

To every Conductor, past, present, and future,  
who has poured their heart and soul into realizing  
our vision for Conductor together - thank you.  
You're the reason why this company and this book  
exist. Thank you to all the incredible people who  
support Conductor - our incredible customers,  
friends and family. We couldn't be more grateful.

A big thank-you to artist Jace Kay for creating illustrations that make big ideas simple and accessible for everyone.

Follow Jace on Instagram @anonamister

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## Introduction

# Why This Book Exists

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Dear Conductor,

Conductor has the will and the opportunity to build one of the greatest companies that ever existed. We measure greatness by how much impact we have, how much positive change we create, and how many lives we touch.

Getting to this point has been very, very hard. There have been many times we've failed. More than once, we've faced near bankruptcy, and the very real possibility that we weren't going to survive. Most companies that meet these challenges don't make it to the other side, but we have always found a way through, and grown stronger.

Our culture is what makes this possible. Culture is our north star: the values we strive to uphold and the failures of character we actively avoid. It's the principles we rely on when making decisions, executing on roadmaps, giving feedback, and planning for the future. It's more than creating a fantastic place to work; it's about developing a new business approach that involves everyone: you, your coworkers, our investors, and our customers.

Culture is built by collective action—by you, exemplifying what works and iterating on what doesn't—and it's the commitment to this never-ending process that defines whether we become exceptional or gravitate toward mediocrity. It manifests in the little things, the everyday behaviors you repeat and repeat until they make Conductor everything it can be.

This is the perfect time to be part of Conductor. Thank you for choosing to invest your time—your most valuable resource—in being a part of this company.

Our greatest accomplishments are entirely in our future. We need your help. We need to work together. Let's go.

Your humble servant,  
Seth

# 01

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## Humanizing Marketing

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The mission at the center of it all



Conductor's Mission Statement:  
Transform marketing  
into a force for improving people's lives.

Not all businesses have missions. Some companies are content to perform financial arbitrage, achieve a certain valuation, or reliably report a specific growth rate.

But to build a truly great company—the kind that'll last a hundred years or more—you need a calling. You need to make a contribution to society.

### The State of Marketing Needs to Change

More than one trillion dollars will be spent on marketing this year. It's one of the largest investment areas in the world and the most dominant form of mass communication. Take a moment to consider the amount of marketing you're exposed to on a daily basis; think about the level of investment required to produce that much content worldwide.

The crazy thing is that the world has changed so much in the 21st century, yet most of marketing hasn't; marketers are still using the same playbook. People —consumers— used to be captive audiences. If you wanted to hear a song on the radio or watch TV, you had to sit through ad after ad. You had no choice. This meant marketing was all about who had the most money to reach the most people and who had the best commercial or jingle on the radio.

Those days are over. With the complete dominance of the web as the primary consumption vehicle for media (and, soon enough, commerce), consumers are 100% in the driver's seat. People get what they want—when they want it, and exactly how they want it—and avoid what they don't.

This evolution has also led to one of the most exciting opportunities in business today: People will open their mind to you.

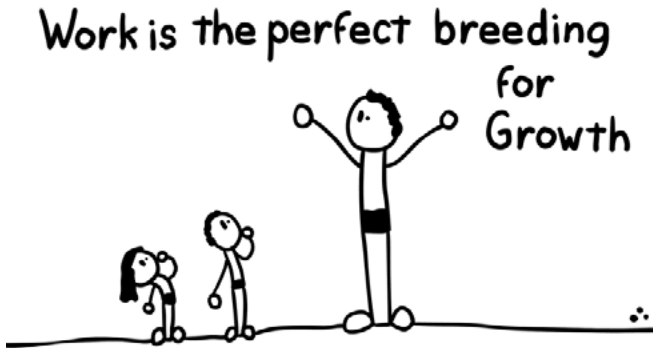
### Consumers Are Telling Us What They Need—All We Have to Do Is Listen

Today, the second you have any issues—or thoughts, curiosities, needs, inklings—you immediately ask for help.

You ask Google, Siri, Alexa, Instagram, or YouTube. In the very near future, those answers will be automatically delivered to you through digital assistants and ubiquitous AI. This is coming in years, not the distant sci-fi future. Think how smart refrigerators can already tell you to buy more milk, where to find the best prices, how to cook meals that feature what's in your fridge, how to eat better with healthier alternatives, and more.

*The crazy thing is that the world has changed so much in the 21st century, yet most of marketing hasn't changed marketers are still using the same playbook.*

Over 15 billion searches are happening each day, and that number grows by the second. The devices that offer you answers are rapidly multiplying—phones, apps, voice assistants, smart watches. But who actually holds the wisdom that answers these questions? Not Google or Alexa. It's organizations, nonprofits, small businesses, companies, content writers, creators, influencers—it's marketers. Our customers. These are the companies that show up.



### The Future of Marketing Needs to Provide Genuine Value

Founders start companies to solve a problem and to do something better than has been done before. From their first day of existence to the present, their companies accrue knowledge and wisdom in their category of business.

Whether it's Elon Musk (Tesla) learning how to harness electricity for sustainable transportation, Amy Errett (Madison Reed) developing methods to get your hair looking its best, or Marc Benioff (Salesforce) pursuing dominance in the marketplace, companies and their employees are loaded with wisdom. Yet, for some reason, despite all the billions spent on marketing, consumers ignore ads and marketing because they're just not useful, helpful, empowering, educational, or, in a word, *valuable*.

Now imagine a future that's completely different. Imagine a future where all marketing contains the institutional wisdom that companies possess—marketing that makes people smarter and more unified, that excites and empowers them. Marketing no longer needs to stoke our insecurity and make us feel bad; in fact, it can do the opposite. And in doing so, companies will win customers, build trust, and experience exponential growth.

This is what many disruptive businesses like Casper and Zoom are already doing: taking down Fortune 500 companies by offering insane value in their marketing and putting customers first. This opportunity is available to any business, big or small, and Conductor's mission is to help make this easier for as many companies as possible.

This future is our mission and vision—and we have the power to make it reality.



# 02

## Conductor's 100+ Year Intention

*Your infinite potential*



You have a long life ahead of you: 100 years on Earth. That journey will include many detours and stops along the way; we appreciate being a part of the ride and are eager and excited to make the most of it. How? By changing your life forever. Who has time for anything less?

We believe that to get what you want in life, you have to keep growing into the best version of yourself, whether you're 25 or 55. Our intention is to help make that a certainty for you and our entire community—customers, partners, stakeholders, and even family members.

Most people spend about 80,000 hours—more than a third of their lives—at work, and it's where many meaningful human interactions occur. As a result, it's the perfect breeding ground for growth. So our coworkers—who we spend so much time with—are critical to our improvement.

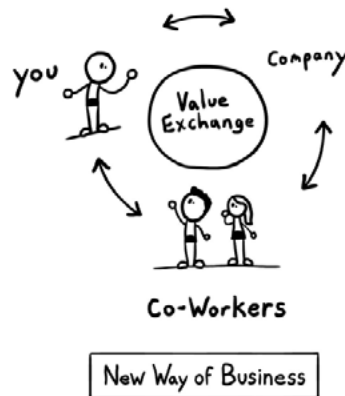
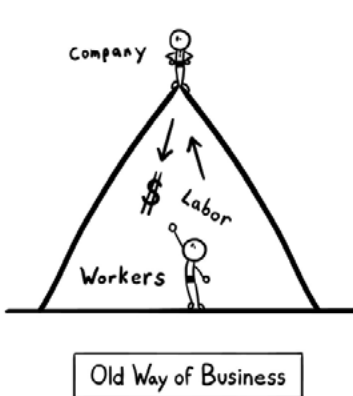
They're important because it's nearly impossible to grow without the help of others; people provide the friction and inspiration necessary for us to want to grow. They help us figure out the ways and areas to develop in. And then they provide the community that supports us as we work towards that goal.

### Your Work Should Be a Transformational Experience

For a long time, businesses have been operating under the framework that the exchange between a company and its people is solely transactional, or an exchange of labor for money; a better job is largely about getting a bigger cut of the profits. This is where the original definition of “employee” comes from: “a non-executive who works for wages.” The people who make up a business are there for the money, and they're not encouraged to expect anything more.

This model leaves so much on the table.

## Evolution of People & Business



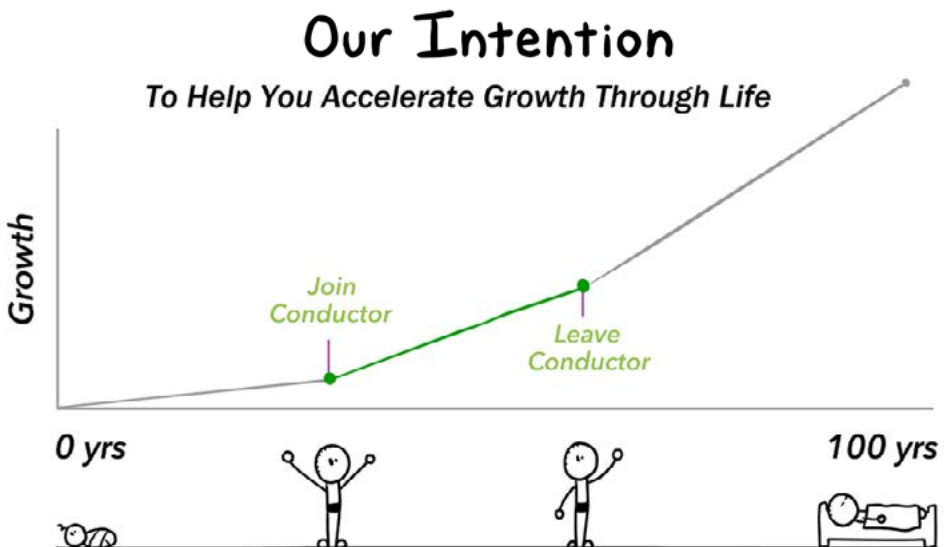
Imagine a system where wages aren't the most valuable thing your job gives you, even if you have a fat salary. Instead, you gain even more value in the forms of growth, skills, and community—a beautiful ecosystem where there's a mutually beneficial exchange between you as an individual, the company as a collection of individuals, and the profitable business entity. You get to be a part of something living that you can happily invest in and that gives more life back to you and your coworkers in return.

Conductor is pioneering this new model, and we want to inspire other companies to do the same. We want to live in a world where the several billion people who go to work every day come home smarter, better, and happier. Changing this paradigm starts with one person at a time, and changing the nature of work starts with one company at a time. We want to contribute to this movement.

### Better Support for the Team Yields Better Results for the Company

This approach is just as much about doing good as it is about driving performance. It's a philosophy that'll deliver extraordinary customer value and increase revenue. We would rather have a team of 500 who improve every day than a staff of 5,000 who don't. People committed to growing are powerful. They make better products, provide better services to customers, and stay with the company longer (which is also better for customers). They see every challenge as an opportunity for further improvements. These are the best team members, because they're unstoppable—and very difficult to compete with in the long run.

Enter the 100-year intention of Conductor:



## Setting Conductors Up for a Lifetime of Personal Growth

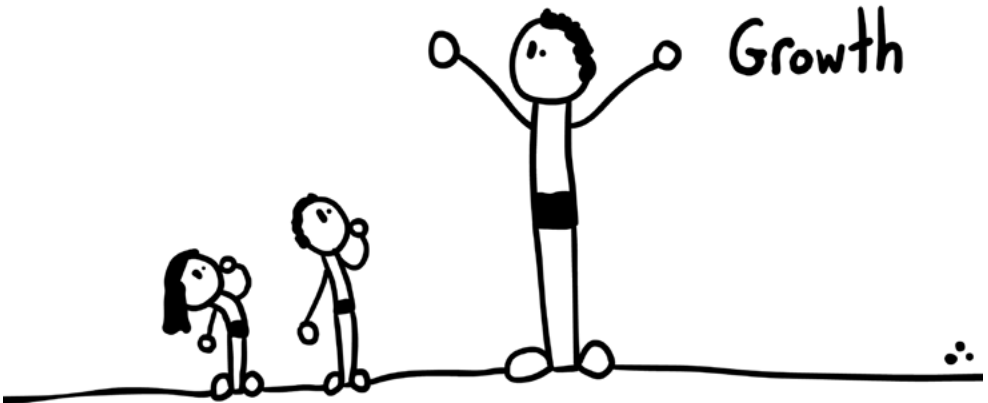
When you join our team, the curve of your growth starts climbing to the right a little faster, day after day, year after year, for your entire time with the company. And long after you leave, that curve accelerates so that your transformation into your best personal and professional self—whatever that means to you—becomes inevitable.

We encourage this kind of growth at Conductor in multiple ways. For example, we all have things we'd like to improve in our lives. Here, we ask every Conductor to share one of those goals with the team each year. It could be gaining new knowledge, a skill, or self-understanding, or it could be replacing a negative force in your life with a positive one. By sharing these goals with one another, we create a culture of mutual support and improvement.

You're given free reign to manifest growth professionally. You can blaze your own trail here—if you see a problem, solve it. If you need a skill, we'll help you learn it. People jump between or invent their own departments and even leave the company and come back to fill different roles. We come from diverse backgrounds and specialties: teachers turned onboarding managers, poets turned marketing team leads. Anyone can be anything here. Take charge of your career (and the rest of your incredible life).

Regardless of how you choose to grow and which of Conductor's resources you use to achieve that growth, keep the 100-year intention in mind. It's a long road. How can the company and its Conductors help you on the way?

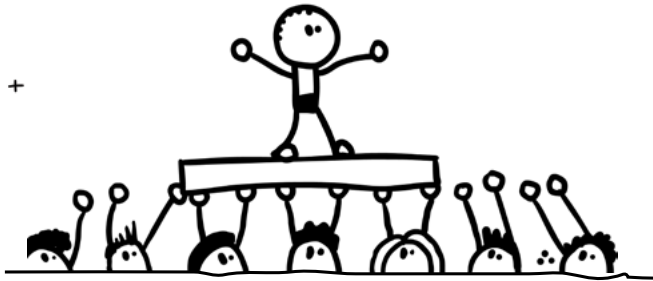
Work is the perfect breeding ground  
for  
Growth



# 03

## A People-first Culture

*When you grow, we all win*



At Conductor, you will hear people talking about People-First Culture, the foundational principal that animates everything about the way we do business. (In fact, putting people first is tied to Conductor's mission of humanizing marketing.) It's the idea that if you want a great company that impacts the world and creates value for shareholders, then you have to invest in, respect, and uplift your people.

People-First Culture is about equality between coworkers, shareholders, and customers. The people who "run" the business are not subordinate to shareholders, and the people who implement plans in the day-to-day are not subordinate to executives. Your concerns about the business will be met with the same level of care as shareholder concerns. And your ideas about where we should go next will be considered as closely as those of anyone with "chief" in their title. Each of us has the ability to greatly contribute - on all levels.

### Empowering Innovative Ideas and Creating a Company of Leaders

Besides making Conductor a great place to work, this approach to business has proven to be our organization's secret weapon. Greatness can come from anywhere, and in fact, it typically comes from those closest to the front lines: the people working with customers or writing code, who are doing the work that keeps the business humming.

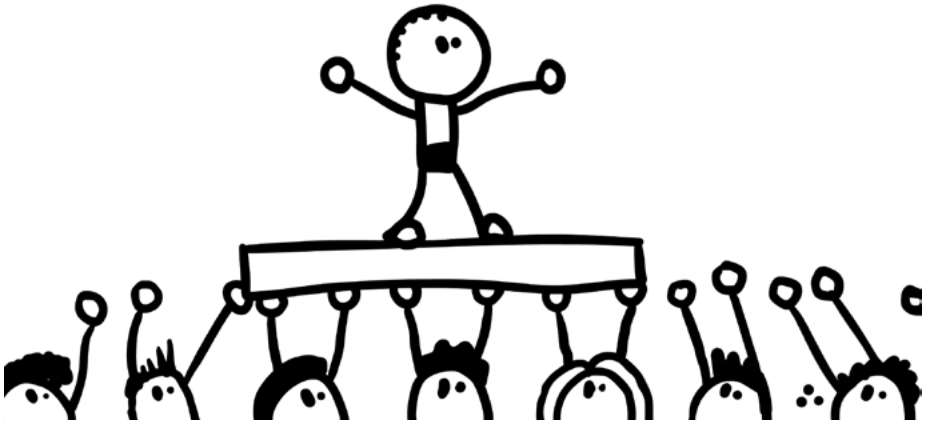
*Greatness can come from anywhere: in fact, it typically comes from those closest to the front lines: the people working with customers or writing code, the ones doing the actual work that keeps the business humming.*

This mentality is the foundation of our overall approach to leadership, and it has spawned many of our best ideas. For example, our current agency partnership program was conceived by a summer intern whom Seth asked how he'd run the company if he were CEO. That intern's suggestions have had a tremendous impact on operations, leading to partnerships with industry giants like TalkWalker and DeepCrawl.

The number one priority for leaders at Conductor is to help everyone else be successful and expand our influence. This includes guiding the high-level strategy and allocating business resources, but their real job is one of service.

They're responsible to you—for the environment you work in, for making sure you're inspired to bring your best self to work every day, and for ensuring our customers are consistently blown away.

# Uplift your People



And while we do have designated executives, we believe true leadership has nothing to do with your title or whether you manage others; it's a proactive attitude of taking initiative and helping others along the way.

## Communication and Community Are Essential Pillars to a People-First Culture

Effective communication and meaningful connections are at the heart of these efforts. To support this, we've adopted certain organizational practices.

For example, we're big on feedback here: Customer Net Promoter Score (NPS) surveys are shared in real-time with all Conductors, and we conduct employee NPS surveys, solicit regular and annual bidirectional feedback between all managers and their direct reports, and hold weekly 1:1s. It's all part of Conductor's culture.

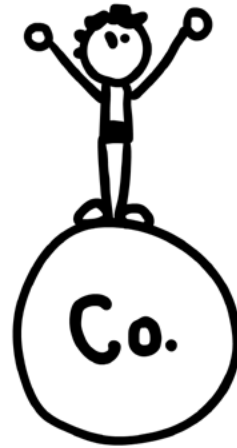
We also facilitate activities and groups that foster community within Conductor, including:

- Weekly free lunches catered with care by our stellar Office Services team.
- Optional projects like our public podcast Search On Tap and the internal podcast Unwineding.
- Sprint Demos that let the engineers show off their latest advances.
- The Conductor Foundation, which puts together charitable programming and awards our yearly Conductor Searchlight grant to a nonprofit.
- Internal groups like Women of Conductor, which promotes and empowers women both within the company and without—for example, via a Women in Sales panel or an event with GirlsWhoCode.

- A host of Slack channels like #dogsofconductor and #chillmusic, which are the little communal campfires we gather around to bond, say hi, and enjoy one another's company.
- The Donut Slack app that pairs you with a random coworker every few weeks, so you can grab a cup of coffee or, if you're in different offices, share a conversation via video chat.

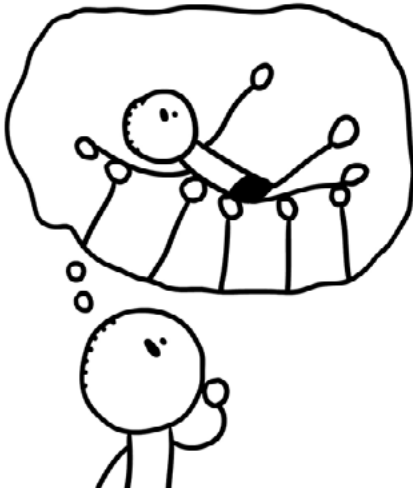
We're always evolving how we connect, and one of the initiatives that most exemplifies the philosophy behind People-First Culture is the creation of our Ethics Committee. When a number of Conductors voiced concern about a new customer, leadership didn't brush them off with a "we hear your concerns." Instead, they appointed Joe Taylor (a non-executive) to lead the creation of a committee (staffed by any Conductor who was interested) that would establish guidelines for what sort of companies we would and would not work with.

*"About a year ago, I was feeling a little bit directionless in my work at Conductor. I was talking about it in the elevator with a teammate, and an executive at the company overheard us. He asked if I wanted to chat sometime, and the next week he spent more than an hour with me talking about how I was feeling. Seeds of ideas came out of that conversation that excited me and are still in the process of coming into full bloom. I am not sure how many companies there are where executives would so generously give their time to motivate an individual contributor in a totally different part of the company."*



The resulting policy is a living document that was 100% created by Conductors for Conductors. While we may not always align with every individual Conductor's personal beliefs, we've made and continue to make a strong effort to bring our beliefs into a common framework that identifies the customers we want to serve. And this policy is already working. Since its implementation, we've rejected a number of opportunities and even declined to pursue renewal with existing customers.





## People-First is an ideal for the Future



### You're Entitled to Honest Information About the Company

Then there's Town Hall, our quarterly company meeting and Conductor's version of a shareholder conference. Conductor has held these consistently for a specific reason: because we know that every single person who works here deserves to know as much as possible about the business.

You're the greatest investor in this company. You give us your time (your most valuable asset), and it's Conductor's responsibility to ensure you choose to continue making this investment, quarter after quarter. We believe it's your right to know everything that's going on, including granular financial data (which we share monthly). That way, you can ensure you're adequately informed to maximize your impact and investment in Conductor.

We also have regular "Ask TeamCEO" sessions where you can submit questions (anonymously or otherwise) to our team of executives to answer. No topic is off the table, and all questions will be addressed. If you want to know why a particular decision was made, why we aren't doing things differently, or how the business is doing, it's your right to know, so don't be afraid to ask.

### People-First Culture Is a Work in Progress—And We All Need to Contribute

This vision for company culture helps us continuously improve, but we still have a lot of work to do.

So each time you see the company miss an opportunity to be People-First, don't be demoralized or angry—instead, get excited and take action. Make people aware of the problem and generate suggestions on how to improve it. Remember, people-first is about the collective group of people, not just the individual.

A People-First Culture is created over time, layer by layer, as people refine processes and culture to better fit the needs of Conductors. Most of our best practices have come into existence through exactly this process—and it's on all of us to make Conductor the best People-First company it can be.

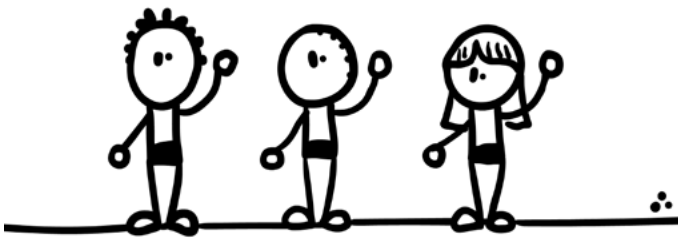
## The People-first Way

| Business Aspect                   | Company-First  | People-First  |
|-----------------------------------|--|---|
| Board of Directors composition    | Outside investors, independent directors, executives               | Also includes a Conductor elected employee board member   |
| Compensation                      | Lowest required salary to achieve objective                        | Equitable pay, true ownership/equity, holistic benefits, growth opportunities                         |
| Company purpose                   | Profit at all costs  | Achieving a mission, helping customers, making an impact  |
| Feedback                          | Investor shareholders take priority                                | Customers and Conductor feedback take priority  |
| Strategy development              | Top-down   | People have a voice and actively participate  |
| Information sharing               | Need-to-know basis   | Consistent communication about business performance, decisions, and key changes in good and bad times |
| Where ideas come from             | Top-down, outside consultants                                      | Company-wide through formal and informal processes  |
| How promotions happen             | Manager-selected, limited transparency on process of opportunities | Self-initiated, peer-reviewed, multiple level of managers involved                                    |
| How you're evaluated              | Manager only   | Peers, leadership, and customers, if applicable   |
| Individual growth and development | Tied to bottom line, restricted to your job description            | Whatever helps the person grow holistically   |
| Leadership approach               | "People work for me"   | "I work for the people"   |
| Separations                       | Minimal severance, public negativity, immediate departure          | Generous severance, new career support, public appreciation, opportunity to do organized transition   |

# 04

## The People in "People-first"

Did we just become best friends?



In developing this book, we interviewed dozens of Conductors. Veterans, newbies, engineers, SSMs, team leads, coworkers embarking on their first job out of college—our people bring a mosaic of the diverse backgrounds to Conductor, and from one person to the next, their experiences couldn't have been more different.

But one thing was almost universal across the whole group. When asked why they loved working here, nearly everyone had the same answer:

"The people."

"I think the people here are really special."

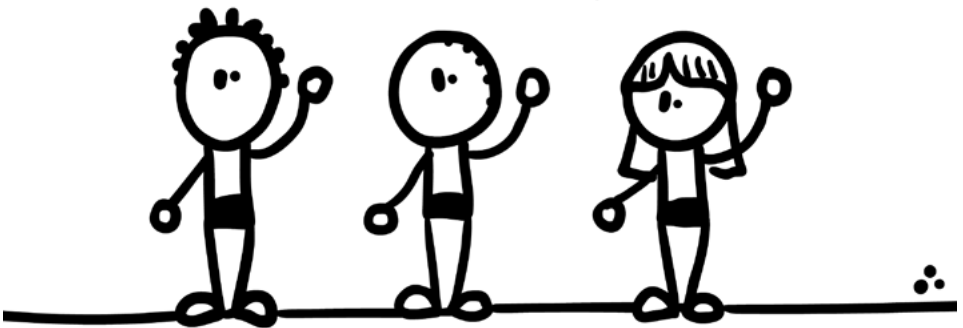
"It's the people, hands-down."

*"What Conductor has that not everybody else has is a really unique mix of not only incredibly smart and hardworking people, but incredibly humble people. To have that many of that type of person in one place breeds a very helpful, proactive culture."*

*- One of our product marketing leaders*

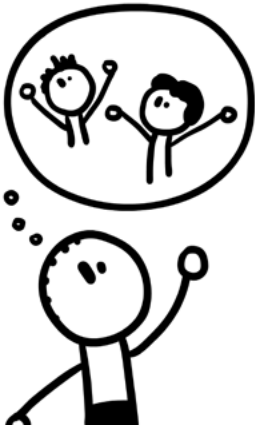
There's not a single person in this organization you can't ask for help. No matter their department, title, office location, or area of expertise, everyone's willing to lend a hand to get the job done, and they'll do it with a smile. Cross-departmental friendships grow like weeds here, because we're all in this together, and as an added bonus, we take a lot of pride in doing good work.

## The People in "People-First"



But more than that, when the morning comes and everybody's in the office, we're all genuinely happy to see one another. So much of our happiness in life comes down to the quality of our relationships. Through deliberate effort, Conductor has managed to hire hundreds of authentically kind-hearted, funny, thoughtful, generous individuals. That's partly because we seek that type of person during the hiring process: kind people.

Our "no jerks" policy is central to Conductor's success. We do good work because we can rely on each other, and we naturally want to go the extra mile for our colleagues and clients. It's not a heavy lift because we all share a mission—but more importantly, it just makes working here way more fun.



It's the  
People

You see it on the faces of the people around you. At one of the many events that we throw for ourselves—Konduktoberfest, Conductor Pride, Frozen Flag Football—people are happy to hang out for hours, shooting the breeze and laughing with coworkers. The community we've built here is a precious, living thing. There's zero pressure to participate in anything that doesn't appeal to you, but we hope that if you join in, you find it as nourishing, fulfilling, and just plain fun to be a part of Conductor as everyone who already calls it home. We invite you to participate however you want.

"More than the events that get formally thrown for Conductor, I think the voluntary happy hours, dinners, and weekend hangouts that end up happening organically between people that work at Conductor is a true testament to the spirit and culture we foster. It's one thing to attend a company event and a whole other thing to willingly spend more of our finite waking hours with the people we already see for 45+ hours a week."

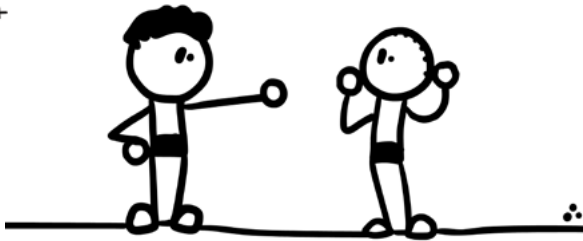
05

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## Tell Me Everything I'm Doing Wrong

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The greatest gift you'll ever get



Let's say you're an SEO Success Manager less than a month into your job at Conductor. You just had your first call with a client and walked them through some of the lesser-known features of the platform. You're sitting in the café with your team leader, breaking down the game tape, and he asks you right off the bat to grade your performance. You mention that you got through everything on your checklist and were less flustered than you thought you'd be—all in all, you think it went pretty well. You give yourself a B-plus.

*You're sitting in the café with your team leader, breaking down the game tape, and he asks you right off the bat to grade your performance.*

"Actually, I'd give it more like a C-minus," he says.

If this true story sounds like a nightmare, have no fear—the SSM it happened to didn't just recover from a subpar grade; he has since been promoted twice to SSM Team Manager, has fashioned himself as the technical producer of our Search on Tap podcast, and has been voted Conductor of the Year, the single hardest accolade to win at the company. And it's all thanks to the cultural pillar that led to that uncomfortable over-coffee conversation: honest feedback.

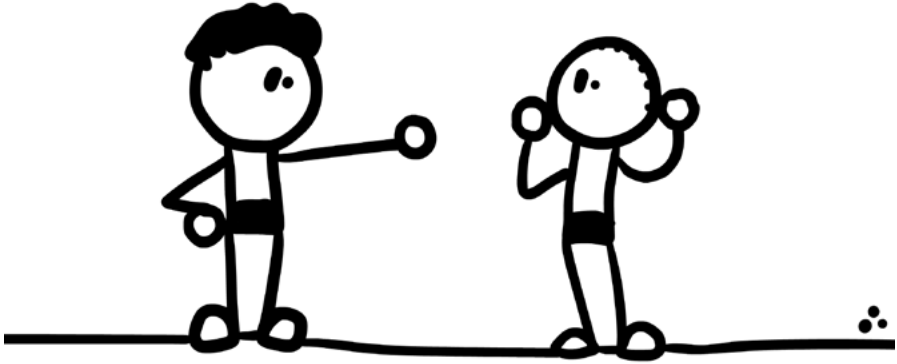
### **Honest Feedback Helps Everyone Improve**

The reason the team leader in that story gave the call a C-minus wasn't to make anyone feel bad. In part, it was an indication of how there is always room to improve. An A-plus call, or product, or design is perfect—and perfect means there's no more room to learn, which is impossible. That doesn't mean your successes are never good enough; it just means that you always have the opportunity for growth, and that's a good thing.

Here's another, more direct story: When Seth was working on leadership blog posts with a copywriter on the marketing team, he wasn't getting nearly the amount of critical notes he expected. This person, a self-proclaimed people-pleaser, was more committed to not rocking the boat than to truthful feedback.

When he asked Seth for feedback, Seth told him, in the spirit of radical candor, "I feel like you're just telling me what you think I want to hear, and it makes me feel like I can't trust you." This extremely blunt, direct feedback, shared from a place of deep compassion and respect, was tough to hear, but it was also accurate; this observation was not only true in his work, but also in his life beyond Conductor, and he now considers the feedback to be a precious gift. He's worked to be more direct and honest (even when it's hard), and the benefits have been massive.

# Tell Me Everything I'm Doing is Wrong



He finds that his relationships have become more authentic because they're less based around people-pleasing. When you base your actions on doing and saying what you think the other person is looking for, you short-change yourself—and them.

You spend more time with your coworkers than maybe anybody else in your life. If you want to understand yourself and use that knowledge to improve, then feedback from these people is your absolute best weapon. Most companies don't encourage these kind of honest conversations; it's a horrible missed opportunity for both the business and the people who work there.

That said, we realize that giving and receiving feedback can be hard, which often prevents people from feeling comfortable doing it. So, the easier we make it to give and receive, the more we can all benefit, individually and as a group.



## How to Make the Most of Constructive Feedback

**Thank the person giving it even if you disagree with them.** Giving feedback can be difficult, tricky, and scary. The person who's offering it to you is putting themselves out there, because they care about you and want you to be successful. Thank them for this gift.

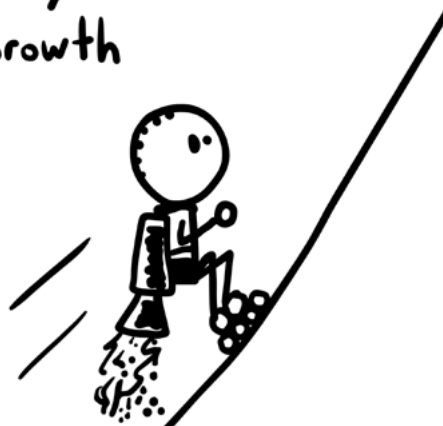
**Give yourself a moment.** As one of our top sales reps says of her first time receiving feedback, "I was horrified. I had never had someone give me direct feedback like that before." Take a moment to breathe, feel the tension wash over you and dissolve, and then restart from a place of collaboration. Use the information you were given to improve.

**Understand where it's coming from.** The only reason your coworkers are telling you something could be changed is because they want you and, by extension, the company to succeed. It's never personal. Although it might be uncomfortable at first, odds are you'll soon see feedback for the gift it is. There's no single better way to grow in your role and as a person, increasing your ability, stature, and even income.

**Decide whether or not you agree.** You're not obligated to take all the feedback you get to heart. Sometimes you might think the other person is wrong. Decide from a place of ego-less introspection whether they're really onto something or whether you just have a difference in opinion. Don't reject true feedback just because it makes you uncomfortable, but don't tie your growth to every opinion that crosses your path either. This can be a delicate balance, but it's fully achievable.

**Return the favor.** Like everything, providing feedback is a skill—one that can be improved on. Let the person you're speaking with know how you feel about their feedback, how it resonates, and whether you agree or disagree. You'll both become stronger in the long run.

Accelerate your  
rate of Growth

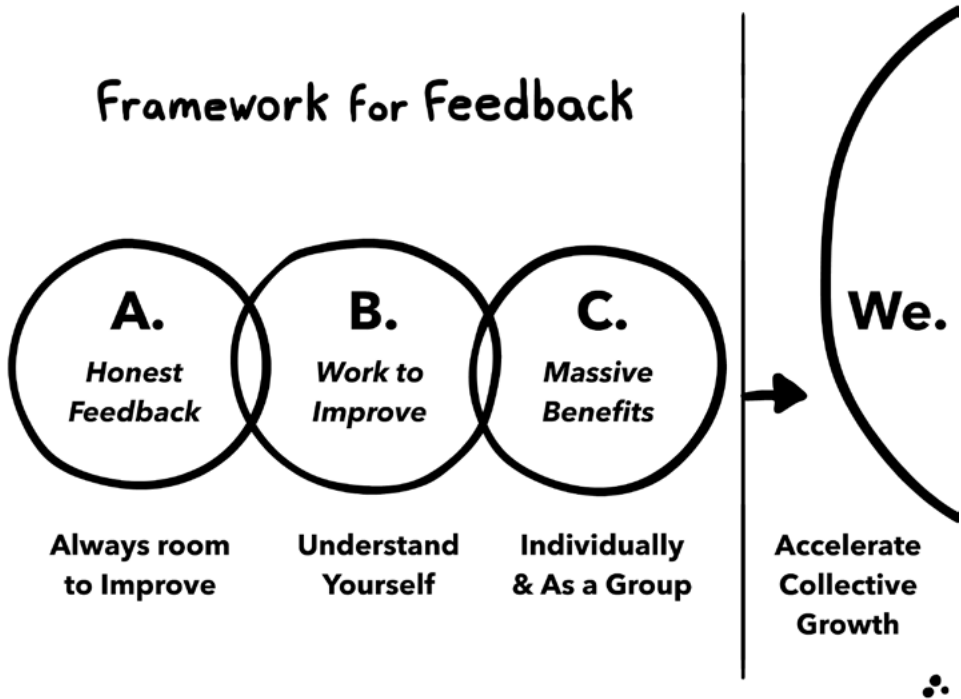


## How to Give Feedback

1. **Actually give it.** Withholding feedback because it makes you uncomfortable does infinitely more damage to the person it's meant for than your constructive feedback ever could. If you think someone has room for improvement and you don't tell them, you're robbing them of the opportunity for substantial growth.
2. **Set the right intention.** Before you say anything, remind yourself that you're doing this purely to help the other person—if you're not, examine your motivations and make sure your feedback actually needs to be said. If the other person doesn't feel you have the right intention, they'll shut down, and the whole exercise will be wasted.
3. **See their superpower.** For someone to truly receive your feedback, they have to know that you see them for what they're good at. Recognizing their superpowers creates a bond between you both, making it easier for them to accept your words. If you don't see someone for their unique contributions, they won't hear your effort to improve what they have yet to fully own.
4. **Be direct.** "I believe in transparency," says our Senior Director of Professional Services. "I am very happy to voice how I feel about any new project or endeavor, and I welcome feedback. I love constructive feedback, and I always want more of it." When people are eager to hear what you really think, you owe it to them to offer the whole truth; otherwise, you're doing them a true disservice.
5. **Don't be a jerk.** It's important to balance recommendation #4 with your working and personal relationships with colleagues. Everyone makes mistakes, including you—remember that when you think someone really messed up. Have empathy for someone else's learning process and treat them with the same respect you'd want. You'll be in their shoes in due time.
6. **Give positive feedback too.** It costs you nothing to offer a kind word on a job well done, and it makes it easier to talk honestly when things do go awry. People will trust your words more when they're balanced between positive and critical feedback. Avoid over indexing to one side.

"I worked on a project that wasn't received really well. There was a disconnect between the copy requirements and what I produced. But my manager said, 'Let's sit down and talk about this in a constructive way' . . . I was able to get actionable, constructive feedback. And that's worked out really well for my future work. Subsequent projects have been much better, and I've really improved as a writer."

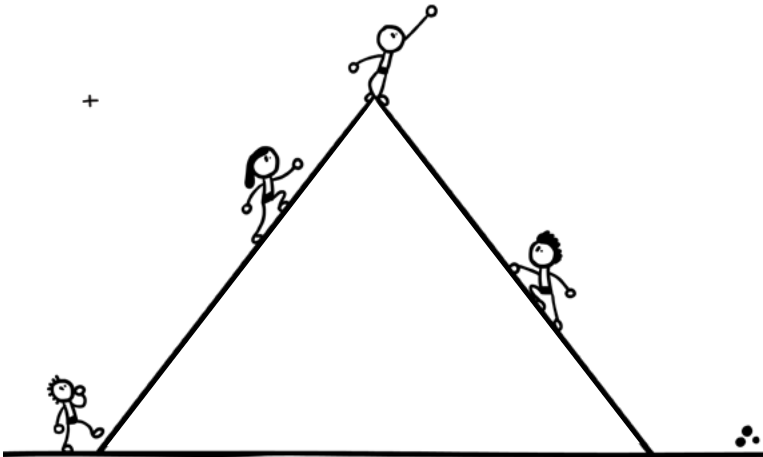
One of your coworkers' top concerns is to help you be as successful as you possibly can, and the only way we can do that is with a culture of respectful, compassionate honesty. The more direct and open we can be with each other, the faster our individual and collective growth will accelerate. So one of our main responsibilities is to make it as easy and rewarding as possible for our colleagues to provide us with valuable input, trusting that they'll do the same for us.



# 06

## Growing and Changing Your Role

You're steering the ship



It might be the minute you join a company, or it might be once you've worn a groove in your once-new role; at some point, your thoughts will turn towards the next stage of your career. Presumably, you don't want to do the same job forever. You're looking for a chance to be promoted and to grow your role, responsibilities, and salary as you contribute more to the business.

We welcome that kind of initiative. At the time of writing, 43% of Conductors have been promoted internally, something we're proud of and celebrate each quarter at Town Hall. So if you stay at Conductor for any amount of time, it's likely that a conversation about promotion will come up with your manager.

And that's great news! If a company is an engine for growth, it only makes sense that it would invest in its people's leadership potential. Better yet, you hold that potential in your very hands.

Some other companies dole out promotions based on favoritism or clandestine performance metrics that are never shared with employees. You might hope you're "up for promotion" but not know what your boss is thinking until you find out you were passed over in favor of an external candidate.

We believe there is a better, people-first way.

"I started on the Enterprise Sales team in November 2015 under the leadership of . . . amazing managers, but I was struggling in my first few months. After six months of trying to make it better, I had only closed one deal, and that deal was shaky at best. My Sales career at Conductor was off to a rocky start.

"While this was happening, I noticed that across the business on the CS side, there were a handful of customers that were canceling at a higher rate than usual. These 'Essentials' customers were not spending much money with the business and were being serviced by one very overworked CSM with 'round-robin' Strat support. Becoming a Strat was something I had thought about for a long time, even before coming to Conductor, and this was my chance.

"I pitched my managers about the role change, and they said yes. Within 60 days, I was the 'Essentials' Strat, and shortly thereafter, a dedicated SSM was hired, and On Demand was born. I [worked with another Conductor] to take a book of business that had a DRR of 60%, and improved that DRR to 80% in the first two quarters of 2017. It felt awesome and is something I knew was making a positive impact on the business."

## The Tools You Need to Pursue a Promotion

You can broach the subject of promotion with your manager at any time. We have detailed internal documents that describe the benchmarks you should be hitting (or, better yet, exceeding) to show you're ready to move into a new role; your manager can share those documents with you.

But if you're looking for a little direction on whether you're in the best possible position to start that conversation, ask yourself these questions:

### 1. Is there a business case for my next role?

The best promotion proposals (both for advancement into existing roles and the creation of new ones) solve a problem for the business. To really secure your new position, be prepared to make the case for how this helps the company. What are Conductor's business needs at this point in time? How can you meet them better in a new role than in the one you have now? Promotions are synergistic: You get a new title, more money, and more fun things to do, while Conductor gains an even more energized contributor who can put the company in a better position to succeed, grow, and help more customers.

### 2. Am I meeting (or surpassing) expectations?

If you're struggling in your current role, it's harder to make the case for advancement. Your primary job is to hit that number, ship that feature, or renew that client. Beyond baseline expectations, it's good to demonstrate how you've gone above and beyond before proposing a promotion. How are you pushing past your role's limit as you pursue what's best for Conductor?

### 3. Do my fellow Conductors look to me for leadership?

This company is built by and for its people. As you take on more of a leadership role, people both within your team and across departments will look to you for help. How have you demonstrated putting your fellow Conductors first?

### 4. What's required to make this happen?

Promotions and role changes often demand a lot of time and effort from managers. Even if the promotion is a no-brainer, sometimes there might be no time to plan it because of competing priorities. The more your proposal shows why the time for this change now and how the transition from one role to the next will unfold, the better the chances of success.

A critical element of self-improvement involves leaving your comfort zone. For instance, when you take on the new-to-you duties and responsibilities of a promotion or change in role, there's usually a period of adjustment, or growing pains that signal just that: growth.

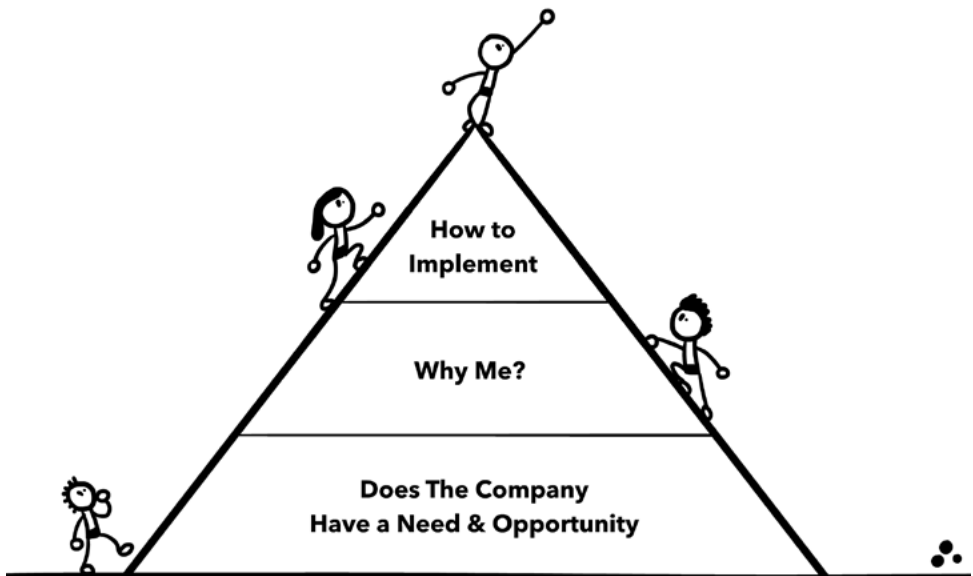
Congratulations! You're one step higher in your climb to a better you. Whether that means expanding your scope in the same role or assuming new tasks in a more senior position, both indicate advancement. Maybe that means managing others; maybe it means you become a top individual contributor. We embrace all positive transformations.

Traditionally, moving into a new role or being promoted occurs on a rigid schedule. Promotions are awarded annually, so if you're crushing it in March, but September is when promotions take place, too bad. You'll have to wait.

But at Conductor, you can pitch a promotion at any time. You can make the case directly to a committee that includes your managers, a senior leader, and a member of our people team. An actual promotion is far from guaranteed, but you are guaranteed clear, direct feedback on what you need to do to secure a move up in the future and why your request was or wasn't granted. You're also not limited to applying for a promotion within your department; you can transfer to a different team or even invent a position. We've had that happen several times at Conductor.

You don't have to be a good public speaker or a pro at PowerPoint to succeed in this. We have plenty of materials designed to guide you through the process, and your manager will even lend a hand. Remember: We want you to succeed. We'll do whatever we can to ensure that happens, both before you're ready for a promotion and when you make the ask.

## Framework for Promotion



# 07

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## Making It Happen

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How we get from here to there





A People-First culture flourishes as a symbiotic relationship. A company gives to you as much as you give to it. So, with that in mind, we believe Conductor is responsible for creating an environment in which you can thrive—a space that's safe yet challenging—with whatever support you need. This enables you to not just be happy at work, but also to deliver meaningful value to customers. We believe we must continuously earn your choice to be here.

*If we coast, hide, or become complacent, we'll squelch the giant opportunity in front of us.*

## How do we get from Here to There



### Set Personal Goals and Don't Be Afraid to Make Mistakes

At the same time, each Conductor must give the company their all. If we coast, hide, or become complacent, we'll squelch the giant opportunity in front of us. We have to stay hungry. If Conductors see a problem, they solve it. If Conductors need to learn a new skill or software, they educate themselves. We're all entrepreneurs who keep our promises, kick ass, and overdeliver. If your workload is light for the week, find a way to help out, either by learning something new or assisting another team. Set an OKR to raise the bar in some area of your role. Be a self-starter and make every moment matter.

Indeed, make that a goal every year, so you're better with each passing year. Conductor will help, but ultimately, it comes down to you. Maybe you decide to take a weekend class (ask your manager if Conductor could help with costs). Maybe you begin brushing up on a programming language you haven't used since college. Maybe you simply plan to get enough sleep Sunday night. Whatever it is, Conductors need to grow and feed off each other's growth.

There will be many mistakes too—Conductors make tons of mistakes—and we learn from each one as we become more resilient. If you miss a goal, let that motivate you to return smarter and to overachieve on the next cycle. If something isn't working, commit to learning why and refine the company's approach in the process. If every Conductor does this, the benefit to each of our lives will be exponential.

*"Conductor truly gives you control of your own destiny if you work hard and put yourself out there. From the days of teaching yoga every Friday morning to colleagues I didn't know that well yet, to moving across the country to take a chance on an office that didn't exist yet, I've learned that the best things in life come when you push your own comfort boundaries, and Conductor has offered me the unique opportunities to learn this lesson."*

### **Personal Growth Leads to Growth for the Business, Too**

Remember: Conductor only exists when we perform and deliver against our business goals. The better our product and services, the more value we provide our customers, which means more growth.

The faster we grow, the more we can reinvest in the business and our people, as well as make a bigger impact on the mission. We're not here to remain a small company with 450 customers; Conductor is too good and too important to the industry. We have to drive performance, so we can scale up and maximize our impact. Anything less would mean we're not meeting our potential, and we can't allow that.

As a group, we must keep a solid balance between the commitment of the people and the commitment of the organization. If it slides too much one way or the other, the system falls apart and we suffer as a result. Conductor is all-in on you; everyone must be all-in on Conductor.

Let's make it happen.

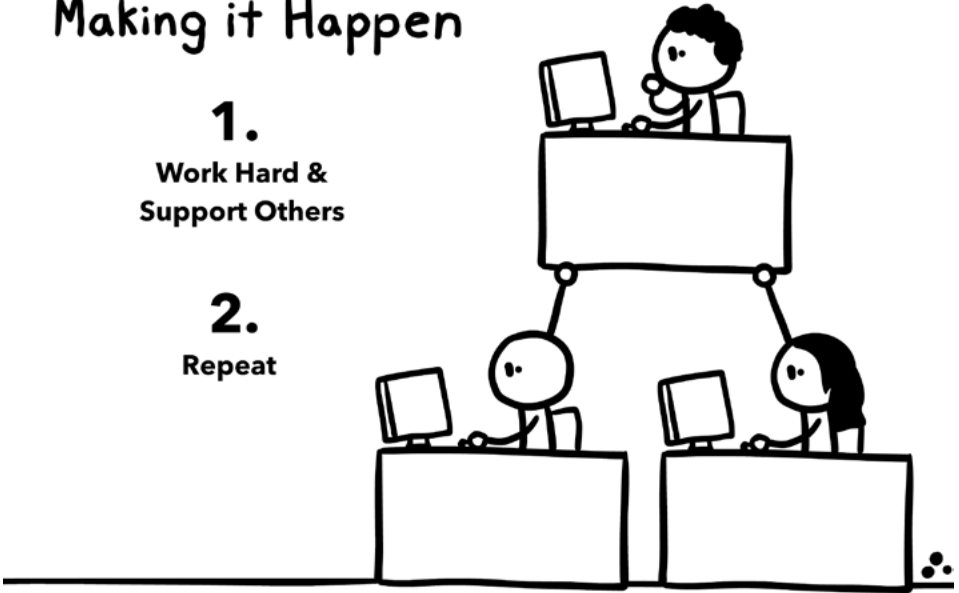
## Making it Happen

**1.**

**Work Hard &  
Support Others**

**2.**

**Repeat**



08

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Here's What's Next

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Tomorrow has never looked better



Today, the mission of this company is to humanize marketing. Tomorrow, that mission will evolve, grow, or multiply. Conductor's life is and will be extraordinary; so will yours. Your future, like the future of Conductor, is unwritten—the best days lie ahead. Together, we'll leave the world better than we found it, become our best selves, and have a blast doing it.

# Here's What's Next



You have to make your own future. It won't be done for you. Your world is a reflection of you. By changing ourselves, we change everything around us. The road is open. The time is now. If you can do the work, if you can show up for this company and the people in it and yourself, there's no limit on what's possible for all of us.

Bring on the future.

