



COMMON THREAD

COLLECTIVE

# CTC PULSE

Q1 2020 | MARCH

PURPOSE

**This is the last of the CTC Pulse via Google Forms. Moving forward, the Pulse will be more regularly conducted seamlessly through Bob.**

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.

Trust when we say we USE these responses - last year we began to implement changes right away.

Year over year, we've used the feedback and made changes to help CTC become the best agency it can be.

DEMOGRAPHICS

# DEMOGRAPHICS

## GENERAL

YEAR OVER YEAR [YOY]				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
<b>Response Rate</b>				
	<b>93%</b>	<b>92%</b>	<b>56%</b>	<b>98%</b>
<b>Gender</b>				
<b>Ladies</b>	<b>40%</b>	<b>36%</b>	<b>30%</b>	<b>26%</b>
<b>Gents</b>	<b>60%</b>	<b>64%</b>	<b>70%</b>	<b>72%</b>
<b>Gender Neutral</b>				<b>2%</b>
<b>Age</b>				
<b>26 &amp; Under</b>	<b>30%</b>	<b>41%</b>	<b>33%</b>	<b>32%</b>
<b>27 &amp; Older</b>	<b>70%</b>	<b>59%</b>	<b>67%</b>	<b>68%</b>
<b>Tenure</b>				
<b>Less than 6 Months</b>	<b>50%</b>	<b>41%</b>	<b>16%</b>	<b>21%</b>
<b>6 Months - 1 Year</b>	<b>14%</b>	<b>11%</b>	<b>12%</b>	<b>13%</b>
<b>1 Year - 1 1/2 Years</b>	<b>11%</b>	<b>23%</b>	<b>16%</b>	<b>21%</b>
<b>1 1/2 Years - 2 Years</b>	<b>4%</b>	<b>11%</b>	<b>12%</b>	<b>17%</b>
<b>2 + Years</b>	<b>21%</b>	<b>14%</b>	<b>44%</b>	<b>28%</b>

\*\*Q1 2020 had 2% of the population respond as Gender Neutral. Due to the limited demographic, we kept the Gender Neutral stats private from the Gender breakout slides to maintain anonymity.

# DEMOGRAPHICS

## DEPARTMENTS

YOY				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
<b>Administration</b>   Apprentice, Finance, Managing Partner	-	11%	5%	1%
<b>Business Development</b>	-	2%	5%	3%
<b>Creatives</b>   Designers, Brand, Content, Chief Creative Officer	-	39%	20%	26%
<b>Differentiation</b>	-	16%	1%	2%
<b>Media &amp; Social Buying</b>   All of Paid Media, Google, Director of Paid Media	-	32%	48%	65%
<b>NYCTC</b>   New York Office	-	-	11%	2%
<b>Operations</b>   ADmission, Director of Client Marketing Strategy, VP of Operations	-	Admin	5%	-
<b>Propaganda</b>	-	Admin	5%	1%

THE DATA

# DEMOGRAPHICS

## DEFINITIONS

**Employee** | You

**Manager** | Direct Supervisor

**Partners** | Taylor, Iain, Grant, Aaron O, Cory

**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)

# YEAR OVER YEAR COMPARISON

YOY AVERAGE				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.1
Mission Focused	0	4.1	3.9	4.2
Vision	4.6	4.4	4.5	-
Values	4.5	4.7	4.6	4.3
Clients	4.2	4.5	3.8	4.1
Business Focus	4.3	4.3	3.4	3.5
Adaptability	4.5	4.7	4.3	4.0
Work Pace & Stress	3.9	3.9	3.8	3.6
Work Home Balance	4.2	4.1	4.0	4.1
Job Satisfaction	4.7	4.7	4.4	4.4
Workplace & Resources	4.5	4.3	4.0	3.8
Diversity	4.4	4.4	4.0	3.8
Platforms & Processes	3.9	4.6	4.3	3.9
Communication	4.5	4.6	4.1	3.8
Feedback	4.2	4.4	4.1	4.3
Recognition	4.3	4.3	4.0	3.9
Manager	4.8	4.8	4.7	4.5
Partners	4.8	4.7	4.7	4.4
TMYD	4.7	4.2	4.3	4.3
Professional Development	4.1	4.4	3.9	4.2
Compensation	3.5	3.6	3.3	3.6
Benefits	3.8	4.7	4.7	-
The Pulse	4.2	4.5	4.3	-
<b>TOTAL AVERAGE</b>	<b>4.2</b>	<b>4.4</b>	<b>4.2</b>	<b>4.1</b>

# **MOST SATISFIED**

## **YOY COMPARISON**

	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
<b>Gender</b>	Male	Woman	Male	Woman
<b>Age</b>	27 + years	Any	27 + years	27 + years
<b>Tenure</b>	2 + years	Less than 6 Months OR 2 + years	Less than 6 months	Less than 6 months
<b>Department</b>	-	Differentiation	Operations	Admin or Differentiation

# GENDER

LADIES				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.2
Mission Focus	-	4.1	3.9	4.4
Vision	4.5	4.6	4.5	-
Values	4.5	4.7	4.8	4.3
Clients	4.2	4.5	3.7	4.0
Business Focus	4.2	4.3	3.4	3.4
Adaptability	4.4	4.8	4.3	4.0
Work Pace & Stress	3.8	4.1	3.7	3.6
Work Home Balance	4.1	4.2	4.1	4.4
Job Satisfaction	4.6	4.8	4.3	4.4
Workplace & Resources	4.5	4.4	3.8	3.7
Diversity	4.4	4.3	3.8	3.8
Platforms & Processes	3.6	4.8	4.2	4.1
Communication	4.5	4.7	3.8	3.9
Feedback	4.2	4.5	3.9	4.5
Recognition	4.3	4.4	4.2	4.3
Manager	4.7	4.8	4.4	4.6
Partners	4.9	4.8	4.6	4.5
TMYD	4.8	4.3	4.1	4.3
Professional Development	4.1	4.5	3.7	4.2
Compensation	3.1	3.9	3.2	3.7
Benefits	3.5	4.8	4.8	-
The Pulse	4.4	4.7	4.4	-
<b>TOTAL AVERAGE</b>	<b>4.2</b>	<b>4.5</b>	<b>4.1</b>	<b>4.1</b>

# GENDER

GENTS				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.0
Mission Focus	-	4.1	3.9	4.2
Vision	4.6	4.3	4.5	-
Values	4.5	4.6	4.5	4.2
Clients	4.3	4.5	3.8	4.2
Business Focus	4.3	4.4	3.3	3.6
Adaptability	4.6	4.6	4.4	4.0
Work Pace & Stress	3.9	3.7	3.8	3.6
Work Home Balance	4.3	4.0	4.0	4.0
Job Satisfaction	4.7	4.6	4.5	4.4
Workplace & Resources	4.5	4.3	4.1	3.9
Diversity	4.5	4.5	4.0	3.8
Platforms & Processes	3.9	4.8	4.4	3.8
Communication	4.5	4.5	4.2	3.7
Feedback	4.2	4.4	4.2	4.2
Recognition	4.2	4.2	3.9	3.8
Manager	4.8	4.8	4.9	4.4
Partners	4.7	4.7	4.7	4.4
TMYD	4.6	4.1	4.4	4.3
Professional Development	4.3	4.3	3.9	4.2
Compensation	3.7	3.5	3.3	3.6
Benefits	4.1	4.6	4.7	-
The Pulse	4.1	4.4	4.3	-
<b>TOTAL AVERAGE</b>	<b>4.3</b>	<b>4.4</b>	<b>4.2</b>	<b>4.0</b>

# AGE

26 & UNDER				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.0
Mission Focus	-	4.1	3.8	4.1
Vision	4.6	4.6	4.3	-
Values	4.4	4.6	4.6	4.2
Clients	4.3	4.4	3.6	4.0
Business Focus	4.2	4.4	3.5	3.4
Adaptability	4.4	4.7	4.3	3.9
Work Pace & Stress	3.7	3.7	3.9	3.2
Work Home Balance	4.2	3.9	4.2	3.8
Job Satisfaction	4.6	4.7	4.2	4.2
Workplace & Resources	4.5	4.3	4.0	3.6
Diversity	4.3	4.5	3.6	3.8
Platforms & Processes	3.5	4.7	4.3	3.7
Communication	4.4	4.6	4.2	3.8
Feedback	4.0	4.4	4.2	3.9
Recognition	4.3	4.4	4.0	3.7
Manager	4.5	4.8	4.7	4.1
Partners	4.8	4.8	4.6	4.3
TMYD	4.6	4.0	4.3	4.4
Professional Development	4.1	4.4	3.7	4.2
Compensation	3.1	3.7	3.1	3.2
Benefits	3.5	4.7	4.7	-
The Pulse	4.4	4.5	4.1	-
<b>TOTAL AVERAGE</b>	<b>4.1</b>	<b>4.4</b>	<b>4.1</b>	<b>3.9</b>

# AGE

27 AND OVER				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.1
Mission Focus	-	4.1	4.0	4.3
Vision	4.6	4.3	4.6	-
Values	4.6	4.7	4.6	4.3
Clients	4.2	4.5	3.8	4.2
Business Focus	4.3	4.3	3.3	3.6
Adaptability	4.6	4.6	4.4	4.1
Work Pace & Stress	3.9	4.0	3.7	3.7
Work Home Balance	4.2	4.2	4.0	4.2
Job Satisfaction	4.7	4.7	4.5	4.5
Workplace & Resources	4.5	4.4	4.0	3.9
Diversity	4.5	4.4	4.1	3.8
Platforms & Processes	4.0	4.6	4.4	3.9
Communication	4.5	4.5	4.0	3.8
Feedback	4.3	4.4	4.1	4.4
Recognition	4.3	4.3	4.0	4.0
Manager	4.9	4.8	4.7	4.7
Partners	4.8	4.7	4.7	4.5
TMYD	4.7	4.3	4.3	4.2
Professional Development	4.3	3.6	4.0	4.2
Compensation	3.6	3.6	3.4	3.8
Benefits	4.0	4.7	4.7	-
The Pulse	4.0	4.6	4.4	-
<b>TOTAL AVERAGE</b>	<b>4.3</b>	<b>4.4</b>	<b>4.2</b>	<b>4.1</b>

# TENURE

Less Than 6 MONTHS				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.5
Mission Focus	-	4.4	4.5	4.6
Vision	4.6	4.8	4.9	-
Values	4.5	4.8	4.8	4.5
Clients	4.2	4.8	4.4	4.4
Business Focus	4.1	4.7	3.5	3.5
Adaptability	4.4	4.8	4.9	4.4
Work Pace & Stress	3.8	4.0	4.0	3.9
Work Home Balance	4.0	4.1	4.4	4.0
Job Satisfaction	4.6	4.8	5.0	4.5
Workplace & Resources	4.4	4.5	4.5	4.2
Diversity	4.2	4.6	3.7	4.0
Platforms & Processes	3.5	4.8	4.3	4.2
Communication	4.5	4.7	4.5	4.1
Feedback	4.2	4.6	4.7	3.9
Recognition	4.2	4.5	4.7	3.8
Manager	4.6	4.9	5.0	4.6
Partners	4.8	4.8	5.0	4.8
TMYD	4.6	3.9	3.8	5.0
Professional Development	4.0	4.5	4.4	4.3
Compensation	3.0	3.7	3.9	3.7
Benefits	3.7	4.8	5.0	-
The Pulse	4.2	4.7	4.8	-
<b>TOTAL AVERAGE</b>	<b>4.1</b>	<b>4.5</b>	<b>4.6</b>	<b>4.2</b>



# TENURE

6 MONTHS - 1 YEAR				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.3
Mission Focus	-	4.1	3.4	4.8
Vision	4.6	4.2	4.5	-
Values	4.5	4.3	4.5	4.6
Clients	4.4	4.3	4.0	4.4
Business Focus	4.6	3.8	3.6	4.1
Adaptability	4.7	4.7	4.4	4.5
Work Pace & Stress	3.7	3.4	4.1	4.2
Work Home Balance	4.6	3.9	3.7	4.7
Job Satisfaction	4.6	4.5	4.6	4.7
Workplace & Resources	4.6	4.2	4.4	4.4
Diversity	4.8	4.5	4.4	4.4
Platforms & Processes	4.3	4.7	4.1	4.0
Communication	4.3	4.7	4.3	4.1
Feedback	3.8	4.5	4.3	4.8
Recognition	4.0	4.3	4.1	4.9
Manager	4.8	4.8	4.7	4.6
Partners	4.9	4.8	5.0	4.9
TMYD	4.5	4.5	4.7	4.4
Professional Development	4.2	4.4	3.9	4.7
Compensation	4.3	3.4	3.1	4.0
Benefits	4.0	4.2	4.7	-
The Pulse	3.9	4.5	4.5	-
<b>TOTAL AVERAGE</b>	<b>4.3</b>	<b>4.4</b>	<b>4.3</b>	<b>4.5</b>

# TENURE

1 YEAR - 1 1/2 YEARS				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				3.7
Mission Focus	-	4.1	4.8	4.3
Vision	4.3	4.3	4.3	-
Values	4.7	4.6	4.4	3.8
Clients	4.3	4.3	3.6	4.3
Business Focus	4.4	4.2	3.1	3.2
Adaptability	4.3	4.5	4.1	3.9
Work Pace & Stress	3.5	3.9	3.6	2.8
Work Home Balance	4.0	3.9	3.3	3.4
Job Satisfaction	4.7	4.7	4.3	4.5
Workplace & Resources	4.6	4.2	4.1	3.5
Diversity	4.6	4.1	3.6	3.6
Platforms & Processes	3.7	4.4	4.9	4.0
Communication	4.6	4.4	4.1	3.7
Feedback	4.4	4.3	4.3	4.2
Recognition	4.1	4.2	3.7	4.1
Manager	4.8	4.7	4.9	4.6
Partners	4.8	4.5	4.3	4.2
TMYD	5.0	4.4	4.4	4.2
Professional Development	4.4	4.2	4.1	4.5
Compensation	3.4	3.6	2.8	3.3
Benefits	4.1	4.9	4.4	-
The Pulse	4.0	4.3	4.3	-
<b>TOTAL AVERAGE</b>	<b>4.3</b>	<b>4.3</b>	<b>4.1</b>	<b>3.9</b>

# TENURE

1 1/2 - 2 YEARS				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				3.7
Mission Focus	-	3.2	3.1	4.3
Vision	5.0	4.1	3.8	-
Values	4.3	4.3	4.3	3.8
Clients	4.5	4.3	3.1	4.3
Business Focus	4.5	4.2	2.5	3.2
Adaptability	5.0	4.4	3.7	3.9
Work Pace & Stress	4.3	3.1	3.0	2.8
Work Home Balance	5.0	4.1	3.8	3.4
Job Satisfaction	5.0	4.4	4.1	4.5
Workplace & Resources	4.5	4.2	3.4	3.5
Diversity	5.0	4.1	3.8	3.6
Platforms & Processes	4.1	4.4	4.1	4.0
Communication	4.2	4.4	3.8	3.7
Feedback	4.7	4.2	3.7	4.2
Recognition	4.2	3.8	3.8	4.1
Manager	4.9	4.7	4.3	4.6
Partners	4.4	4.6	4.3	4.2
TMYD	5.0	3.8	4.0	4.2
Professional Development	4.3	4.3	3.8	4.5
Compensation	4.4	4.1	2.8	3.3
Benefits	3.0	4.8	4.3	-
The Pulse	3.0	4.1	3.3	-
<b>TOTAL AVERAGE</b>	<b>4.3</b>	<b>4.2</b>	<b>3.8</b>	<b>3.5</b>

# TENURE

2 + YEARS				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.1
Mission Focus	-	4.3	3.8	4.0
Vision	4.9	3.7	4.7	-
Values	4.5	4.8	4.7	4.5
Clients	4.2	4.3	3.7	3.8
Business Focus	4.3	4.3	3.5	3.5
Adaptability	4.6	4.7	4.4	4.0
Work Pace & Stress	4.2	4.4	3.8	3.8
Work Home Balance	4.5	4.5	4.3	4.5
Job Satisfaction	4.9	4.8	4.3	4.4
Workplace & Resources	4.6	4.3	3.9	3.9
Diversity	4.5	4.4	3.7	3.9
Platforms & Processes	4.3	4.7	4.4	3.9
Communication	4.7	4.5	3.9	3.8
Feedback	4.5	4.7	3.9	4.4
Recognition	4.5	4.3	3.9	3.8
Manager	5.0	5.0	4.7	4.8
Partners	4.9	4.9	4.7	4.4
TMYD	4.9	4.4	4.4	4.2
Professional Development	4.6	4.4	3.7	3.9
Compensation	3.8	3.5	3.4	3.5
Benefits	4.1	4.5	4.8	-
The Pulse	4.8	4.9	4.4	-
<b>TOTAL AVERAGE</b>	<b>4.5</b>	<b>4.5</b>	<b>4.2</b>	<b>4.1</b>

THE DATA



DEPARTMENT DEEP DIVE

# DEPARTMENT

Administration   Finance, Managing Partner				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.3
Mission Focus	-	4.5	4.3	4.4
Vision	-	3.9	4.3	-
Values	-	4.7	4.5	4.7
Clients	-	4.5	4.1	4.1
Business Focus	-	4.3	4.0	4.0
Adaptability	-	4.7	4.6	4.4
Work Pace & Stress	-	4.3	3.9	4.3
Work Home Balance	-	4.7	4.6	4.7
Job Satisfaction	-	4.9	4.4	4.7
Workplace & Resources	-	4.2	4.3	4.6
Diversity	-	4.5	4.5	3.8
Platforms & Processes	-	4.5	3.8	4.0
Communication	-	4.5	4.5	4.3
Feedback	-	4.3	4.1	4.3
Recognition	-	4.1	3.8	3.3
Manager	-	5.0	4.7	4.8
Partners	-	4.7	4.9	4.4
TMYD	-	4.1	5.0	5.0
Professional Development	-	4.4	3.7	4.1
Compensation	-	4.1	4.3	4.1
Benefits	-	4.6	4.6	-
The Pulse	-	4.4	4.7	-
<b>TOTAL AVERAGE</b>		<b>4.4</b>	<b>4.3</b>	<b>4.4</b>

# DEPARTMENT

# ADMINISTRATION

## FINANCE, MANAGING PARTNER

### Open Ended

- TMYD has really helped me manage my stress level and be more intentional in various aspects of my life.
- Small thing that is hard to control or correct but every partner is a white male. Diversity breeds new ideas and experience.
- Most of my job is behind the scenes and there is not a lot of opportunity for recognition. Either that or I rarely do a good enough job to receive recognition! I feel like I do a good job though.
- Friday Commendations have not happened as much this year but they do tend to favor people who are more client-facing or on larger teams. Not a knock, just an observation.
- I think we are an evolving culture. Kind of like a caterpillar going through a transformation to a butterfly.
- We are currently figuring out how we get clients who need our full range of AOR services, while still needing to staff for some of those services. Do we say we offer those services to get clients in the door? When will we truly be able to offer our full range of AOR services?
- My work load does not stress me out but I know there are other roles at CTC where people are asked to do far more and I feel as if they are not as relaxed or positive.

### Insights

- Administration has the fewest Lows than any other dept
- Second most satisfied dept at CTC
- As a whole, Admin is behind the scenes. Recognition for behind the scenes tends to be overlooked. These roles can branch out to connect more with the rest of the business and vice versa. CTC can take steps to highlight Finance on a more regular basis.
- The Diff Dept is working on gaining more diversity at CTC.

<b>Job Satisfaction</b>	<b>4.7</b>
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### Highs

<b>TMYD</b>	<b>5.0</b>
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<b>Manager</b>	<b>4.8</b>
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<b>Values</b>	<b>4.7</b>
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<b>Work Home Balance</b>	<b>4.7</b>
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<b>Job Satisfaction</b>	<b>4.7</b>
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### Lows

<b>Recognition</b>	<b>3.3</b>
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<b>Diveristy</b>	<b>3.8</b>
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# DEPARTMENT

Creatives   Art Designers, Creative Strategists, Chief Creative Officer				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.0
Mission Focus	-	3.7	4.1	3.9
Vision	-	4.4	4.3	-
Values	-	4.5	4.6	4.0
Clients	-	4.5	3.7	3.9
Business Focus	-	4.5	3.3	3.0
Adaptability	-	4.5	4.3	3.4
Work Pace & Stress	-	3.5	3.7	2.9
Work Home Balance	-	4.0	3.9	3.6
Job Satisfaction	-	4.5	4.0	4.0
Workplace & Resources	-	4.3	3.7	3.3
Diversity	-	4.3	3.7	3.6
Platforms & Processes	-	4.5	4.3	3.5
Communication	-	4.5	3.6	3.5
Feedback	-	4.4	3.9	4.0
Recognition	-	4.2	3.9	3.4
Manager	-	4.7	4.6	4.1
Partners	-	4.5	4.3	4.1
TMYD	-	4.2	4.3	4.1
Professional Development	-	4.3	3.3	3.6
Compensation	-	3.6	3.0	3.5
Benefits	-	4.7	4.6	-
The Pulse	-	4.1	4.1	-
<b>TOTAL AVERAGE</b>		<b>4.3</b>	<b>4.0</b>	<b>3.7</b>



# DEPARTMENT CREATIVES

## ART DESIGNERS, CREATIVE STRATEGISTS, CHIEF CREATIVE OFFICER

<b>Job Satisfaction</b>	<b>4.0</b>
<b>Highs</b>	
<b>Manager</b>	<b>4.1</b>
<b>Partners</b>	<b>4.1</b>
<b>TMYD</b>	<b>4.1</b>
<b>Lows</b>	
<b>Work Pace &amp; Stress</b>	<b>2.9</b>
<b>Business Focus</b>	<b>3.0</b>
<b>Workplace Resources</b>	<b>3.3</b>
<b>Adaptability</b>	<b>3.4</b>
<b>Recognition</b>	<b>3.4</b>
<b>Platforms &amp; Process</b>	<b>3.5</b>
<b>Communciation</b>	<b>3.5</b>
<b>Pro D</b>	<b>3.5</b>
<b>Comenpsation</b>	<b>3.5</b>
<b>Work Home Balance</b>	<b>3.6</b>
<b>Diversity</b>	<b>3.6</b>
<b>Mission Focus</b>	<b>3.9</b>
<b>Clients</b>	<b>3.9</b>

### Open Ended

- A Sometimes it feels like if you aren't dreaming or good at being involved at CTC outside of your job related tasks you're failing at your job - which is more pressure added to perform. I don't know if this is good or bad. Just an observation
- We are not suited to clients looking to launch products. We do better with clients that have some data / revenue / proof of concept under their belt. I think our actual number is closer to 1M - 30M. As for client retention, I do not think we have succeeded in diagnosing client expectations and disseminating them throughout our organization. This is evidenced by clients calling Taylor as a last ditch effort. That lack of trust and clarity affects our ability to help clients along the journey in ways they can receive / actually find meaningful. This is particularly true of new Growth Model clients.
- As said before - Creative department needs more training and development opportunities. Growth has happened because of my peers in similar positions or because i've had to teach myself skills.
- I am unclear as to what the next steps are for moving into director level, and we only learned about bonuses recently, so that's why I scored low here.
- Unification feels to have dropped since having to recover from the downsize last year. I don't know how much of the Growth model was impacted by each of the partners (like are we just implementing one person's idea?) Taylor seems to be the driver, and I think it comes at a cost to the collective perception and respect of other leads. Also I miss Jordan. Anyways.
- I receive some recognition which is nice. Sometimes I feel the creative department doesn't get a lot of recognition but maybe that means we aren't doing very well.? More specifically it would be nice to receive more recognition from other people not in the creative department.
- The amount of work for one specific role is high. I think this is across the board. This is all good and well for beefing up your skills, but hard to feel fully confident in a few of those said skills when they just compile.

### Insights

- Creatives had the fewest Highs, most Lows, and one section under a 3.0 [Work Pace & Stress]
- Clarity to this side of the businesses and its huge relevance/impact is being worked through with CS, Sales and PM
- The total reorg of the CS department is being sorted through impacting process, resource, stress, and balance
- Leadership is striving to impact all of these factors

# DEPARTMENT

DIFFERENTIATION				
	2017 [November]	2018 [November]	*2019 [December]	Q1 2020 [March]
Culture				4.8
Mission Focus	-	4.1	-	4.6
Vision	-	4.4	-	-
Values	-	4.8	-	4.0
Clients	-	4.4	-	4.3
Business Focus	-	4.1	-	3.4
Adaptability	-	4.8	-	4.3
Work Pace & Stress	-	4.2	-	4.8
Work Home Balance	-	4.6	-	5.0
Job Satisfaction	-	4.9	-	4.8
Workplace & Resources	-	4.5	-	4.4
Diversity	-	4.7	-	3.6
Platforms & Processes	-	4.8	-	4.1
Communication	-	4.7	-	4.1
Feedback	-	4.6	-	4.6
Recognition	-	4.5	-	4.8
Manager	-	5.0	-	4.9
Partners	-	4.8	-	4.7
TMYD	-	4.2	-	5.0
Professional Development	-	4.7	-	4.8
Compensation	-	4.1	-	3.6
Benefits	-	4.8	-	-
The Pulse	-	4.9	-	-
<b>TOTAL AVERAGE</b>		<b>4.6</b>		<b>4.4</b>

\*2019 had one response and unrepresentative of the whole dept

# DEPARTMENT DIFFERENTIATION

## HR, LEARNING & DEVELOPMENT, CULTURE & CARE, VP OF DIFF

### Open Ended

- Our culture is wonderful. I think we elevate teamwork, dreaming, and learning in many of the right ways. In some ways though, we undermine all the enthusiasm and positive energy when it comes to the day-to-day. Because of the way we're structured, most of our front-line employees have many people who could be seen as a "boss." Their department head, the Growth Guide, the CS, their managers, and leadership. If all those many bosses don't stay in sync and make an effort to keep process demands as simple and efficient as possible, you very quickly get initiative and rule overload. There should be one rule: do what's best for the business. For us, that means "help entrepreneurs achieve their dreams." We should be developing people who make good choices following that North star, not rule-following box checkers.
- I feel that there is a lack of alignment between partners on how they define and engage in culture.
- These are 5s for me, but if you asked me about our front-line employees I'd say there are a lot of things we ask them to do that don't directly serve the mission. e.g. fill out lots of forms, do super micro time tracking, and work within sometimes byzantine home-grown project management frameworks (and often several at once).
- I am sad that when we went remote we stopped doing all-in gratefulness and commendations.
- Our diversity outcomes at the top executive level (Partner) are literally as bad as you can get.
- As we scale, having the Partners be consistent with this and exhibiting core values in all situations will be key to maintaining culture.
- I'm practically a 4.8 on all of the questions surrounding the partners. My only feedback is that there is an inconsistency in how to engage with culture-related activities. There's an inconsistent cocktail of behaviors--from hype-man, too-cool-for-school, people person, withdrawn, values & dreams focused, task focused, etc. How do the partners want EEs to engage at CTC, and are they aligned on their answers to that question? Do they model that themselves?

### Insights

- The Diff Dept has the highest overall Job Satisfaction
- As the main gate for diversity, it's low score is being actively addressed in Q2 2020
- As the dept to set clarity around compensation, it is actively being addressed in Q2 2020
- Though not directly tied to clients, the dept feels that the Business Focus is lacking for CTC at large. As a whole they are taking steps to ensure they are connected to the day to day of all depts and roles as a way to tie to the Business Focus.

<b>Job Satisfaction</b>	<b>4.8</b>
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### Highs

<b>Work Home Balance</b>	<b>5.0</b>
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<b>TMYD</b>	<b>5.0</b>
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<b>Manager</b>	<b>4.9</b>
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### Lows

<b>Business Focus</b>	<b>3.4</b>
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<b>Diveristy</b>	<b>3.6</b>
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<b>Compensation</b>	<b>3.6</b>
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# DEPARTMENT

Paid Media & Social Buying   All of Paid Media, Google, Director of Paid Media				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				3.9
Mission Focus	-	4.5	3.6	4.4
Vision	-	4.5	4.5	-
Values	-	4.7	4.6	4.5
Clients	-	4.6	3.8	4.5
Business Focus	-	4.3	3.0	3.9
Adaptability	-	4.7	4.3	4.3
Work Pace & Stress	-	4.0	3.6	3.3
Work Home Balance	-	3.7	4.0	3.9
Job Satisfaction	-	4.9	4.7	4.6
Workplace & Resources	-	4.4	4.2	4.0
Diversity	-	4.4	2.8	4.1
Platforms & Processes	-	4.7	4.4	3.9
Communication	-	4.7	4.4	4.1
Feedback	-	4.6	4.4	4.4
Recognition	-	4.5	4.1	4.1
Manager	-	4.8	4.8	4.5
Partners	-	4.9	4.8	4.5
TMYD	-	4.1	4.1	4.1
Professional Development	-	4.4	4.2	4.6
Compensation	-	3.4	3.3	3.5
Benefits	-	4.8	4.8	-
The Pulse	-	5.0	4.5	-
<b>TOTAL AVERAGE</b>		<b>4.4</b>	<b>4.3</b>	<b>4.2</b>

# DEPARTMENT

# MEDIA & SOCIAL BUYING OPERATIONS

PAID MEDIA & GOOGLE, ADMISSION, VP OF OPERATIONS

**Job Satisfaction** 4.6

## Open Ended

### Highs

**Pro D** 4.6

**Job Satisfaction** 4.6

**Values** 4.5

**Clients** 4.5

**Manager** 4.5

**Partners** 4.5

### Lows

**Work Pace & Stress** 3.3

**Compensation** 3.5

**Culture** 3.9

**Business Focus** 3.9

**Work Home Balance** 3.9

**Platform & Process** 3.9

- Gave a 3 on dream identification because it seems like the client dream ends up almost always being a short term revenue goal. That's great because it's something we can directly impact that and help them to achieve, but I'm not sure if that's actually the dream they have for their business. If the dreaming culture and caring about what's important to our clients is supposed to separate us from other agencies, I feel like other agencies track clients revenue goals too and help them get there, but just may not call it a dream.
- I think we have come a long way since the beginning of the year. I think the new team structure is giving us the opportunity to better support our clients and do believe we are better equipped to help clients achieve their dreams. Feedback from last year is that the constant shifted in team structure make it really hard to build a foundation of trust with clients. However, since the big change at the beginning, I know more changes will come but I feel like we have a strong foundation to build from.
- The additions of Cherene and Aaron W have made adjusting to change so much easier. Having direct communication and transparency from the top down has made it so much easier to implement changes efficiently. We have come a long way in facilitating process across the creative and paid media departments but do think there is more work to be done to streamline the information and process flow from creative to paid media and paid media to creative.
- Late nights and weekend work can make work home life a little tricky, but that also seems to be the nature of the industry we're in. I'm grateful we implemented remote working in the fall, but would love for more remote working opportunity for people that are not manager or director level. Those positions seem to be the most ideal for remote work because they are not managing employees.
- My job satisfaction and enjoyment has decreased significantly in the last 6 months -- 1: due to our policy on outside work and 2: due to a decreased sense of teamwork and support since getting rid of our quarterly goal categories.
- Our time is not effectively managed at CTC - we go from very little structure and organizational work/meetings to extremely structured quarter to quarter. Since the re-org I have seen many of the same systemic problems that got removed from the company just get filled in by new people; most better, some worse. A lot lies in the level of middle management and the unclear involvement they are supposed to have with the growth teams. I have seen with more involvement of middle management in day-to-day operations, the less successful growth teams are at autonomously and successfully serving their clients. Growth teams are the closest to servicing the clients and should be at the top of the hierarchy at CTC for Paid Media.

## Insights

- This dept has the most scores in the Highs
- Biggest continued focus for this dept is stress and balance - likely directly impacted by platform and process that is being launched since the reorg

# DEPARTMENT

NYCTC   New York Office				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
<b>Culture</b>				3.3
<b>Mission Focus</b>	-	-	4.0	4.2
<b>Vision</b>	-	-	5.0	-
<b>Values</b>	-	-	4.4	4.0
<b>Clients</b>	-	-	3.7	4.4
<b>Business Focus</b>	-	-	4.2	3.5
<b>Adaptability</b>	-	-	4.7	3.6
<b>Work Pace &amp; Stress</b>	-	-	4.0	3.8
<b>Work Home Balance</b>	-	-	4.1	3.8
<b>Job Satisfaction</b>	-	-	4.9	4.4
<b>Workplace &amp; Resources</b>	-	-	4.5	3.8
<b>Diversity</b>	-	-	4.6	3.8
<b>Platforms &amp; Processes</b>	-	-	4.8	4.0
<b>Communication</b>	-	-	4.3	3.8
<b>Feedback</b>	-	-	4.2	4.0
<b>Recognition</b>	-	-	4.1	4.0
<b>Manager</b>	-	-	4.9	4.1
<b>Partners</b>	-	-	4.8	4.3
<b>TMYD</b>	-	-	4.5	3.7
<b>Professional Development</b>	-	-	4.2	4.2
<b>Compensation</b>	-	-	3.3	3.3
<b>Benefits</b>	-	-	4.3	-
<b>The Pulse</b>	-	-	4.3	-
<b>TOTAL AVERAGE</b>			4.4	3.9

# DEPARTMENT

## NYCTC

**Job Satisfaction** 4.4

### Highs

**Clients** 4.4

**Job Satisfaction** 4.4

**Partners** 4.3

### Lows

**Culture** 3.3

**Compensation** 3.3

**Business Focus** 3.5

**Adaptability** 3.6

**TMYD** 3.7

**Work Pace & Stress** 3.8

**Work Home Balance** 3.8

**Workplace & Resources** 3.8

**Platforms & Process** 3.8

**Diversity** 3.8

### Open Ended

- It's been interesting trying to establish our own culture out in NY to be honest with you. You can't just replicate the culture back home and bring it over here, especially considering the size of the group and the different personalities that you have to work with. I think we're still trying to find our identity that is independent of HQ's based on all our personalities, etc. Of course we will always carry as much of CTC's culture with us as possible, but it has been interesting to see that it can be very difficult to replicate when certain people not adding to it (Panagiota, Taylor, Morgan, Nana, Adrienne, Cory) are just a few people who come to mind first.
- This has always been a difficult one for me, especially in the context of "up-sells" that we might deep down not know if they are going to impact the dream or not, but it's all about promising the process and not the results as Taylor says. This can be a tough one for me at times, though, because quite honestly sometimes what I think might be in the best interest of the client is not in the best interest of CTC's financials. Things are shifting though it seems like with the idea of "growth guides" and the only solution not being to spend more money in the ad account to make more money for CTC.
- There's no other agency I'd rather work at that's for sure. gg training has been super incredible and valuable and I'm thankful for CTC and Taylor and all the leaders.
- It's great I just have a hard time focusing on TMYD with everything else going on.

### Insights

- NYCTC dropped in overall score since December 2019 by .5 points (4.4 to 3.9)
- Culture is suffering separated from HQ in California inspire of efforts to bring the magic across the country
- TMYD from afar has taken a hit verses the in person opportunities and in person Dream Days at HQ in California
- NYCTC had not adapted any remote options (COVID excluded)

# DEPARTMENT

PROPAGANDA				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
Culture				4.7
Mission Focus	-	-	3.9	4.3
Vision	-	-	4.8	-
Values	-	-	4.7	4.3
Clients	-	-	3.5	3.6
Business Focus	-	-	3.5	3.2
Adaptability	-	-	4.1	4.3
Work Pace & Stress	-	-	4.0	4.3
Work Home Balance	-	-	3.8	4.5
Job Satisfaction	-	-	4.3	4.6
Workplace & Resources	-	-	3.8	4.4
Diversity	-	-	4.0	3.8
Platforms & Processes	-	-	3.7	4.0
Communication	-	-	4.3	3.2
Feedback	-	-	3.6	4.5
Recognition	-	-	4.0	4.3
Manager	-	-	5.0	4.8
Partners	-	-	5.0	4.7
TMYD	-	-	4.8	4.3
Professional Development	-	-	3.7	3.9
Compensation	-	-	3.0	3.9
Benefits	-	-	5.0	-
The Pulse	-	-	4.2	-
<b>TOTAL AVERAGE</b>			<b>4.2</b>	<b>4.2</b>



# DEPARTMENT PROPAGANDA

**Job Satisfaction** 4.6

## Highs

**Manager** 4.8

**Culture** 4.7

**Partners** 4.7

## Lows

**Business Focus** 3.2

**Communication** 3.2

**Clients** 3.6

**Diversity** 3.8

**Pro D** 3.9

**Compensation** 3.9

## Open Ended

- Having gone through both the identification and pursuit phase, I feel that the therapy received and self-discovery to learn about myself and how I operate (mentally, emotionally, etc) – was more valuable to me and made me a better employee by discovering those things about myself – than the actual dream pursuit process that it sets me up for. More emphasis on the value of mental health care than on dream pursuit.

## Insights

- With a new VP of Marketing, the Propaganda Dept has never been more aligned on purpose and execution.
- As one of the younger departments (with more than one person now), professional development for Propaganda has yet to be established.

# DEPARTMENT

SALES				
	2017 [November]	*2018 [November]	2019 [December]	Q1 2020 [March]
<b>Culture</b>				<b>4.0</b>
<b>Mission Focus</b>	-	-	<b>4.0</b>	<b>4.0</b>
<b>Vision</b>	-	-	<b>4.3</b>	-
<b>Values</b>	-	-	<b>4.5</b>	<b>4.2</b>
<b>Clients</b>	-	-	<b>2.5</b>	<b>3.5</b>
<b>Business Focus</b>	-	-	<b>2.8</b>	<b>3.6</b>
<b>Adaptability</b>	-	-	<b>4.0</b>	<b>3.9</b>
<b>Work Pace &amp; Stress</b>	-	-	<b>4.2</b>	<b>4.1</b>
<b>Work Home Balance</b>	-	-	<b>3.8</b>	<b>4.7</b>
<b>Job Satisfaction</b>	-	-	<b>4.0</b>	<b>4.3</b>
<b>Workplace &amp; Resources</b>	-	-	<b>3.8</b>	<b>3.4</b>
<b>Diversity</b>	-	-	<b>2.0</b>	<b>3.3</b>
<b>Platforms &amp; Processes</b>	-	-	<b>4.4</b>	<b>4.1</b>
<b>Communication</b>	-	-	<b>3.6</b>	<b>3.3</b>
<b>Feedback</b>	-	-	<b>3.8</b>	<b>4.2</b>
<b>Recognition</b>	-	-	<b>3.3</b>	<b>4.0</b>
<b>Manager</b>	-	-	<b>4.9</b>	<b>5.0</b>
<b>Partners</b>	-	-	<b>4.5</b>	<b>4.6</b>
<b>TMYD</b>	-	-	<b>4.7</b>	<b>4.5</b>
<b>Professional Development</b>	-	-	<b>3.6</b>	<b>4.0</b>
<b>Compensation</b>	-	-	<b>3.1</b>	<b>3.7</b>
<b>Benefits</b>	-	-	<b>4.8</b>	-
<b>The Pulse</b>	-	-	<b>3.0</b>	-
<b>TOTAL AVERAGE</b>			<b>3.9</b>	<b>4.0</b>

\*2018 had one response and unrepresentative of the whole dept

# DEPARTMENT SALES

## BD MANAGERS, DIR MARKETING STRATEGY, VP OF SALES

### Open Ended

- I believe one of the best aspects of CTC is the company's expertise, employees' skillset, and the work ethic of its employees. I notice that there is always a gap between the culture that a company tries to create vs. the "quiet" culture that is a direct result of the company's leadership and its people. I'll list some of the positives and negatives of the "quiet" culture that I've witnessed at CTC. Positives: innovation, work-ethic, problem solving, expertise, technical-savvy, analytical/data-driven. Negatives: lack of accountability, general negativity or apathy/resistance to new ideas, unbalanced power dynamics (people wanting to be right rather than working toward the betterment of a team), unclear communication (starts from the top down and trickles across the org). I believe that people in the org are aware of the negatives and addressing them, through process, but I wanted to be sure to mention these aspects of the culture that I've noticed.
- I think in my role, I get to see first hand the dreams of business owners. I think I want to see a clearer plan on how we help them achieve their dreams. I know the theory but I think it would be really cool if we had some kind of POV on how the majority of our clients win with us.
- I think we should remove the 0-2 segment. We are just not setup to support brands that small. Not even venture backed brands that have money. Its not about the opportunity, it really comes down to capacity and we would need web dev to support those clients. I think we do really well for 5-10M businesses for up to 15M, but after that we have a hard time supporting 15-30M companies.
- I am SO THANKFUL for the effort that the partners and management are putting in to make CTC even better. I just think that we need some outside help to help set up those changes. We are WORLD CLASS at communicating vision (ahem, look at our incredible marketing team) but we are having a bit of trouble getting it across the finish line.
- Work is stressful. The biggest cause of stress is not the work itself, but the internal friction required to do my job. I firmly believe that people who make peoples' jobs more difficult aren't an asset to a company, even if they're the smartest person in the room. Flexible, teachable, and open people make the best coworkers/employees. People who turn everything into a battle make work stressful. This is a something that I hope we begin to evaluate more closely as we continue to hire. People who are difficult to work with are a detriment to culture and efficiency.
- I would love to help here. I think the delta in the CTC pulse between the operations team and everyone else is a HUGE red flag. Operations believes that we do not have a diversity problem based on the survey but that does not reflect the views of the rest of the company. Ops is responsible for the hiring of the majority of positions at CTC. It is vital that they see this as a priority and understand that we are not where we should be in terms of leading in diversity.

### Insights

- Sales has the second lowest Satisfaction score
- New management for Sales is 5.0 across the board
- Sales wants a better focus and connection between clients and culture

<b>Job Satisfaction</b>	<b>4.3</b>
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### Highs

<b>Manager</b>	<b>5.0</b>
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<b>Work Home Balance</b>	<b>4.7</b>
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<b>Partners</b>	<b>4.6</b>
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### Lows

<b>Communication</b>	<b>3.3</b>
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<b>Diveristy</b>	<b>3.3</b>
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<b>Workplace &amp; Resources</b>	<b>3.4</b>
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<b>Values</b>	<b>3.5</b>
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<b>Business Focus</b>	<b>3.6</b>
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<b>Compensation</b>	<b>3.7</b>
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<b>Adaptability</b>	<b>3.9</b>
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# DEPARTMENT

Operations   ADmission, Director of Client Marketing Strategy, VP of Operations				
	2017 [November]	2018 [November]	2019 [December]	Q1 2020 [March]
<b>Culture</b>				
<b>Mission Focus</b>	-	-	4.0	
<b>Vision</b>	-	-	5.0	
<b>Values</b>	-	-	5.0	
<b>Clients</b>	-	-	4.1	
<b>Business Focus</b>	-	-	4.0	
<b>Adaptability</b>	-	-	4.8	
<b>Work Pace &amp; Stress</b>	-	-	4.1	
<b>Work Home Balance</b>	-	-	4.5	
<b>Job Satisfaction</b>	-	-	4.6	
<b>Workplace &amp; Resources</b>	-	-	3.9	
<b>Diversity</b>	-	-	5.0	
<b>Platforms &amp; Processes</b>	-	-	4.6	
<b>Communication</b>	-	-	4.2	
<b>Feedback</b>	-	-	4.4	
<b>Recognition</b>	-	-	4.6	
<b>Manager</b>	-	-	5.0	
<b>Partners</b>	-	-	5.0	
<b>TMYD</b>	-	-	3.6	
<b>Professional Development</b>	-	-	4.2	
<b>Compensation</b>	-	-	3.1	
<b>Benefits</b>	-	-	5.0	
<b>The Pulse</b>	-	-	5.0	
<b>TOTAL AVERAGE</b>			<b>4.5</b>	

\*2020 Ops data merged with Media & Social Buying Operations

THE IMPLICATIONS

HIGHEST SCORES

# HIGHEST SCORE MANAGER

2017 | 4.8

2018 | 4.8

2019 | 4.7

2020 | 4.5

- **WHY? [answers provided from open ended responses - these responses highlight the good and why there is also a decrease in score since past years]**

- They are starting to help out but there needs to be more of an effort on the management side to be proactive in helping the employees they oversee
- My manager is awesome! I can tell he has been in the industry for a while and is really good at what he does!
- I give Cherene this feedback all the time, but working under her has dramatically impacted how I am able to support my clients and grow as a growth guide. I am really grateful to have her as my manager.
- Panagiota is intentional in every action. She is vocal about her desire to see CTC, the partners, the clients, and the EEs succeed by becoming self actualized & challenged into a better version of themselves.
- They are starting to help out but there needs to be more of an effort on the management side to be proactive in helping the employees they oversee
- Stays calm, adds value, gets stuff done, easy to work with. No issues.
- I think my manager is very knowledgeable in this position. I think they are the most well rounded creative at CTC (Jon). He knows and understands ads and how it effects the account while also having a very strong skillset across equipment and programs.
- my manager does not seem to be committed to personal growth and development or changing his behavior to be a better leader or better person outside of work. since i've spent more time working alongside him and doing things like pursuit group together there doesn't seem to be any acknowledgment of his behavior or any desire to change it regardless of the conversations that are had. It seems like the attitude is "well I am who I am and nothing is really going to change that" which can be a tough personality to be inspired by, because someone like Taylor who is always pursuing a better version of himself and analyzing his behavior is someone who is super inspiring to me.

**BIGGEST DELTA**



# ~~BIGGEST DELTA~~

## PLATFORMS & PROCESS

2017 | 3.9

2018 | 4.6

2019 | 4.3

2020 | 3.9

- **WHY? [answers provided from open ended responses]**

- I think training is a big area of opportunity. But I also think Walker's the person to do it. The challenge is how fast things change at CTC and in digital marketing in general. I didn't get a bunch of on-the-job training, but that wasn't my expectation anyway. It's something I need to think thoughtfully about for our team.
- There has not been any training on these tasks, and training I have received has been extremely little, due to how busy everyone else is
- Walker is an awesome hire and will improve this area for CTC.
- I trained myself on most platforms other than Ads Manager.

- **SOULTIONS**

- We hired a Learning and Development Manager with a background in building out custom Learning Management Systems [LMS]
- Our dept heads (Strategy, PM, and Creatives) are working through finalizing what process looks like for teams

LOWEST SCORE

# ~~BELOW A 4.0~~ BUSINESS FOCUS

2017 | 4.5

2018 | 4.6

2019 | 4.1

2020 | 3.8

- **WHY? [answers provided from open ended responses]**

- I am willing to bet this takes a beating. Clarity here seems like a meaningful pursuit.
- There is definitely some confusion around the way we service clients. I would love to see further clarity around what we actually do in the first few months to ensure that when we bring in clients, their expectations are aligned with the expectations of our growth guides.
- I think were people get most confused here is when new services get added but not everyone gets informed. Information sharing although it's gotten better is still something that is lacking.
- I am SUPER clear on what we can offer. Where it is hard for me is the fact that we SAY that we can offer a solution for CAC:LTV but we do not have the ability to execute against it. I think we have lived in Limbo for a bit and maybe we should revisit if we should communicate things like CRO and Variable cost if we are not currently able to support those needs via our internal teams or established partners.
- I believe we can be more clear as to what we do provide to clients and what would be counted as an upsell. Also being able to communicate what those are/or make a baseline clear.

- **SOULTIONS**

- Being worked on company wide with clarity initiatives across Propaganda, Sales, Ops, and Differentiation.

**BELOW A 4.0**

~~BELOW A 4.0~~

# WORK PACE & STRESS

2017 | 3.5

2018 | 3.6

2019 | 3.3

2020 | 3.6

- **WHY? [answers provided from open ended responses]**

- The amount of work for one specific role is high. I think this is across the board. This is all good and well for beefing up your skills, but hard to feel fully confident in a few of those said skills when they just compile.
- A bit of discrepancy of verbiage in contracts that says "Client agrees to the volume and delivery cadence of Ad Creative is based upon the discretion of the Creative Strategist. This discretion is solely based on hitting key performance objectives set forth by the client and consultant." < seems to not fit the internal pressure on volume still. Is our value in volume? or creative quality and strategy?
- I think even though we have hours defined in our contracts, we track profitability based on a 35 hour work week, I feel an expectation set by the partners example, to grind and work longer days. If I'm not putting in extra time, and keeping up with the partners, I look bad.
- There is a lot of up and down when it comes to work pace and stress there is no balance. There is a lot of pressure to make sure your clients are happy and sometimes that can take a toll on you mentally. And then multiply that by 5 clients can be challenging.
- There is no official "ask" as that would be illegal, but the leadership examples of Taylor and Iain who work far beyond typical employee hours creates a culture that affirms working far above and beyond any set minimum. This is ok for a time and for younger employees, but it will lead to burnout for others. We have not been able to keep mothers (people who we have hired as moms, not ones who have since had kids while working here) longer than Lauren. That feels significant in answering this question. If people have priorities outside of career and CTC, they don't stay here long. We just have to decide what kind of workforce we want to optimize the organization around. Right now, it seems to be single, singularly minded people.

- **SOULTIONS**

- This is being taken into careful consideration given COVID.

# ~~LOWEST SCORE~~ COMPENSATION

2017 | 3.5

2018 | 3.6

2019 | 3.3

2020 | 3.6

- **WHY? [answers provided from open ended responses]**

- **How to get a raise is not clear - this was the biggest contributing factor to the low score**

- I want to see a system for assessing raises that doesn't require position change.
- I'm going to work my ass off to ensure we keep pumping cash into this business, especially in this turbulent times
- No public clarity into how raises are determined, but bonuses are publicly talked about. Frustrating as an employee.

- **SOLUTIONS**

- The Differentiation Dept is committed to launching more career paths within depts with more clarity in how to grow and earn more. It is a focus for Q2 2020.

~~BELOW A 4.0~~

# WORKPLACE & RESOURCES

2017 | 4.5

2018 | 4.3

2019 | 4.0

2020 | 3.8

- **WHY? [answers provided from open ended responses]**

- I love when we get together on Mondays and Fridays! Seeing everyone is the best! I have to admit - since I've worked at CTC I've mostly had to teach myself the skills I've needed to grow. I think there is a lot of work to be done in the creative department on teaching skillsets and building knowledge of programs we use . In the time I've worked at CTC and asked a manager for help in learning a skill, I've only received proper help a handful of times. I learn more from my peers that are in similar positions to me (they seem to possess a stronger knowledge of the programs). I haven't gotten enough of a feel for the new managers however I do believe their knowledge and skill sets are more superior to previous. Hopeful to see where they take us.
- Grateful monday seems like it's lost its touch. Due to time, and the amount of people we have, responses are fast and not well thought out. In regards to resources, I view people as resources, and at the moment, it seems like theres alot of round pegs trying to be fit into square holes.
- I've been enjoying the recent format changes to the remote Friday and Monday meetings. They seem much more efficient and valuable now that they have a structured agenda. I love the individualized acts of gratefulness that we've been doing during quarantine, and sharing our learnings on Fridays seems incredibly valuable. As far as resources go, we need to use Google Drive for business. We have a huge information gap and all of our files are stored everywhere: Google, Asana, Box. Asana is a PM tool and not a file storage tool, and I think Google Drive would help organize us much better as a company.
- Friday Commendations have not happened as much this year but they do tend to favor people who are more client-facing or on larger teams. Not a knock, just an observation.

- **SOULTIONS**

- This is being taken into careful consideration given COVID.

# ~~BELOW A 4.0~~ DIVERSITY

2017 | 4.4

2018 | 4.4

2019 | 4.0

2019 | 3.8

- **WHY? [answers provided from open ended responses]**

- We are struggling here. Need to continue to pursue ways to make this a more eccentric group of thinkers.
- I would strongly encourage more diversity and an adoption of ideas that may be contrary to the normal way of decision making. My hope is that the decisions of the agency become more collaborative as we grow and we invite more people with different backgrounds and skill-sets into our eco-system.
- It seems like there is a set way to do things, when it comes to different ideas it seems like no one has the opportunity to try to provide new ideas, or ideas that would benefit everyone
- I would love to help here. I think the delta in the CTC pulse between the operations team and everyone else is a HUGE red flag. Operations believes that we do not have a diversity problem based on the survey but that does not reflect the views of the rest of the company. Ops is responsible for the hiring of the majority of positions at CTC. It is vital that they see this as a priority and understand that we are not where we should be in terms of leading in diversity.

- **SOLUTIONS**

- We are sourcing on the following new sites and platforms: Ladies Get Paid, Blacks in Tech, Lesbians in Tech, Tech Ladies, Built In, Diversity Job Board, Layupp, Authentic Jobs, Krop



# ~~BELOW A 4.0~~ COMMUNICATION

2017 | 4.5

2018 | 4.6

2019 | 4.1

2020 | 3.8

- **WHY? [answers provided from open ended responses]**

- Objectives, strategies, and philosophies especially when it comes to the connection between creative, and media buying. More creative? Or less creative? Are we pushing for speed? or quality? I often feel I hear one thing from one side, and another thing from the other.
- Already mentioned this, but our information sharing as a company is worse than any I've witnessed (no offense). I can't easily find all the documents associated with each client, and that's a huge problem – especially if someone leaves the company and was the only gatekeeper of documentation. Asana isn't the right place for this. Google Drive or a comparable system is. Teams also have siloed information that doesn't seem to be shared often. Communication is also not always clear, and it starts at the top and filters down. Often times, people on the same team will hear different stories from their leaders, or different leaders will hear different stories from different partners. Partners and leaders need to get into the same room to discuss things at the same time to eliminate these issues. Goals seem to be more clear than they were in the past, especially as the bonus structure rolled out.
- I think we need to rethink the forums that we use to help shape ideas and the way we go about creating new products and services. I think there is a ton of top down instruction but I would love to find a way to encourage bottom up ideation and testing.
- When I first started at CTC I heard way more new ideas at weekly meetings. I miss hearing different departments speak on learnings. Those were some of my favorite moments at CTC. I know we are much bigger - but I think we could still accomplish this!
- I believe that CTC has the best intention to communicate their ideas in a way that trickles down, but there are many departments that still seemed siloed and communication is lost.

- **SOULTIONS**

- This is being taken into careful consideration given COVID and its implications on intercommunication and recognition.
- Systems for communication are being updated through the Diff Dept as part of a Q2 2020 initiative.

# ~~BELOW A 4.0~~ RECOGNITION

2017 | 4.3

2018 | 4.3

2019 | 4.0

2020 | 3.9

- **WHY? [answers provided from open ended responses]**

- Most of my job is behind the scenes and there is not a lot of opportunity for recognition. Either that or I rarely do a good enough job to receive recognition! I feel like I do a good job though.
- Some people are great at affirming and for others, it does not come as naturally to recognize people. I would say it just depends on who's around you.
- I receive some recognition which is nice. Sometimes I feel the creative department doesn't get a lot of recognition but maybe that means we aren't doing very well.? More specifically it would be nice to receive more recognition from other people not in the creative department.

- **SOLUTIONS**

- This is being taken into careful consideration given COVID and its implications on intercommunication and recognition.

*OPEN ENDED RESPONSES*

CLICK [HERE](#) FOR ALL  
OPEN ENDED RESPONSES

THANK YOU

