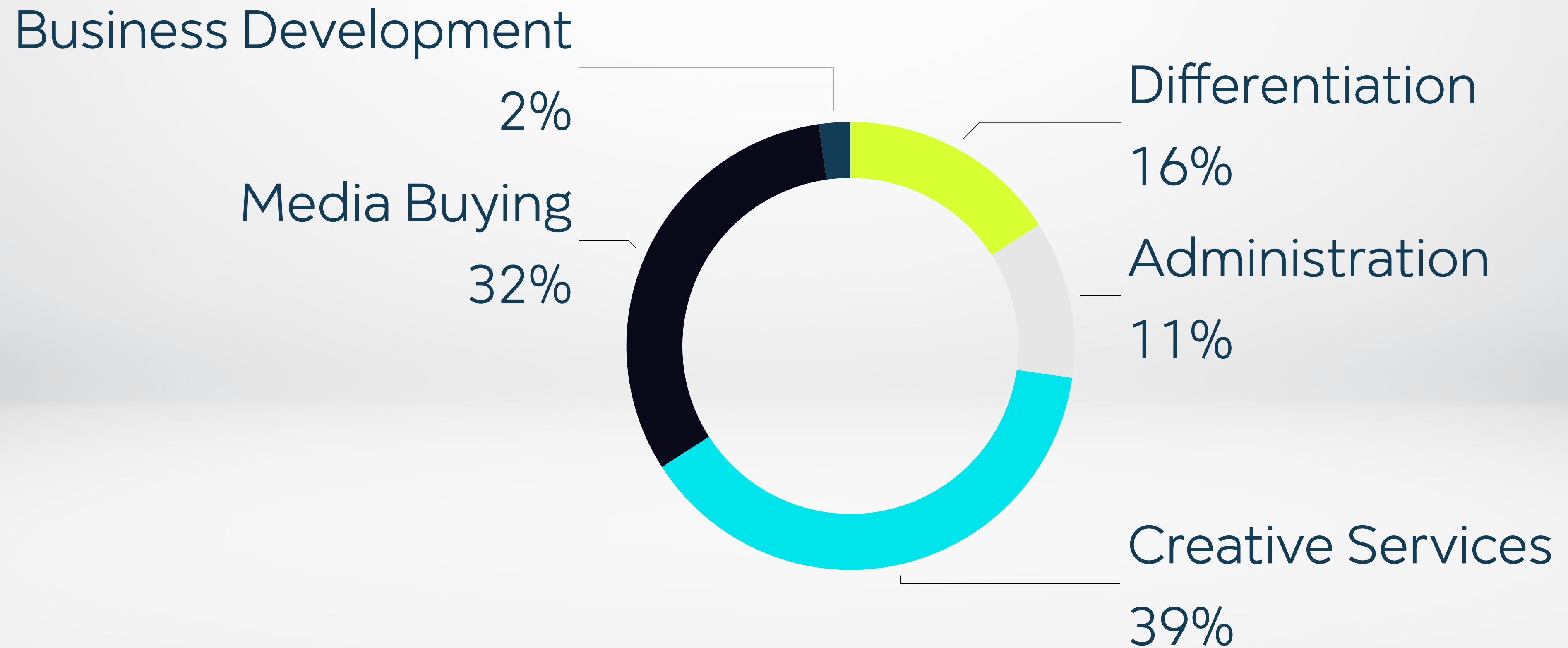
Business Development

Creative Services | Designers, Brand, Web Dev, Content, VP Creative Services

Differentiation | AM's, Operations, HR, Culture, VP Differentiation

Media Buying | DMA, DMS, DMAS, Director of Paid Media, Director of Strategy

DEMOGRAPHICS DEPARTMENTS



THE DATA

DEFINITIONS

WHO

WHO

Employee | You

Manager | Direct Supervisor

Partners | Taylor, Iain, Jordan, Cory, Josh

CTC | Company Specific Initiatives

Average | All data compiled and averaged

ANALYSIS

THE STATISTICS

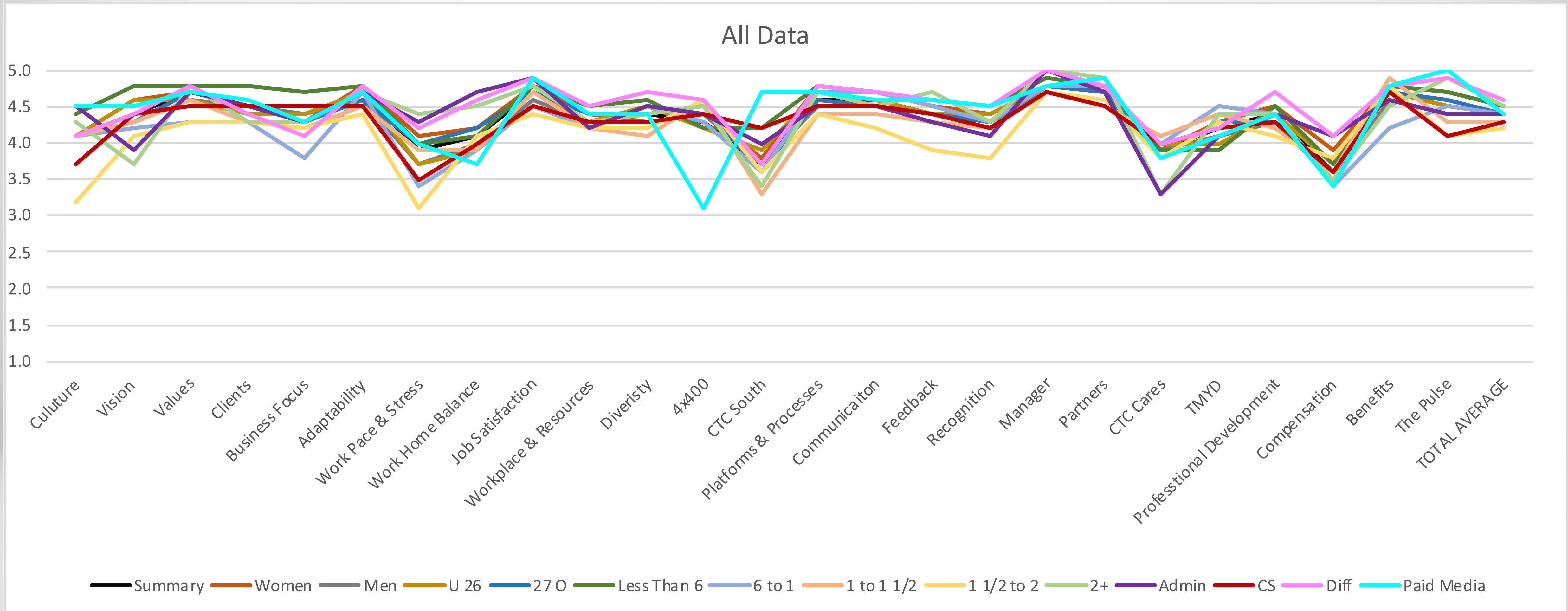
INTERPRETATION

- All data is presented as an average analysis of the 1-5 Likert scale used in the survey.
- Closer to 1 = Strongly Disagree (highly unsatisfied)
- Closer to 5 = Strongly Agree (highly satisfied)
- Note: any items reverse scaled were adjusted in the data analysis

SUMMARY

SUMMARY	Average	CTC	Employee	Manager	Partners
Culture	4.1	4.1			
Vision	4.4		4.5	4.3	4.4
Values	4.7		4.5	4.8	4.7
Clients	4.5	4.5			
Business Focus	4.3	4.3			
Adaptability	4.7	4.5	4.7	4.8	4.7
Work Pace & Stress	3.9	3.4	3.8	4.5	
Work Home Balance	4.1	3.3	4.2	4.8	
Job Satisfaction	4.7		4.7		
Workplace & Resources	4.3	3.8	4.5	4.7	
Diversity	4.4	4.4			
4x400	4.3				
CTC Content	3.7				
Platforms & Processes	4.6	4.6			
Communication	4.6	4.2	4.7	4.8	
Feedback	4.4		4.4	4.5	
Recognition	4.3	4.3	3.8	4.6	4.3
Manager	4.8			4.8	
Partners	4.7				4.7
CTC Cares	3.9	3.9			
TMYD	4.2	4.1	4.2		
Professional Development	4.4	4.4	4.5	4.2	
Compensation	3.6	3.6	3.7		
Benefits	4.7	4.7	4.7		
The Pulse	4.5		4.5		
TOTAL AVERAGE	4.4	4.1	4.4	4.6	4.6

SUMMARY

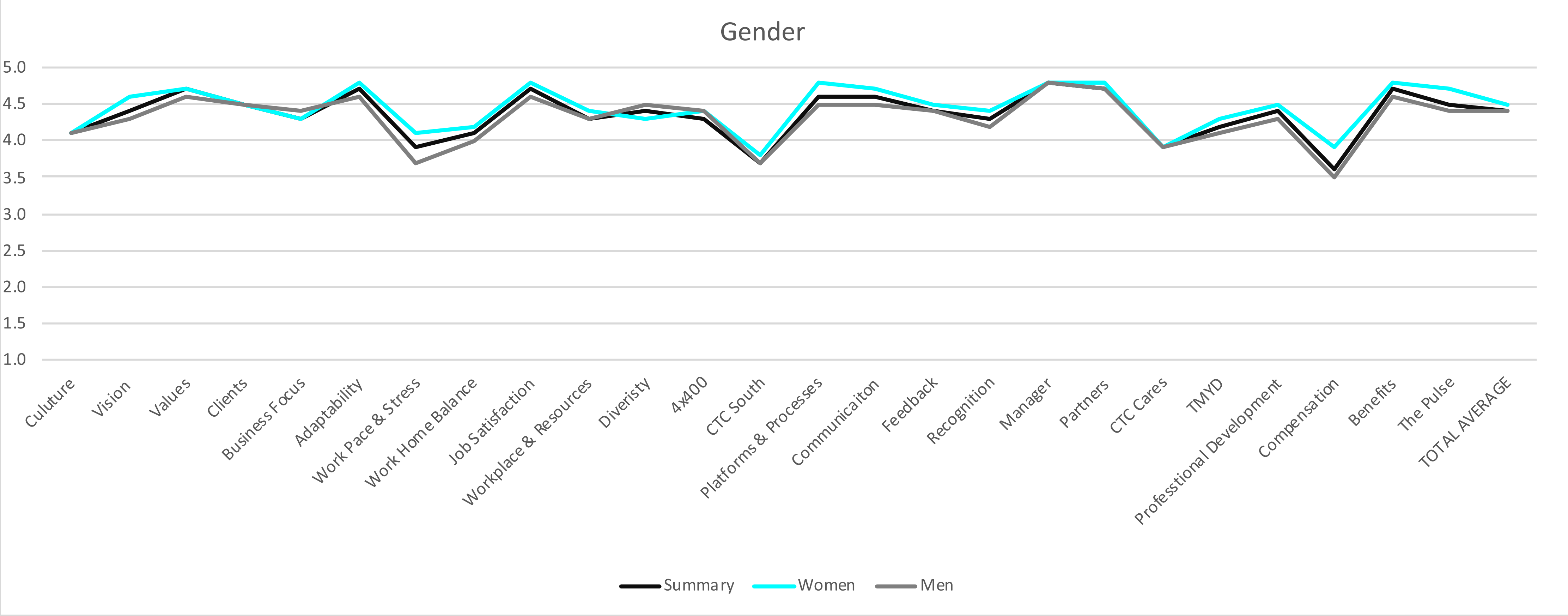


*Due to the small sample size of the Business Development department, it's been excluded from departmental specific reporting to ensure anonymity in published findings.

GENDER

Gender		
	Ladies	Gents
Culture	4.1	4.1
Vision	4.6	4.3
Values	4.7	4.6
Clients	4.5	4.5
Business Focus	4.3	4.4
Adaptability	4.8	4.6
Work Pace & Stress	4.1	3.7
Work Home Balance	4.2	4.0
Job Satisfaction	4.8	4.6
Workplace & Resources	4.4	4.3
Diversity	4.3	4.5
4x400	4.4	4.4
CTC Content	3.8	3.7
Platforms & Processes	4.8	4.5
Communication	4.7	4.5
Feedback	4.5	4.4
Recognition	4.4	4.2
Manager	4.8	4.8
Partners	4.8	4.7
CTC Cares	3.9	3.9
TMYD	4.3	4.1
Professional Development	4.5	4.3
Compensation	3.9	3.5
Benefits	4.8	4.6
The Pulse	4.7	4.4
TOTAL AVERAGE	4.5	4.4

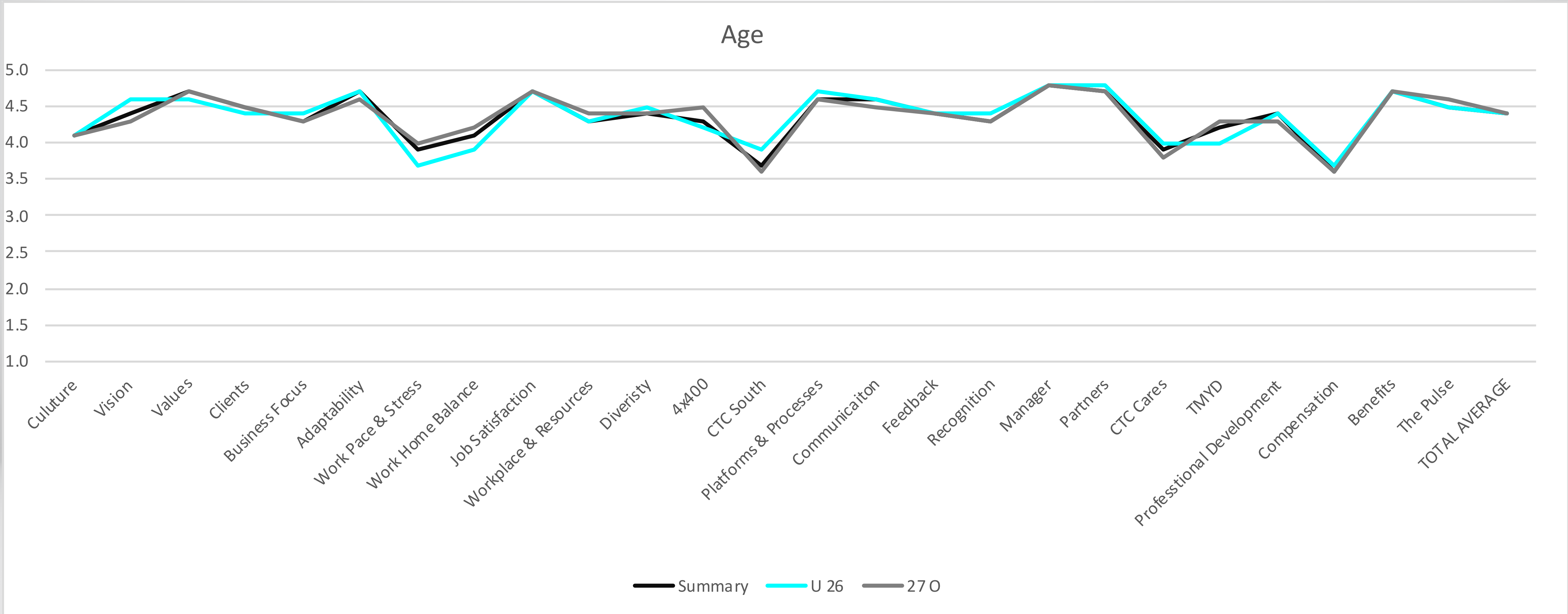
GENDER



AGE

Age		
	26 & Under	27 & Older
Culture	4.1	4.1
Vision	4.6	4.3
Values	4.6	4.7
Clients	4.4	4.5
Business Focus	4.4	4.3
Adaptability	4.7	4.6
Work Pace & Stress	3.7	4.0
Work Home Balance	3.9	4.2
Job Satisfaction	4.7	4.7
Workplace & Resources	4.3	4.4
Diversity	4.5	4.4
4x400	4.2	4.5
CTC Content	3.9	3.6
Platforms & Processes	4.7	4.6
Communication	4.6	4.5
Feedback	4.4	4.4
Recognition	4.4	4.3
Manager	4.8	4.8
Partners	4.8	4.7
CTC Cares	4.0	3.8
TMYD	4.0	4.3
Professional Development	4.4	4.3
Compensation	3.7	3.6
Benefits	4.7	4.7
The Pulse	4.5	4.6
TOTAL AVERAGE	4.4	4.4

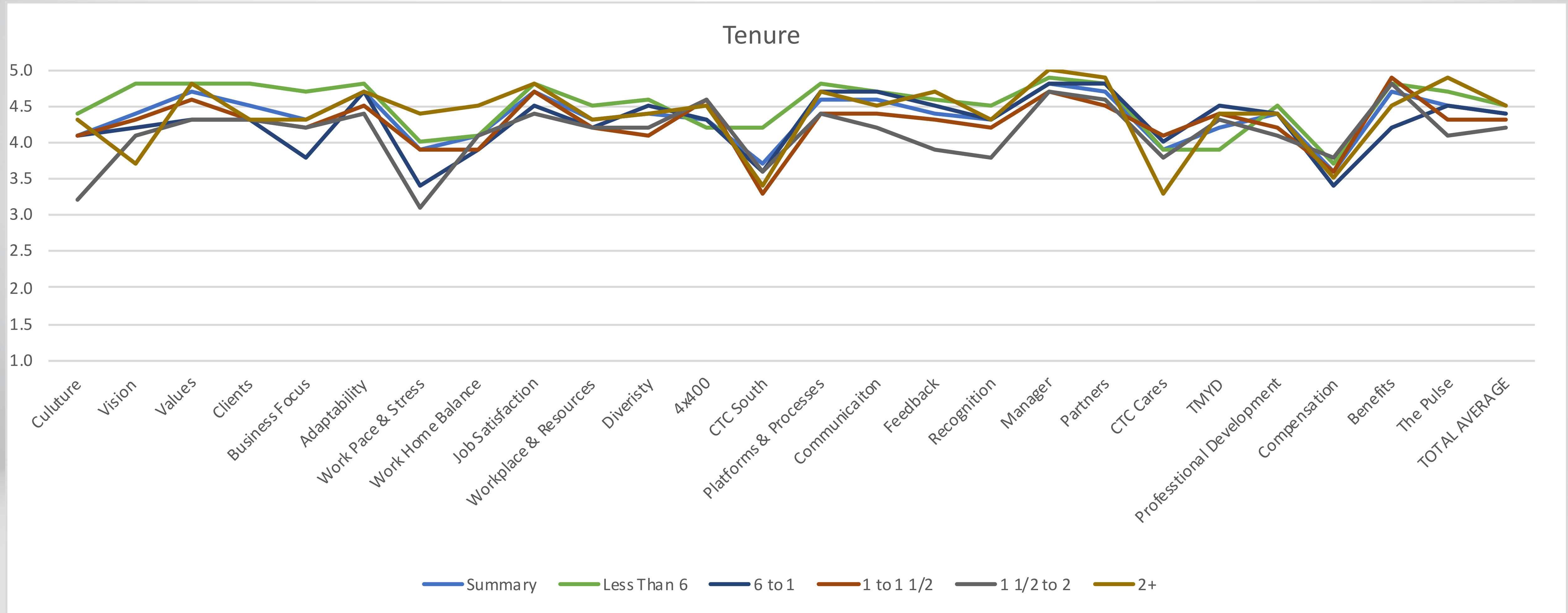
AGE



TENURE

Tenure	Less Than 6 Months	6 Months to 1 Year	1 Year to 1 1/2 Years	1 1/2 Years to 2 Years	2 + Years
Culture	4.4	4.1	4.1	3.2	4.3
Vision	4.8	4.2	4.3	4.1	3.7
Values	4.8	4.3	4.6	4.3	4.8
Clients	4.8	4.3	4.3	4.3	4.3
Business Focus	4.7	3.8	4.2	4.2	4.3
Adaptability	4.8	4.7	4.5	4.4	4.7
Work Pace & Stress	4.0	3.4	3.9	3.1	4.4
Work Home Balance	4.1	3.9	3.9	4.1	4.5
Job Satisfaction	4.8	4.5	4.7	4.4	4.8
Workplace & Resources	4.5	4.2	4.2	4.2	4.3
Diversity	4.6	4.5	4.1	4.2	4.4
4x400	4.2	4.3	4.6	4.6	4.5
CTC Content	4.2	3.6	3.3	3.6	3.4
Platforms & Processes	4.8	4.7	4.4	4.4	4.7
Communication	4.7	4.7	4.4	4.2	4.5
Feedback	4.6	4.5	4.3	3.9	4.7
Recognition	4.5	4.3	4.2	3.8	4.3
Manager	4.9	4.8	4.7	4.7	5.0
Partners	4.8	4.8	4.5	4.6	4.9
CTC Cares	3.9	4.0	4.1	3.8	3.3
TMYD	3.9	4.5	4.4	4.3	4.4
Professional Development	4.5	4.4	4.2	4.1	4.4
Compensation	3.7	3.4	3.6	3.8	3.5
Benefits	4.8	4.2	4.9	4.8	4.5
The Pulse	4.7	4.5	4.3	4.1	4.9
TOTAL AVERAGE	4.5	4.4	4.3	4.2	4.5

TENURE

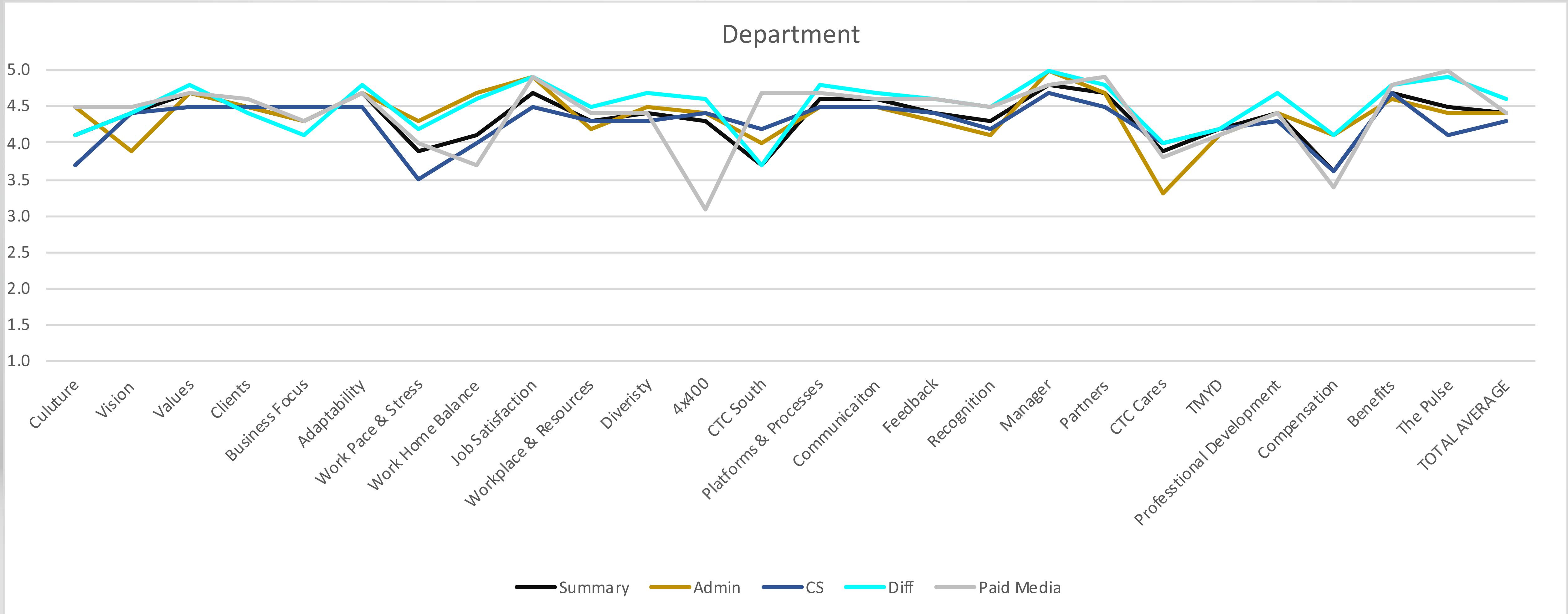


DEPARTMENT

Department				
	Administration	Creative Services	Differentiation	Media Buying
Culture	4.5	3.7	4.1	4.5
Vision	3.9	4.4	4.4	4.5
Values	4.7	4.5	4.8	4.7
Clients	4.5	4.5	4.4	4.6
Business Focus	4.3	4.5	4.1	4.3
Adaptability	4.7	4.5	4.8	4.7
Work Pace & Stress	4.3	3.5	4.2	4.0
Work Home Balance	4.7	4.0	4.6	3.7
Job Satisfaction	4.9	4.5	4.9	4.9
Workplace & Resources	4.2	4.3	4.5	4.4
Diversity	4.5	4.3	4.7	4.4
4x400	4.4	4.4	4.6	3.1
CTC Content	4.0	4.2	3.7	4.7
Platforms & Processes	4.5	4.5	4.8	4.7
Communication	4.5	4.5	4.7	4.6
Feedback	4.3	4.4	4.6	4.6
Recognition	4.1	4.2	4.5	4.5
Manager	5.0	4.7	5.0	4.8
Partners	4.7	4.5	4.8	4.9
CTC Cares	3.3	4.0	4.0	3.8
TMYD	4.1	4.2	4.2	4.1
Professional Development	4.4	4.3	4.7	4.4
Compensation	4.1	3.6	4.1	3.4
Benefits	4.6	4.7	4.8	4.8
The Pulse	4.4	4.1	4.9	5.0
TOTAL AVERAGE	4.4	4.3	4.6	4.4

*Due to the small sample size of the Business Development department, it's been excluded from departmental specific reporting to ensure anonymity in published findings.

DEPARTMENT



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MOST SATISFIED INDIVIDUAL

THE MOST SATISFIED

2018 V 2017

2018

- Gender | Woman
- Age | Any age
- Tenure | Less than 6 months **OR** 2 plus years
- Department | Differentiation

2017

- Gender | Male
- Age | 27 and older
- Tenure | 2 plus years
- Department | n/a

HIGHEST SCORE

HIGHEST SCORE

MANAGER

2017 | 4.8 V 2018 | 4.8 [0]

- "Wow, what a year. I feel privileged to have Panagiota as my manager. She has helped me to grow, learn and think of things through new perspectives. I also love that she challenges me and wants to make me better. I feel so blessed to be in a role with someone that has my best interest at heart and who isn't afraid to push back on things or just let me go and fail and succeed on my own. She is a great listener, she's thoughtful and leads by example in everything that she does!"
- "Adrienne is a rockstar!"
- "I am lucky to be reporting directly into him. He brings out the best in me and those at CTC and leads by example."
- "I'm really stoked on my manager. He's a great relationship developer and watching his speak is always a learning experience."
- "I very much respect Scott and he is a great manager. I wish I was able to work more closely with him on projects and the things I am working on."
- "Scott is super smart. Michelle is also really good in her role as a Strategist."
- "Scott Kramer is a great manager. He is so spread thin but still manages to help every DMS with whatever he needs."
- "I don't have too much interaction with my manager because we are both so busy managing our own departments, but we are efforting towards bridging those gaps!"

TOP 3 LOWEST SCORES

3 LOWEST SCORES

COMPENSATION | COMMENTS

2017 | 3.5 V 2018 | 3.6 [+ .1]

- "I don't know how raises are determined and have definitely felt like I have worked way too much the last couple of weeks..I know it won't always be like this but I've been starting to wonder if I've been working more than others in my position"
- "Some roles clearly affects P&L more, please incentive these people more."
- "I think we are asking our teams to do more and grow CTC, but the goal structure can threaten the raises that motivate their work. It feels like a bit of a bait and switch when obstacles between you and your bonus are increased instead of subtracted. "
- "I'm living comfortably with what I'm being paid. I'm hustling on the side to boost my income as I believe everyone should, but the skills im gaining, benefits of being here, knowledge I'm gaining as a whole make it all very worth it since we're getting paid to learn and be a part of something bigger than ourselves. People are paying a lot of money to learn what we get paid to do, so that's how I see it. "
- "I feel very unaware about bonus structure and what I need to do to even earn a bonus."
- "I am paid under the market value for my position and prior experience in digital marketing and higher education but I am willing to sacrifice pay because of the opportunities available for growth. I am unaware of how raises are determined or how to advance to a higher position."
- "CTC could do a better job of explaining this during on boarding and assessing progress company wide quarterly. "
- "I am being paid a lot more than I expected to be paid at my age. However, because I work more than 10 hours most days and work on weekends, I am probably paid less than how much I actually work. But I am not unsatisfied with that because I am working so hard so that I can be investing in CTC and my own future at CTC."

3 LOWEST SCORES

COMPENSATION | SOLUTIONS

2017 | 3.5 V 2018 | 3.6 [+ .1]

- Bi-Annual Bonus Structure in 2019
- Additional Regular Incentives Around Client Retention & Client Pulse Scores
- Launch of Merit Increase Process
- Launch of Total Benefits Summary

3 LOWEST SCORES

WORK PACE & STRESS | COMMENTS

2017 | 3.9 V

2018 | 3.8 [-.1]

- "I do get stressed at CTC at times but it is because I care so much about the success for my client and my team. So although I do work long hours, I choose to because I understand the goal of what we are working towards."
- "Rather than feeling like CTC places an unreasonable amount of stress on me, I think I place more of the stress on myself, which is ultimately a result of my own personality. I think CTC is very much an advocate for their employees and are very supportive with however the employees choose to spend their time."
- "we are owners of our own lives. the stress i put on myself is self accepted. the pressure i apply and feel is great. but that is a choice all around"
- "Ya, it's a lot. Stress is not always bad and can push some to new levels of success, but it can also burn people. I don't think finding the "breaking point" then "fixing it" is a sustainable way to build a healthy, diverse workforce with unique capabilities & skill sets. "
- "Strategic/Performance positions are overworked compared to others"
- "Designers are consistently in a position where they have to assimilate a lot of variables and ambiguous ideas and ultimately synthesize these components into an advertisements. More than designers, we're also interpreters of client needs, client mandates, but also internally amongst teams and within the company. With this being the case, it can often be difficult to keep up with the pacing that is established at the beginning of the week and field the various ad hoc requests that find their way into the pipeline. It may be a seasonal thing, and I very much believe it is, but it can be disheartening at times to work a full day, without taking any real break and still feel behind. I am personally learning to be faster and more efficient but it can be a challenge to not feel overwhelmed at times. Additionally, while we try to make decisions based on data, design is not something that functions because of data and its execution is not something that data supports. It is not always a linear path and is subject to well, subjectivity. It is just good to be mindful of this at all stages of what we do, as a company, and within teams. "

3 LOWEST SCORES

WORK PACE & STRESS | SOLUTIONS

2017 | 3.9 V 2018 | 3.8 [-.1]

- Researching CTC Methods of Remote Options

3 LOWEST SCORES

CTC CARES | COMMENTS

2017 | 3.6 V 2018 | 3.9 [+ .3]

- Majority of comments were that they didn't know what the program is.
- "I'm not sure what the connection is between CTC Cares and CTC. I'd like to see more communication around the why behind this program and more opportunities to participate."
- "There is very little information around CTC cares. It just seems like random charitable events dropped in. Not sure how this really makes an impact across the company nor does it seem like we are very invested in talking about CTC cares."
- "We have never really committed or embraced this. I feel like if we can't connect it to the mission it probably doesn't fit. I have some ideas..."
- "I feel that CTC cares would be more effective if it was more deeply integrated into the core of what we do at CTC."
- "I would like to see these look like using our existing skill sets to help a non-profit or disadvantaged entrepreneurs, so sponsoring them to go through expert buyer or create pro bono content."
- "I'd love it if we could legit put a pause on everyone's work for a day so that everyone could be included in this program. I think this program matters, but everyone is usually too busy to make a difference (myself included)."

3 LOWEST SCORES

CTC CARES | SOLUTIONS

2017 | 3.6 V 2018 | 3.9 [+ .3]

- Total program revamp
- Year long partner that shares the same mission
- 6-10 initiatives to engage in CTC Cares vs the current 2-4

2017 v 2018

ANALYSIS

THE STATISTICS

2017 V 2018

2017

- Overall Score 4.2
- Most Satisfied | Manager & Partners [4.8]
- Least Satisfied | Compensation [3.5]
- Categories Less Than a 4.0 | 5

2018

- Overall Score 4.4
- Most Satisfied | Manager [4.8]
- Least Satisfied | Compensation [3.6]
- Categories Less Than a 4.0 | 3

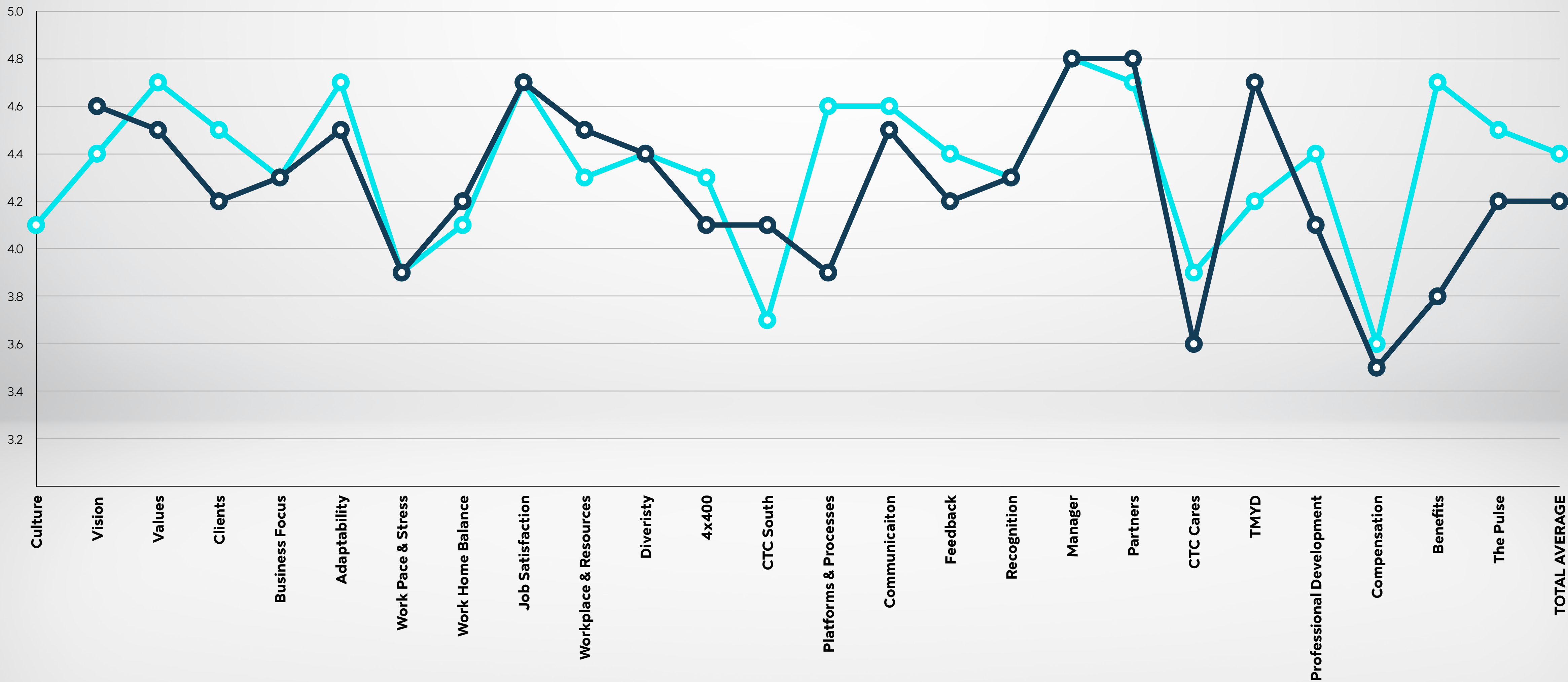
THE STATISTICS

SUMMARY			
	2018	2017	Difference
Culture	4.1		4.1
Vision	4.4	4.6	-0.2
Values	4.7	4.5	0.2
Clients	4.5	4.2	0.3
Business Focus	4.3	4.3	0.0
Adaptability	4.7	4.5	0.2
Work Pace & Stress	3.9	3.9	-0.1
Work Home Balance	4.1	4.2	-0.1
Job Satisfaction	4.7	4.7	0.0
Workplace & Resources	4.3	4.5	-0.2
Diversity	4.4	4.4	0.0
4x400	4.3	4.1	0.2
CTC Content	3.7	4.1	-0.4
Platforms & Processes	4.6	3.9	0.7
Communication	4.6	4.5	0.1
Feedback	4.4	4.2	0.2
Recognition	4.3	4.3	0.0
Manager	4.8	4.8	0.0
Partners	4.7	4.8	-0.1
CTC Cares	3.9	3.6	0.3
TMYD	4.2	4.7	-0.3
Professional Development	4.4	4.1	0.1
Compensation	3.6	3.5	0.1
Benefits	4.7	3.8	0.9
The Pulse	4.5	4.2	0.3
TOTAL AVERAGE	4.4	4.2	0.2

THE STATISTICS

2017

2018



TOP POSITIVE DELTAS

TOP POSITIVE DELTAS

BENEFITS

2017 | 3.8 V 2018 | 4.7 [+ .9]

- 2018 Launch of Health & Wellness Policy
- 2018 Launch of Professional Development Policy
- 2018 Launch of 401k Plan
- 2018 Formal "Open Enrollment"
- 2018 Larger Health Care Plan Options

TOP POSITIVE DELTAS

PLATFORMS & PROCESS

2017 | 3.9 V 2018 | 4.6 [+ .7]

- 2018 ASANA 101 Training Across ALL of CTC
 - ASANA Incorporation of All Things CTC
 - ASANA = Project Management
 - ASANA = Information Board
- Incorporation of LastPass

TOP 3 NEGATIVE DELTAS

TOP 3 NEGATIVE DELTAS

CTC CONTENT | COMMENTS

2017 | 4.1 V 2018 | 3.7 [-.4]

- "I don't really understand Content and their services and how I can upsell content services to my own client."
- "The gap has gotten smaller than last year but there is still a large disconnect."
- "I think there's a lot of work yet to be done to bridge the divide between how Content operates and how HQ operates."
- "I think they are getting there, but there is still some work to do!"
- "I know everyone at CTC South works so hard but I do there there is a disconnect between the assets that they produce and the types of assets that the clients need. A solution to this could be if we taught CTC South how to use the creative reporting tool to determine what the best performing creative for each client is or if we kept a better record of what creative has worked so then they would have more direction about the type of creative we want from them. Also, I have heard multiple clients complain about the yellowish background that they use in a lot of the product shoots."
- "Still feels like content operates as an independent company rather than as one with CTC. I think the content team has great expertise on how to create visually appealing things but they don't bring that knowledge to the growth teams. It also feels like the work between growth team and content team are a constant battle. When we pitch content, we expect deliverables from the content team but knowing that there are some things they offload to contractors with very little quality control makes it difficult to trust the content team. I think growth teams need to be more active about educating the content team but the same goes for content needing to be more eager and interested in learning what makes a good ad rather than just wanting people to hand them a set of data that shows whether or not something works."
- "Feels like they are more focused on their P&L rather than client's ad performance"
- "This has been a rough year with content. They produce incredible work, but it feels like they are not fully aligned to the ultimate goal of making content ready for ads. This past round of content has required a ton of hand holding. It is disappointing that we are still having these conversations 12 months later. I am confident that we will get there, but I think content needs to take more ownership in the final product that will go live as an ad."

TOP 3 NEGATIVE DELTAS

CTC CONTENT | SOLUTIONS

2017 | 4.1 V 2018 | 3.7 [-.4]

- Researching Ways For More Regular Face to Face Methods
- One Purpose Under Creative Services

TOP 3 NEGATIVE DELTAS

PROFESSIONAL DEVELOPMENT | COMMENTS

2017 | 4.7 V 2018 | 4.4 [-.3]

- “Career advancement is not something I am fully aware of and what is in place to support it at CTC.”
- “I don’t have a clear path of advancement.”
- “I am unclear on my career path or professional development.”
- “As we grow it is hard to understand what new positions and opportunities there are. Also it seems at times that there are new titles passed around to either keep people on the same or different levels. Some people may have earned those more than others.”
- “Appreciative that we promote internally, but people new in positions can benefit from external training, especially for new positions that we don't already have "experts" for.”
- “The professional development at CTC is what you make of it. There is a ton of opportunity but you have to be an active in seeking it out and I love that. CTC can really step up the in house training for professional development though.”
- “I wish our goals involved professional development. What gets measured gets managed.”
- “I believe this is CTC's biggest area of opportunity as we continue to grow. Managers need to be trained on how to care for, develop and inspire the people that they manage.”
-

TOP 3 NEGATIVE DELTAS

PROFESSIONAL DEVELOPMENT | SOLUTIONS

2017 | 4.7 V 2018 | 4.4 [-.3]

- Internal Announcement of New Positions
- Training & Development Emphasis in 2019
 - More Speakers
 - Managers Training
 - Strength & Conditioning Program Per GT Position
- Expanding Internship Program

TOP 3 NEGATIVE DELTAS

VISION | COMMENTS

2017 | 4.6 V 2018 | 4.4 [-.2]

What is the vision of CTC?

- To help entrepreneurs achieve their dreams. [38 v 18 in 2017]
- “Effectively. Emphasizing our mission on a weekly basis.”
- “A little unsure? I think it's to have 4x400 be successful through all the learnings and data we can take away from the agency side.”
- “To grow as big as our team members are driven to work towards with effort and interest”
- “To do 2M in net revenue in 2019 and open another location.”

TOP 3 NEGATIVE DELTAS

VISION | COMMENTS

2017 | 4.6 V 2018 | 4.4 [-.2]

- "At times we might get caught up in the grind, but sometimes we have to be reminded as a group what the dream is and if it has been refined in any shape or form."
- "I think we need to help our team and our clients define their dreams better."
- "At times the vision seems more ethereal than practical. While we know and understand the vision, often times it can be lost in the day-to-day"
- "It is critical to retain the vision as the team rolls out multiple models and spinoffs internally. Constantly asking, how our vision feeds our mission which drives the initiative."
- "I think that what we do on a daily basis has a profound impact on the lives and dreams of our clients."
- "It is too ambiguous. Need clarity to be able to track our progress."
- "You have to define before you can achieve, and even then it's more about the journey than a goal floating out in the ether. I think our vision as it stands now is a moving target, and it doesn't really grasp the core thing that we do, which is support clients & each other throughout "the process."
- "I am happy to see Admission starting because those are the true entrepreneurs!"

TOP 3 NEGATIVE DELTAS

VISION | SOLUTIONS

2017 | 4.6 V 2018 | 4.4 [-.2]

- 2019 Launch of First Ever Annual Company Retreat

TOP 3 NEGATIVE DELTAS

WORKPLACE & RESOURCES | COMMENTS

2017 | 4.5 V 2018 | 4.3 [-.2]

- “We are still lacking resources in terms of having a good resource for people to learn from. It feels like we are all learning and growing at the same time but it doesn't feel like there is the resource for someone to learn from internally.”
- “I think there are a lot of talented people across teams that could help with client issues. Maybe we implement a sub week where designers change teams or DMS's change teams so we (1) get to interact with other coworkers and (2) Get a new set of eyes on other accounts.”
- “We are too self-taught. Need to be open to see how other people do things more.”
- “Shorten Monday / Friday company meetings”
- “I really enjoy the Grateful First Thing meeting but I must say that between it and our team meeting starting at 8:30am, I often find myself actually starting to commence my work at around 12pm. When things are chaotic and time sensitive, having this time on Monday would be really beneficial. That being said, I think it's really nice to address what we are grateful for despite the workload..but all the same, just giving my honest feedback.”
- “being holistically minded and having a top down quarter/season/ monthly strategy is key”

TOP 3 NEGATIVE DELTAS

WORKPLACE & RESOURCES | PULSE SOLUTIONS

2017 | 4.5 V 2018 | 4.3 [-.2]

- Lots of mentions regarding SNACKS & DRINKS
 - Lots of comments on SPACE
 - "More conference rooms"
 - "More workshops"
 - "I think we need to be more effective with our time. While we are growing and policy is important I feel like we have an un even use of policy currently. In that sometimes following policy is strict and other times it is non existent"
 - "CTC can provide greater transparency around the business, each departments goals and the direction of the company. I think this is vital especially as we continue to grow so that people feel connected with the vision and can support on another in each specific role."
- "More interactions between teams"
 - "doogie day care, baby day care"
 - "Setting clearer expectations & boundaries with clients during the BD process so that growth teams aren't at the mercy of them, so that growth team employees can have better work/life balance. Overall, I think that we need to create culture that encourages growth team employees to work smarter and not harder or more hours."
 - "try to pin point if there's anything going on with a team dynamic that may causing tension that may lead to a level of dissatisfaction."
 - "More recognition for employees who burnout themselves to meet deadlines, and making people feel valued for their effort and giving time off without being passive."

TOP 3 NEGATIVE DELTAS

WORKPLACE & RESOURCES | SOLUTIONS

2017 | 4.5 V 2018 | 4.3 [-.2]

- New Office Space Research 2019
- Snack Budget & Management by C&C Specialist
- T&D - See Professional Development
- Director of Operations Leading Quarterly Focus

OPEN INSIGHTS

NOTES

INTERESTING ONE OFFS

- Friday Commendations | 4.3
- Client Pulse | 4.3
- Benefits Feedback
 - Updated Dental for 2019
 - More Plan Options for 2019

CULTURE

IN YOUR OWN WORDS, WHAT SORT OF INFLUENCE HAS CTC HAD IN SHAPING YOUR DREAMS?

TERMS

- North Star
- Driving force

APPRECIATIVE

- "More than shaping them, CTC has given me place to define my dreams and made me feel like I can actually achieve them. Life changing. This place is life changing."
- "CTC has helped me draw out some natural skills that I may have known I had deep down, but never fully pursued."
- "So far CTC has helped me understand that my dreams are valuable and worth pursuing."
- "Being at CTC has shown me how dreams can be achieved. It's given me a completely different way of thinking about success and failure; namely, that the act of following a dream is in and of itself success."

CONSTRUCTIVE

- "A dream is a hard thing to define, both small (short term) and big (long term) dreams are very different and while it has been tough to define a long term dream I don't think we have done a great job at least defining short term dreams"

VALUES

PLEASE LIST THE 5 CORE VALUES OF CTC

- 14 of 44 [32%] of CTC's own entrepreneurs could list our 5 core values of:
 - We are entrepreneurs of our own lives.
 - There is room for truth in marketing.
 - Candor with kindness.
 - Everything with effort and interest.
 - First Thing.

PARTNERS

ADDITIONAL COMMENTS

- “Even though we continue to grow, I see the effort that the partners take to stay connected to all of us. That goes a long way for me and it makes me feel further supported, appreciated, trusted, and want to work harder. CTC is more like a family than a job. I get really excited to tell other people what I do for work and I always lead with the type of amazing individuals the partners are!
- “They are all always so inspiring!”
- “The partners ideology, work ethic and heart are a huge reason why CTC is as special as it is. I love that I get to work for such wholehearted intelligent people.”
- “I haven't spent a ton of time working along side the partners, but the time I have spent with Taylor has been really insightful.”
- “Nothing but good things to say!”
- “The Partners have made CTC an amazing and positive environment and that is a such a rarity. I feel really grateful to know they are at the helm of the company!”
- “I respect them deeply.”
- “Amazing leadership. Seriously though, everything that comes out of Taylor's mouth is leadership gold. “

TMYD

ADDITIONAL COMMENTS

2017 | 4.7

2018 | 4.2

- "love it and feel it gives me time to be a better leader and contributor to ctc."
- "It's one of the most revolutionary and impactful aspects of working at CTC."
- "TMYD works more like a therapy session and less like it's for working towards a dream, which I'm fine with."
- "I wish there was the ability to have multiple dreams. Work, Personal, Relational."

- Many wonderful reinforcing comments about Tommy himself!
- "I think there's something inherently flawed about a program that's built around the premise that people want to leave CTC and do something else. I know this is being addressed but maybe there's something structural we could put in place here."

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TMYD

HOW HAS TMYD BROUGHT VALUE TO YOUR LIFE?

- "Before TMYD I had never had therapy before. Now that I have had it, I don't know how I didn't have it before. Tommy is so great about taking my past and present and giving me the platform to analyze myself to determine what I want my life to look like. I am very grateful to have TMYD."
- "This is a safe space for me to flush out what my dreams are. I appreciate that someone is there to listen and give me honest feedback. It has helped me think about my future, goals, relationships, finances, and so much more."
- "Outside of dreams, it helps me navigate how to be myself at work and progress through difficult situations that sometimes need soft skill attention."
- "It has been such a positive outlet for me to express myself and "brag" about myself a bit. I don't think in life you have that luxury of really being able to sit down and talk about how awesome you are have someone tell you that you are valuable and an asset. And have someone help you pull out all of your dreams. Everyone has a dream, big or small, and having the opportunity to find that is huge."
- "It's changed the course of my life. It's given me time to pursue my dreams"
- "TMYD is probably the biggest reason I am in my current role."
- "TMYD is an incredible resource that helps me set aside time to dream in an increasingly busy life/workload."
- "It gives me a space to recognize that I am a valued individual who matters and is giving value to the world."
- "It's nice to have a regular time to talk about your personal goals. TMYD has been instrumental in changing the way I think about my own life and potential."
- "Helps my confidence and overall wellbeing"
- "It is a great opportunity to talk about current problems and is good therapy session however I don't think I've gotten much value in pursuing an actual dream."

SHOUT OUTS

RECOGNITION

IF THERE ANY TEAMMATES YOU'D LIKE TO RECOGNIZE FOR THEIR EFFORTS (HIGH OR LOW), PLEASE DO SO HERE:

- "Michelle goes over and beyond for our team. Lauren is also becoming a real leader and should be given more opportunities to lead. "
- "Panagiota- ensuring that our culture grows as we do. For being a great coach and mentor and for being an amazing friend. Amanda- Thanks for caring about my wellbeing especially when it comes to food. You help balance my personality."
- "Andy!"
- "Adriana Falcon, Matthew Axeline, Vincent Wu, Michelle Luo"
- "Michelle has been such an amazing person to work with. She pushes me to do better and think differently. In the 6 months I have been here she has helped me to learn so much I can't thank her enough. Adrianna has been a huge mentor to me. I would like to grow as a leader here at CTC and having her as a guide has helped me to think of how to lead."
- "Lauren - I think she has a natural sense of leadership and she does everything with effort & interest. I can rely on her for anything and also have the ability to just leave her be because I know she is going to do what it takes to get her job done, and done well. She does everything with a smile on her face and is always willing to help everyone around her. She's a rockstar and I can't wait to see what she is capable of at CTC!"
- "I think all of 3TC deserves to be recognized for how hard everyone works. From the oldest members to the newest, every person trusts each other and themselves to contribute and carry their own weight. I love working with such intelligent, driven but light hearted people. I think there are just so many people at CTC that put extra effort in to help the people around them and that is why the company is so successful as a whole. "

RECOGNITION

IF THERE ANY TEAMMATES YOU'D LIKE TO RECOGNIZE FOR THEIR EFFORTS (HIGH OR LOW), PLEASE DO SO HERE:

- "Andy– Super stoked about how quickly he settled into the strategist role. I think he shows so much effort and interest towards his clients. | Lauren– She is a freaking beast! I am constantly amazed by her work output and she's continuously getting better (and faster). I love that she puts the effort to learn why a client isn't happy with the creatives and she has demonstrated that she can relate creatives back to advertising more and more with time."
- "Devin is really amazing. I really don't know what our team would do without her keeping us organized and on schedule. She goes above and beyond to make sure I personally feel valued and that my work matters. She also is great at dropping what she is doing to help. I can tell Chris really cares about our team and really is starting to push us to individually know our roles and reach success together."
- "Andy works really hard all the time. I hope he doesn't burn out. Jack has been doing a great job of jumping right into things."
- "Jon & Richard are incredibly capable, supportive, and eager creatives. I'm so excited to see them continue grow into their responsibilities over the next two years. "
- "Everyone on CTR is great."
- "Ally for her work she's done. Adrienne for how steady she is. Pete for how much change he has had this year. Vince for the transformation he has gone through."

RECOGNITION

IF THERE ANY TEAMMATES YOU'D LIKE TO RECOGNIZE FOR THEIR EFFORTS (HIGH OR LOW), PLEASE DO SO HERE:

- "caitlin has gone above and beyond in many ways. panagiota has a grace to her ability in protecting the culture, nick is great as a visionary, and energizer, but is weak on followthrough and accountability, if he gained this he would be a powerhouse. "
- "Alex - she's incredibly intelligent, driven and embodies all of CTC's best attributes. She's also a deep well of ideas that I think we'd be lost without. "
- "Can't say enough good things about Nick, Michelle, Grant, Nana, Adrienne, Dunbar, Panagiota, Caitlin, and the Partners"
- "I would like to recognize Brian Dunbar for his hard work and commitment to making CTC a better place to work. He runs the entire Finance Department for a 40 person company and does a great job of making sure CTC is functioning at a high level."
- "Nick and Chris both display humility mashed with charisma that makes them great leaders who can build people up effectively and able to lead from the front and the back. Scott is a hard worker who is also approachable and reliable"
- "There are too many to name and I don't want to leave anybody out. Everybody could be recognized in very different ways"
- "Adriana does an amazing job at making herself available and helping whenever she can, Ally works diligently and tirelessly every single day and has helped me tremendously, and Nick is someone that is amazing at client relations and dealing with both positive and negative aspects of these relations with diplomacy and the utmost tact."

RECOGNITION

IF THERE ANY TEAMMATES YOU'D LIKE TO RECOGNIZE FOR THEIR EFFORTS (HIGH OR LOW), PLEASE DO SO HERE:

- "I think Scott is doing an incredible job."
- "Great so far. Everyone has been awesome in a time that can be frustrating with being a brand new team and on boarding."
- "Michelle - hard work, dedication to her job, the will to get better. Nick - positive patrick, always in a good mood and always willing to help, same can be said for Panagiota. Andy- has grown tremendously into his role as a strategist. TH - fearless leader, I respect him the most because he's always challenging everyone to find a better way to do something, and he is open with his time to help people. Lauren- boss designer, hard hard worker who produces the goods. Sav- always looking at things from a different angle, she needs to be a bit more out of the box thinking with things and not require hand holding, but CTR would be buried without her efforts in the account, always coming up with new ideas. Blake - threw him directly into the fire and he came out swinging, goes above and beyond in many ways"
- "Krista does a great job staying positive at all times and working really hard. She also has a great personality so you can talk to her about anything and knows when to give constructive feedback. "

THANK YOU

