

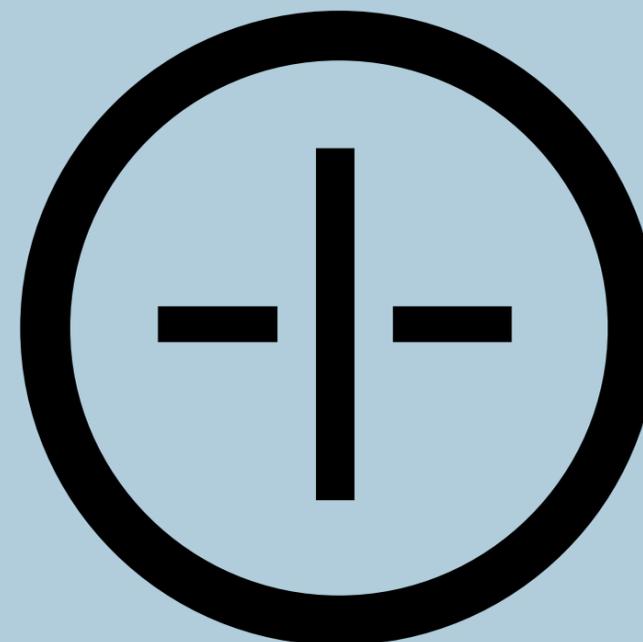
Crispin  
Porter  
Bogusky<sup>⊕</sup>

---

**Employee Handbook**

## Welcome to Ad Lab

When most people think of advertising, they think of commercials, social media, online banners, and billboards. We think it's any creative asset that makes our clients relevant and generates positive results. We make the content, the experiences, and even the products that make that happen. It might be a new holiday, an interactive installation, a civic engagement, an enterprise system, a book, a customer service app, an e-commerce enhancement, or most likely something we can't list here because we haven't imagined it yet. Better still, because YOU haven't imagined it yet. You are here to run your experiments and join others in their experiments. Failing fast and moving forward. It's how we constantly add potency to the work we do for our clients.



# SECRET TO GOOD WORK

---

## The Secret to Success Resists Change

---

Doing great advertising isn't complicated. It's simple. But it's hard. Really hard. The first hard part is removing the complications and obstacles that get in the way of great advertising. So we do that. The second hard part is having the determination to push forward on those days when great ideas die. And ideas do die here. On every account. In every department. Great, groundbreaking ideas die horribly sad deaths. But we believe in our ability to come up with more and even better ideas. There. Now you know our secret. It is simple. But hard. So tell anybody. Most people won't have the grit for it.

# WORK

## Delusional Positivity

---

There is no way we could do what we do here without a relentlessly positive attitude. We think it's our most powerful business tool. It shapes our future. It creates our momentum. It keeps us moving forward when we're pushing the boundaries of possibility. We imagine an endless stream of positive outcomes and try not to spend any time with what might be considered negative. We call it delusional positivity. The "delusional" word makes the idea easier to digest for people who still have a foot in the cynical and negative world and are just discovering how powerful a positive attitude can be in their lives.

## Always Be Making

---

Brilliant thinking not executed is literally worthless. Want proof that raw ideas have no inherent value? Just try to find a marketplace for unexecuted ideas. It doesn't exist. No amount of PowerPoint presentations can substitute for work not done. People who do things are the people who change the world. You are in the game here. There are no sidelines. There is one absolute fix for any problem you face. Make something.





BOSS

---

## The Best Idea Is Boss

---

The Boss isn't boss. Politics isn't boss. Groupthink isn't boss. Confederacies and alliances aren't boss. We work in support of the best idea. Not "our" idea. And that's easy because they are all our ideas. We all own them. We all benefit when ideas pop up from anywhere, from any person in any department. Just because a person has the title of Creative Director or Management Supervisor doesn't mean their ideas are better. We know that, and knowing that the idea is boss helps create an environment of radical collaboration.

---

## Leadership Isn't a Title

---

We already all have a boss. The best idea. We don't need more bosses, but we do need leaders, and those are more different than you might imagine. Sometimes people think that leadership starts with power, rights, and benefits. But it isn't that at all. It starts with responsibility. Being a leader isn't easy. You have to free yourself from cliques and thoughts of self-interest and commit yourself to all that is truly important. All our people. All our clients. All our futures. Because leadership is more than a title; it can come from anybody at any time. It's fluid. We are all leaders in one moment and we are followers in another. Leadership is simple. It's simply about being a quality human being who helps others.

---

## Collaborate or Die

---

We aren't about handoffs and silos. Sure we have separate departments, but there are no handoffs. We're not a system based on the idea of a superstar. We're a system based on team. A team where we all commit to being 100% responsible for the success of every project. That overcommitment means that if there are 10 of us in a room we're 1000% responsible. That may be a mathematical impossibility in most of the universe, but here it's a commitment that ensures that nothing falls through the cracks. We're all in this together, and we always win as a team or not at all.

## Getting Help Is Easy – Just Ask

---

We all know that innovation requires that we try, fail, and learn. We know that our failures are the foundation of every success. So to fail fast and forward we sometimes need to ask for help.

We know that asking for help is a sign of strength and confidence. So it is forbidden to not ask for help when we need it. There is usually a fairly large portion of work on each and every plate here. Getting all that work done in the time allotted can sometimes be a challenge, but our unwritten policy has always been to drop whatever we're doing when somebody needs our help. The reason we do this is simple.

The person you help today may be the person that saves your bacon next week.

## Be Golden

---

Please treat other people the way you want others to treat you. The golden rule is still the best advice, and we all know it. So as a group we don't have any tolerance when we see a lack of respect for each other. Everyone is important and has the right to be treated with respect.

# WELDO

# OSTUFF



---

## Respect Extends Beyond Our Walls

---

One thing that bad companies have in common is their tendency to bully and beat up suppliers. Our goal is to always treat suppliers like fellow employees. We want to be the kind of agency that suppliers want to work with, regardless of budget, or timing, or scope of the job - just because they've heard we're good people.

---

## Honesty Is a Secret Ingredient

---

Nothing will kill trust quicker than a lie. But there's more to being honest than simply not lying. When we're working together, it's essential that we are all working in the same reality. Honesty means digging deeper and sharing in a way that's profoundly true. No fibbing about what the client said. No white lies to make the day-to-day easier. Why the big deal? Because it not only affects the environment here, it affects the work. Honesty is the only way to make anything great.

---

## Beware Digit Distortion

---

There is a tendency in our business to suffer a sort of distortion when it comes to the value of money. It's easy to think advertising money is less like real money and more like Monopoly money. That's why we constantly remind ourselves to keep money in context. With \$250,000, you could build a very nice house and live in it forever. Or, with that same amount of money, you could shoot a TV spot that's 30 seconds long and will run for a few months and then go away forever. Don't lose perspective. It is never just a number. It's real money.

## Go Cyborg or Go Home

---

In 1997, chess champion Garry Kasparov lost to an algorithm. Since then, the story has been that machines are going to take all the jobs. Yet today there are more jobs than ever. Another little-known fact is that although a human can no longer beat a machine at chess, a human plus a machine beats the machine alone every time. Humans provide the creativity, and machines essentially check their work. At CPB, we leverage machines to test and accelerate our creativity. With real audiences in real settings. No simulations. Relevant, accurate, real-time learning. Yes, our clients trust us. But not because we ask them to. They trust us because we combine creativity and algorithms to make the very best marketing assets possible.

## Speed Is Your Friend

---

Great ideas happen fast. So speed and momentum are virtues. Creativity thrives within all sorts of constraint. Fewer words. Simpler visuals. Smaller budgets. Less time. It's the same with art. The Sistine Chapel took a long time because it's huge. NOT because it was ever overworked. Look at the brushstrokes on God's hand. Fast and fluid. Too much time turns all art into mud. We make art.

---

## The Definition of a Good Meeting

---

**good meet·ing:** /'gúd /'mē-tiŋ/

adjective + noun

1. A meeting where

- You dedicate no longer than an hour, but 30 minutes is even better. If you're in a meeting that's dragging on, say, "Frangipani." This is the agency code word for "Let's wrap this up." Now you know another one of our secrets.
- You establish a clear understanding of what you want to accomplish, setting a goal at the beginning of the meeting.
- You manage and keep track of time.

- The only people in the room are the ones who can accomplish the task (no more and no less).
- Everyone is focused, present, and participating. (Limit phone checking and no email.)
- We limit our interruptions of others and allow all voices to be heard and acknowledged.
- Everyone leaves with a clear understanding of what to do next and a timeline for doing it.

2. Our favorite good meetings are those that happen when a few people pass in the hallway and spontaneously start talking and solving problems and then hurry on.

---

# Cheat Sheet

---

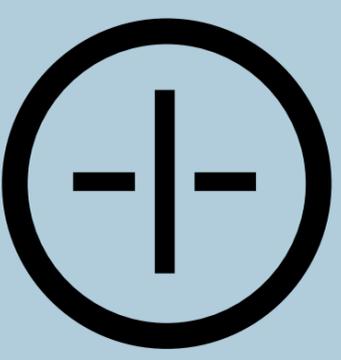
We ask that you **DO:**

- Believe in yourself
- Believe in each other
- Be positive
- When in doubt, make something
- Play
- Leave your ego at home
- Take responsibility
- Share the credit
- Ask for help
- Offer help
- Give respect
- Be honest at all times

We ask that you **DON'T:**

- Doubt your potential
- Undermine
- Say it can't be done
- Twiddle your thumbs
- Forget to laugh
- Shit on people
- Duck responsibility
- Be selfish
- Silently struggle
- Leave others hanging
- Act like a jerk
- Lie

But Humble.



HERBOD

Crispin Porter Bogusky<sup>⊕</sup>