

# BUILDING A WORLD CLASS COMPANY IN THE NEW WORLD OF WORK

January 18, 2023



**ROBERT GLAZER**  
*Founder & Board Chairman*  
[@robert\\_glazer](#)













...12  
YEARS LATER

Revenue Growth  
4000%

Employees  
7 – 330



Recommend  
to a Friend



Approve  
of CEO

4.8 ★★★★★

Trends



Robert  
Glazer  
140 Ratings  
Top CEO  
2018



BOSTON GLOBE  
Top Places to Work  
2018 & 2019



GLASSDOOR  
Best Places To  
Work 2018 & 2019



INC.  
Best Workplace  
2017, 2018, 2019 and  
2022



BOSTON BUSINESS  
JOURNAL.  
Best Places to Work  
2020



SMALL GIANTS  
America's Best Small  
Companies 2018



ENTREPRENEUR 360  
Best Company  
2017, 2018



INC. 500  
2013, 2014, 2015





# I Used To Believe

CORE VALUES & CULTURE WERE BS

we strive to deliver exceptional **customer results.**  
we are **humble** and **respectful.**  
we act with **honesty** and **integrity.**  
we **empower** and **trust** one another.  
we foster a positive **team** and **family spirit.**  
we celebrate **creativity** and **innovation.**  
we embrace **individuality** and an **entrepreneurial spirit.**  
we can only profit **together.** we have **fun.**  
**we love what we do.**  
**our core values**



Connecting people. Uniting the world.  
We fly right.  
We fly friendly.  
We fly together.  
We fly above and beyond.





# UNITED



“Flying Friendly, Flying Right and Flying Above and Beyond”

“Connecting people and uniting the world .... **AGAINST THEM**”





**More profit than all US airlines  
combined (1990-2000)**

**#1 in Customer Service**

**45 consecutive years of profit**





# Connect people to what's important in their lives through friendly, reliable, low-cost air travel.

## LIVE THE SOUTHWEST WAY

- Warrior Spirit
- Servant's Heart
- Fun-LUVing Attitude

## Work the Southwest Way

- Work Safely
- Wow Our Customers
- Keep Costs Low







## Southwest Airlines goes above and beyond to help passenger whose son was hospitalized in Denver

BY: Arisa Padilla  
POSTED: 10:01 AM, Jun 9, 2015  
TAG: southwest airlines | peggy uhle



## Southwest reroutes flight for woman to see comatose son

Published May 27, 2015 · Fox News



Southwest Airlines allowed to reroute a passenger's flight when her son was in a coma. (Reuters)

Southwest Airlines is being praised for going above and beyond after a woman learned her son was in a coma.

Peggy Uhle

## Southwest Airlines Goes Above and Beyond to Help Passenger

A "recent" heartwarming viral story offered as a counterpoint to prominent news reports about some high-profile negative airline incidents is actually two years old.

By David Mikkelson

8 May 2017





# THE PLAYBOOK

**01** What Is Culture

**02** What Makes A Great Culture

**03** Power of Capacity Building

**04** The Future Workplace

**05** Closing Thoughts

01

# WHAT IS CULTURE?



# CUL-TURE\ 'KƏL-CHƏR\:

1 Your company's operating system.

2 How your people make decisions when you are not in the room.

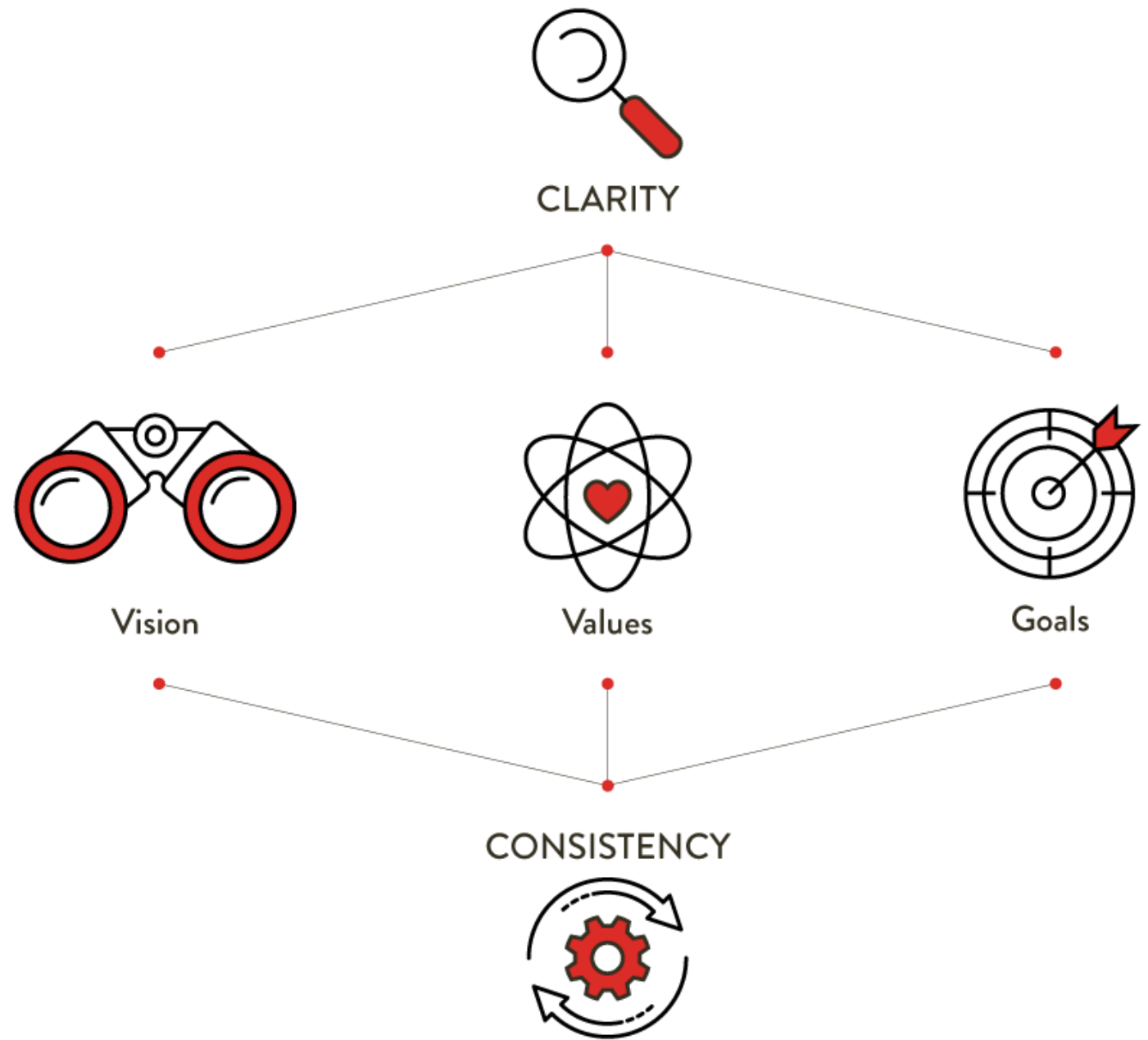


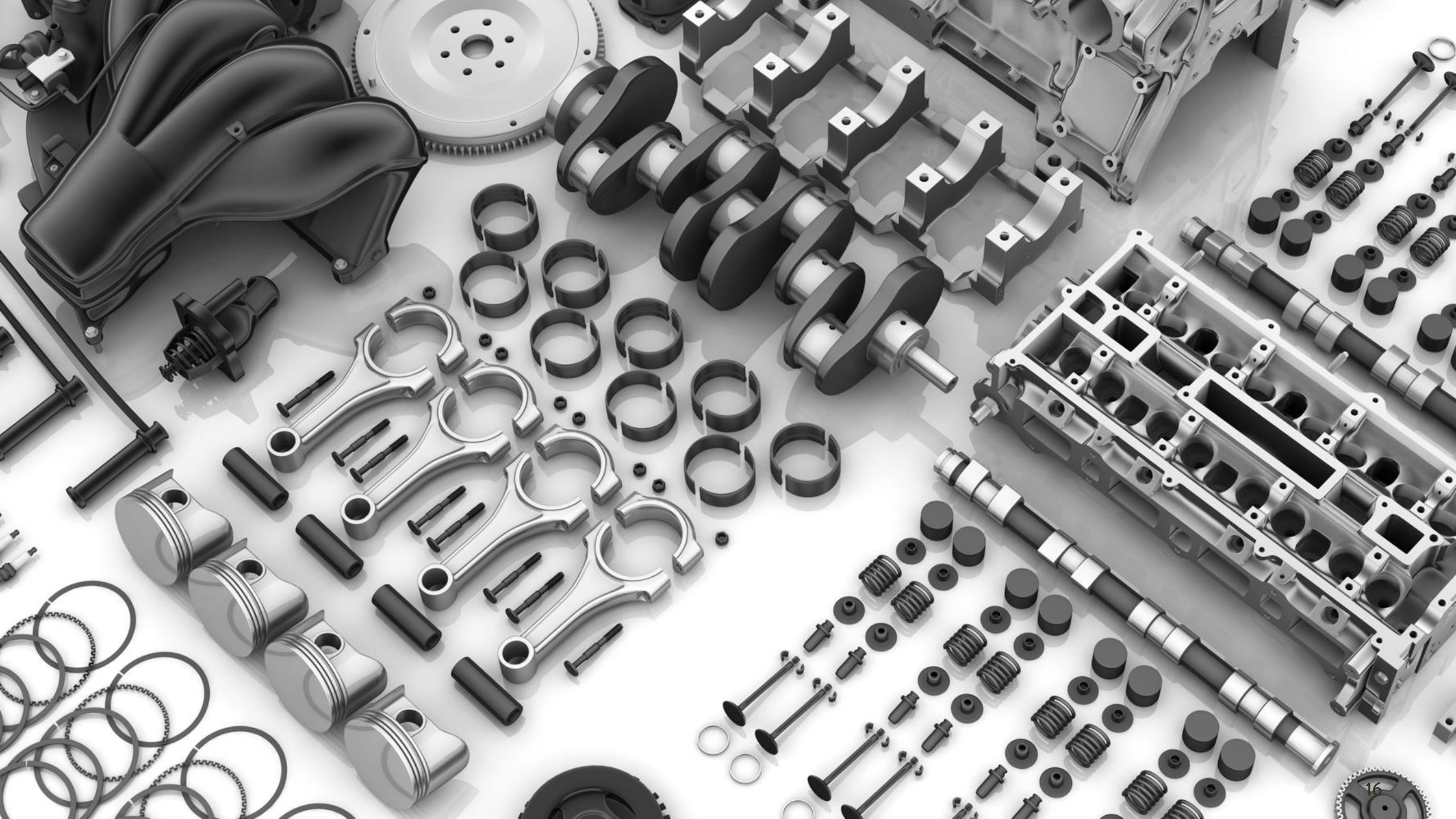
02

# WHAT MAKES A GREAT CULTURE



# Five Qualities of a Great Culture AKA “MIGHTY FIVE”











I WAS MET WITH ...

“What are you smoking?”

“There is no f\*#\$ing way!”

“We will never hit \$20M without acquisitions!”

– My #2 at AP

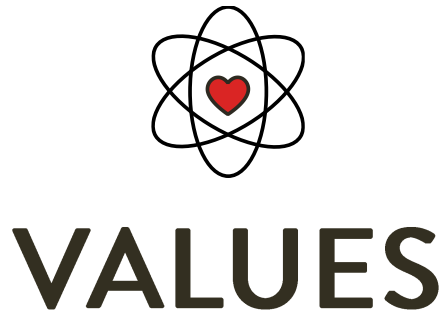






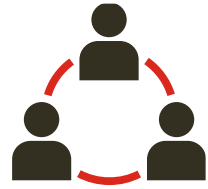






## OWN IT

We step up to the opportunities in front of us, bet on our own abilities and rise to the occasion.



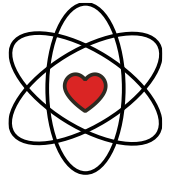
## EMBRACE RELATIONSHIPS

Relationships advance our personal and professional lives, contributing greatly to our successes.



## EXCEL & IMPROVE

We believe that excellence and continuous improvement are inextricably intertwined.



# How

WE USE THEM

Hiring

Transitioning

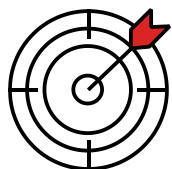
Promoting

Awards &  
Recognition

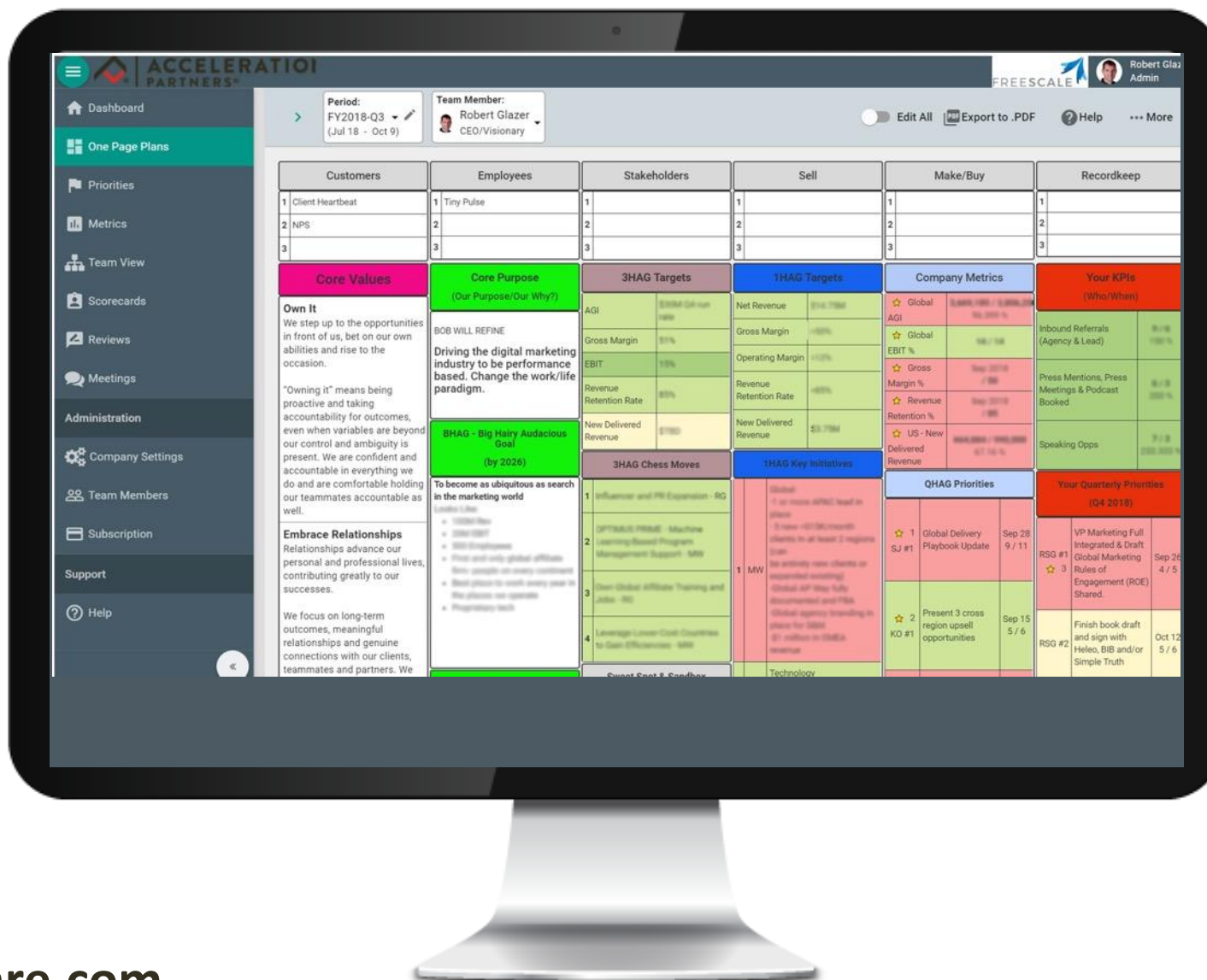
Behaviors

Decision  
Making



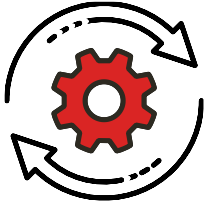


# GOALS



www.metronomesoftware.com





# CONSISTENCY

Company Calls

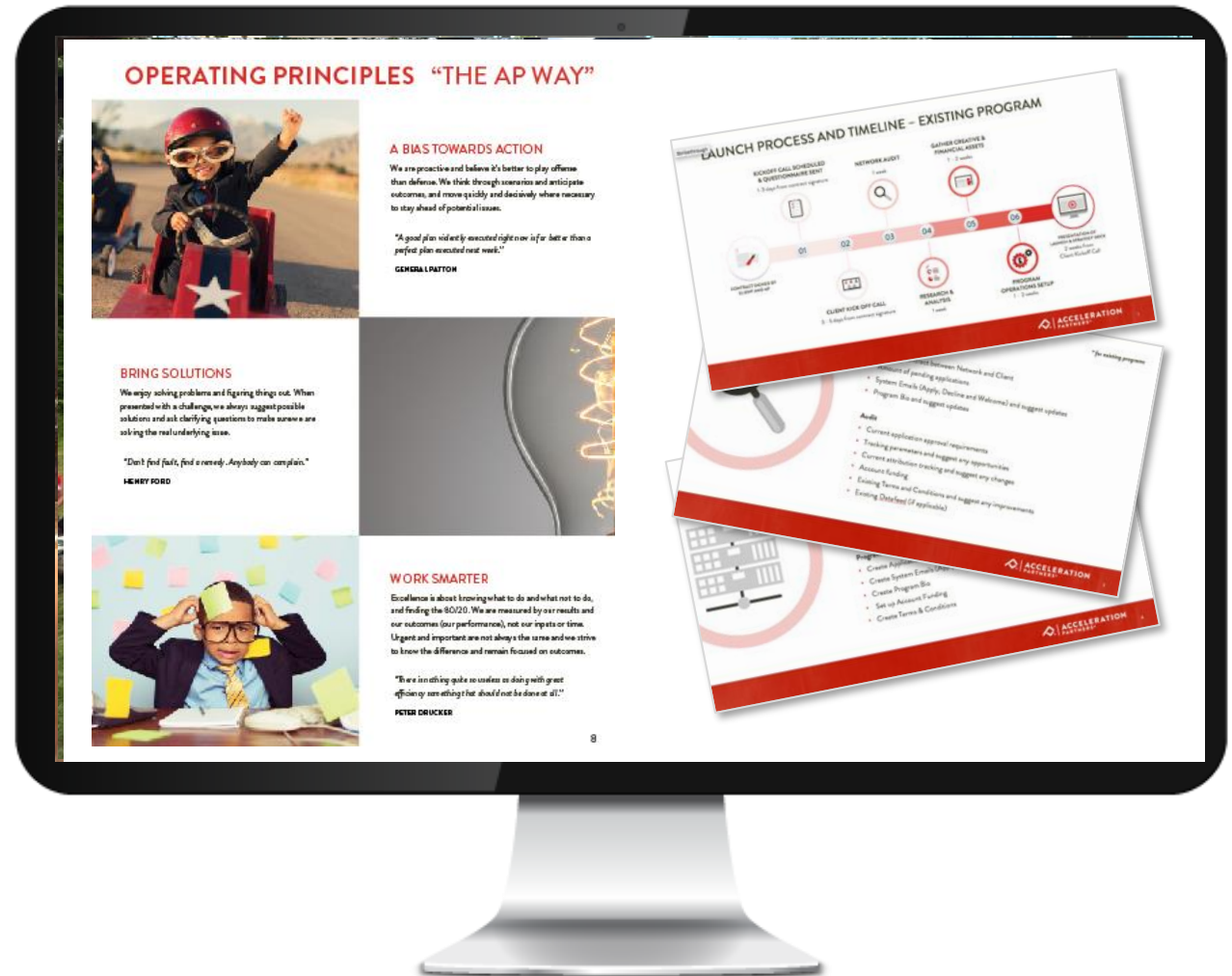
Hub Meetings

AP Summit

Feedback

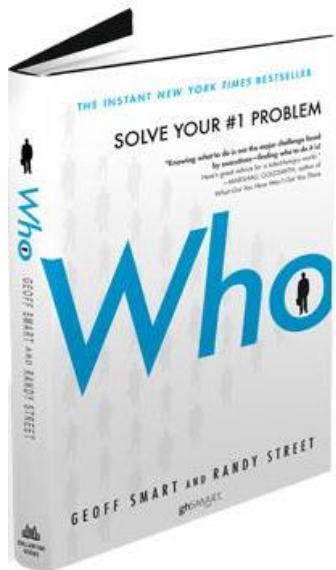
Alignment System

Core Processes





# Consistent HIRING PROCESS



**THE ROLE:**

Acceleration Partners seeks an experienced Affiliate Marketing Manager to autonomously manage large projects in our affiliate marketing practice, serving as key client facing liaison. This person will be responsible for leading the client relationship as well as all client deliverables, account strategy and execution.

**TOP 5 JOB RESPONSIBILITIES:**

- 1. CLIENT SERVICE AND COMMUNICATION** - Serve as a regular point of contact for clients' strategic and account questions, lead weekly client calls, send account reporting and manage resulting follow-up questions and communications. Manage challenging client situations with guidance from Associate Director. Provide superior client service, develop and nurture excellent client relationships. Maintain very high client satisfaction and retention rates with a Net Promoter score of 8+.
- 2. ACCOUNT STRATEGY** - Oversee successful client programs by developing effective strategies and tactical plans for achieving client goals. Proactively offering new and innovation ideas to the overall program strategy.
- 3. STRATEGY EXECUTION** - Execute effective affiliate recruitment, activation and optimization strategies that align with the goals of the client. Perform general account management and monitor for fraud and affiliate compliance.
- 4. REPORTING AND ANALYSIS** - Provide clients with regular reporting, analyze data to find opportunities and identify issues. Develop strategic program plans and present resulting data-driven insights and recommendations to clients.
- 5. NEW OPPORTUNITIES** - Acts on relevant publisher development opportunities presented by publisher development team to approve and activate new publisher opportunities in client programs. Able to think outside of the box to present new and interesting opportunities to clients.

**WHAT SUCCESS LOOKS LIKE:**

Define & Agree On Outcomes

**greenhouse Interview kit**

**Top Job Responsibilities**

- 1. Client Service and Communication** - Serve as a regular point of contact for clients' strategic and account questions, lead weekly client calls, send account reporting and manage resulting follow-up questions and communications. Manage challenging client situations with guidance from Associate Director. Provide superior client service, develop and nurture excellent client relationships. Maintain very high client satisfaction and retention rates with a Net Promoter score of 8+.
- 2. Account Strategy** - Oversee successful client programs by developing effective strategies and tactical plans for achieving client goals. Proactively offering new and innovation ideas to the overall program strategy.
- 3. Strategy Execution** - Execute effective affiliate recruitment, activation and optimization strategies. Act on relevant publisher development opportunities presented by publisher development team, and approve and activate new publisher opportunities in client programs.

Screen For Values

**Interview Plan**

Configure the stages, milestones and interviews for this job. [View: Stages | Milestones](#)

**Stages** **Alert Settings** **Interviews**

Application Review - HR	<b>Application Review - HR</b>	<a href="#">Edit Interview Kit</a>
	+ Interview	
Preliminary Phone Screen	<b>Preliminary Screening Call - HR</b>	<a href="#">Edit Interview Kit</a>
	+ Interview	
Take Home Homework	<b>Take Home Homework</b>	<a href="#">Edit Take Home Test</a>

Test For Aptitude

**Self & Manager Assessment**

Employee Questions	Manager Questions
1. How well does [Company] recognize my value?	If [Name] got a job offer elsewhere, I would...
2. What would have the greatest impact on my ability to do my job?	How engaged is [Name] at work?
3. What are some things I do well?	What are some things [Name] does well?
4. How could I improve?	How could [Name] improve?
5. How often did I exhibit the AP Core Values?	How often did [Name] exhibit the AP Core Values?
6. How would I rate myself on delivering the expected outcomes of my top 5 job responsibilities?	How did [Name] do on delivering the expected outcomes of their top 5 job responsibilities?
7. Are you happy, present, and engaged?	Did [Name] complete all of their quarterly rocks? If not, is there anything to discuss?

Standardize & Control Process

Not me!





# CLARITY

Core Values

Check-Ins

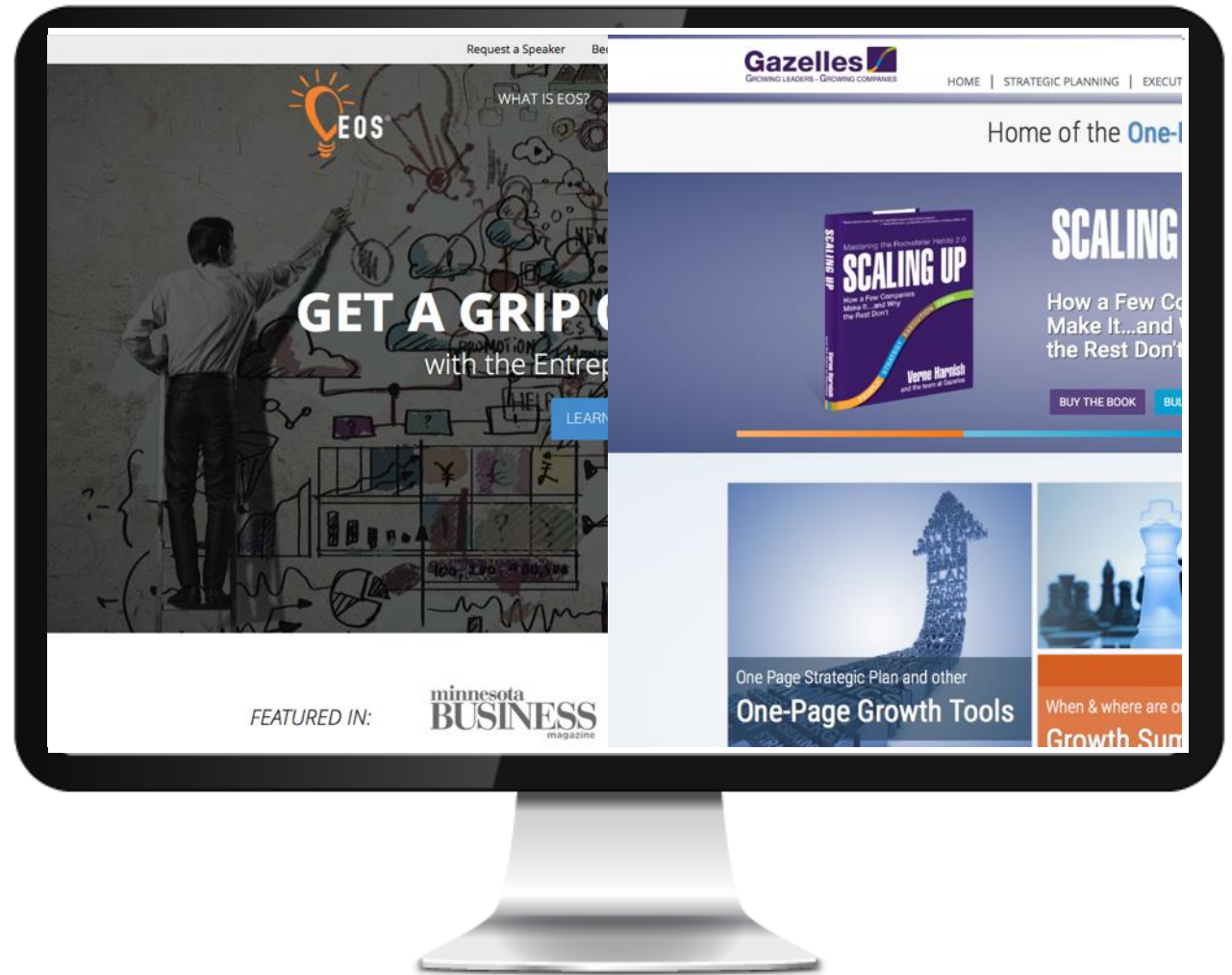
Open Book

All Company Dashboard

Vivid Vision

Seven Times

Alignment System







Core Value Fit



Know The Goals But  
Can't Hit Them



Not On Same Page



## Three Truths Of Employees

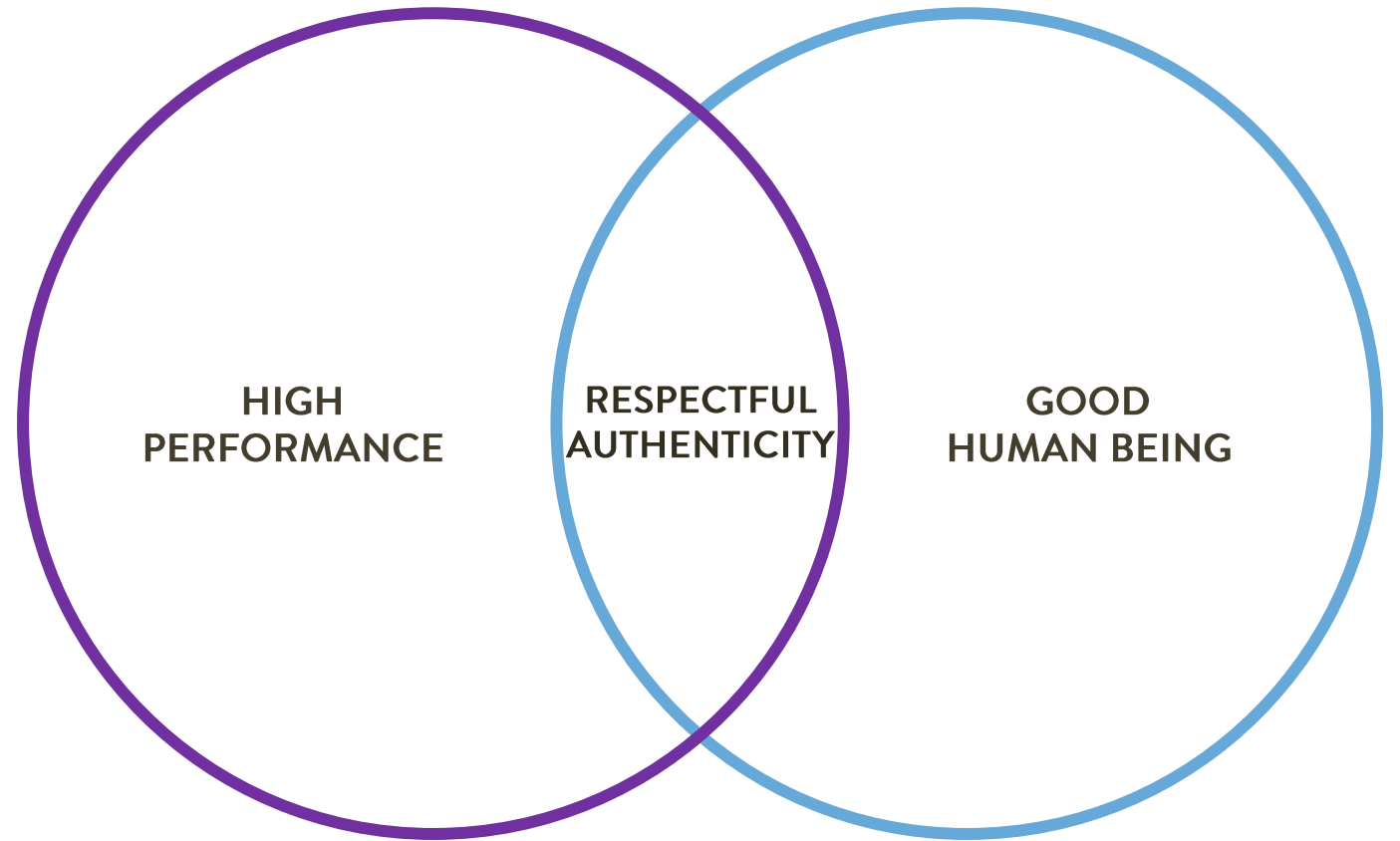
1. People want to be treated with respect and dignity.
2. People want to know and can handle the truth.
3. Managers own the job of great teams.

Evaluating  
**Leadership**

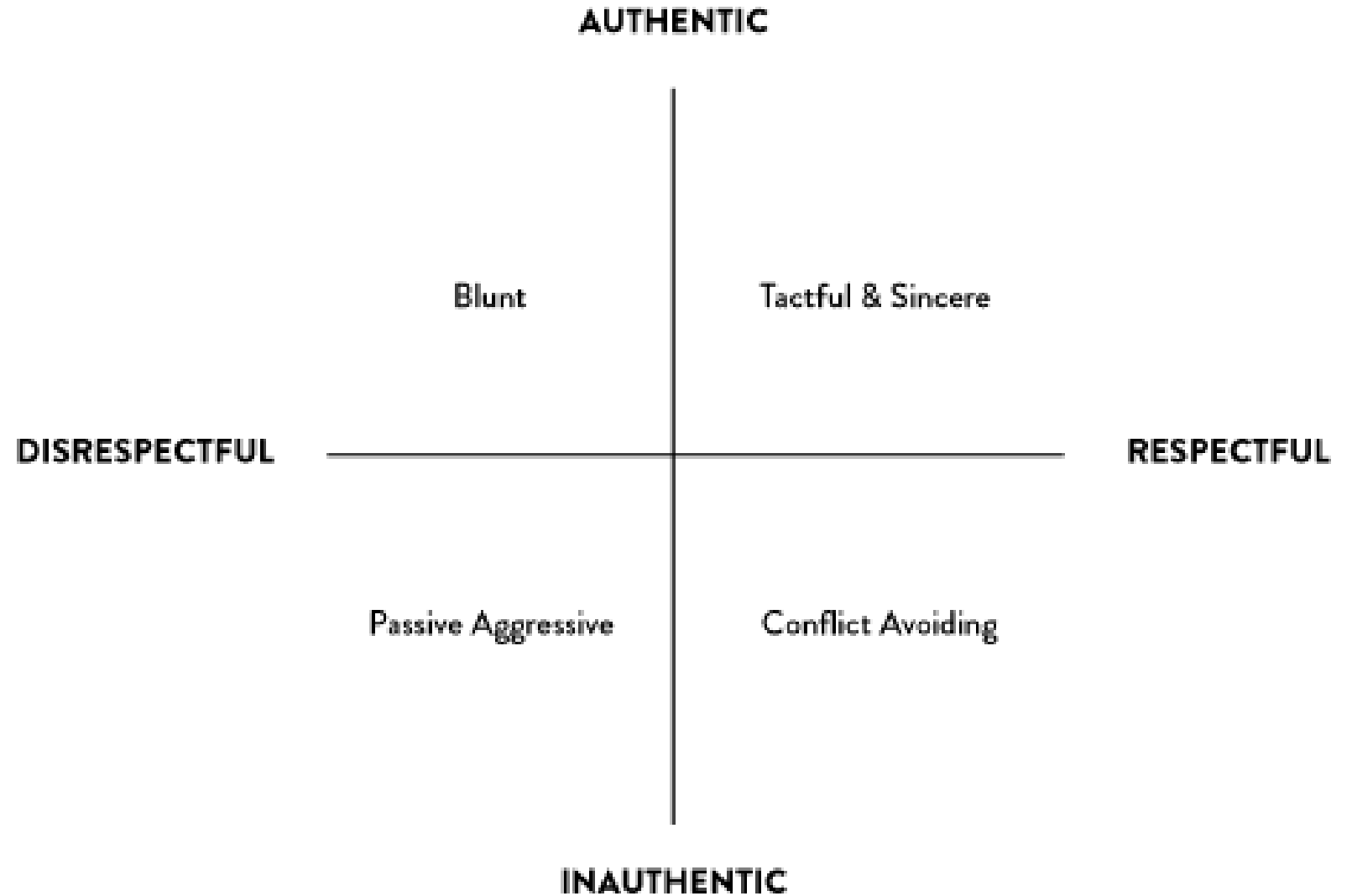




AP IS A CULTURE OF  
**Respectful  
Authenticity**



# CULTURE OF Feedback

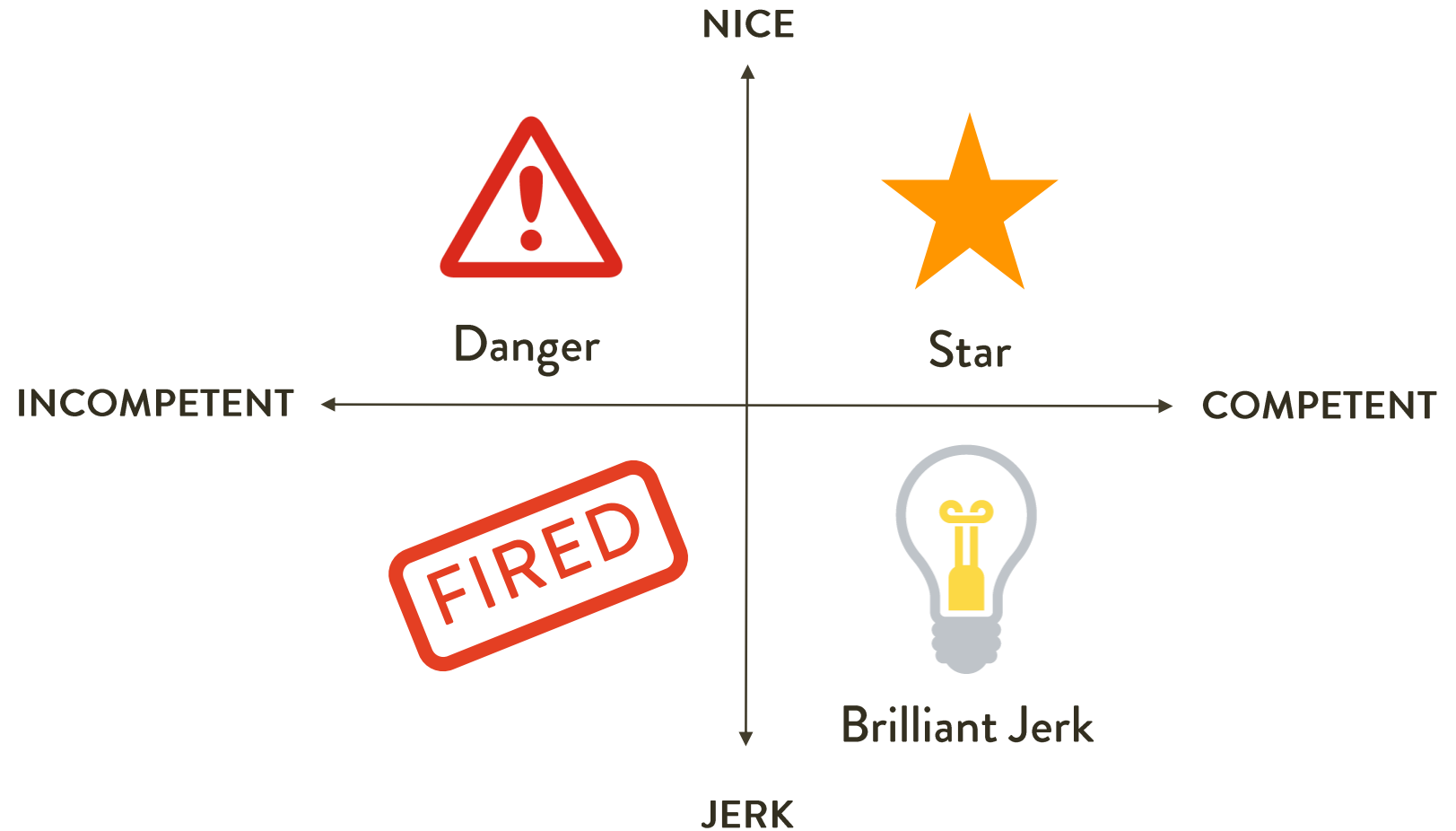


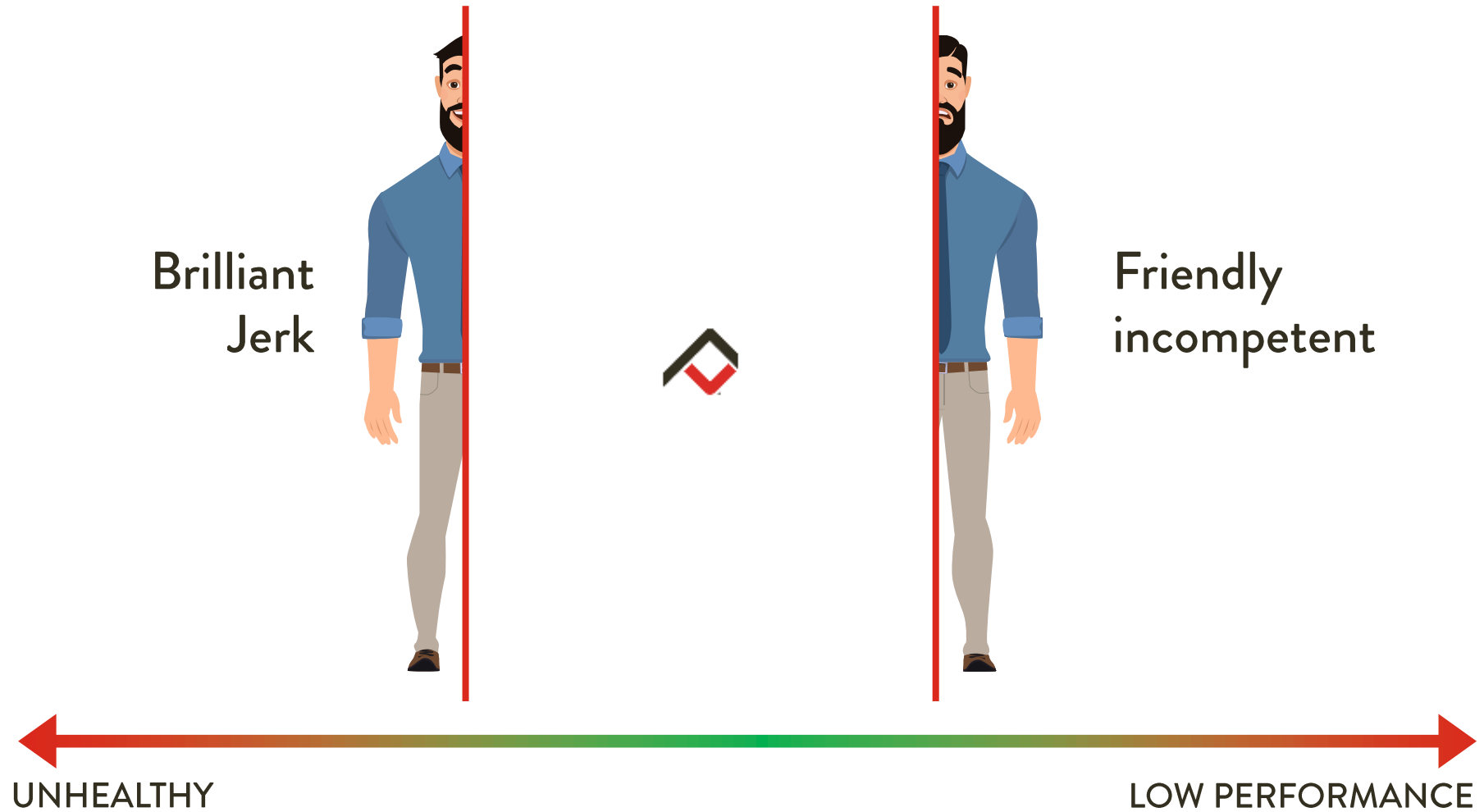
# High Performance vs Good Human Being





# NICE vs COMPETENT MATRIX





## TOLERANCE SPECTRUM

03

# POWER OF CAPACITY BUILDING



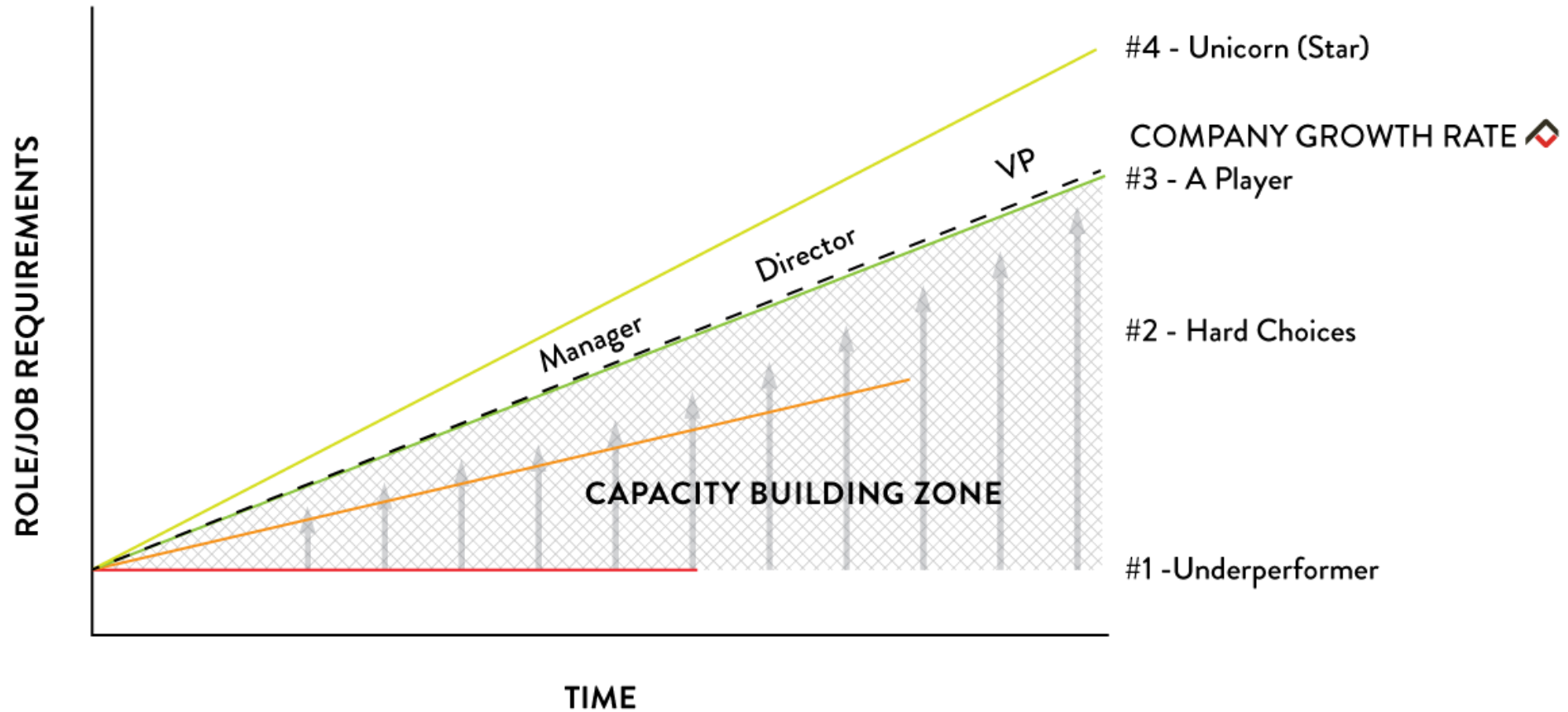
*EVERY TIME YOU **DOUBLE**  
YOUR BUSINESS, YOU  
BREAK **50%** OF YOUR  
PROCESSES, AND **50%** OF  
YOUR PEOPLE.*





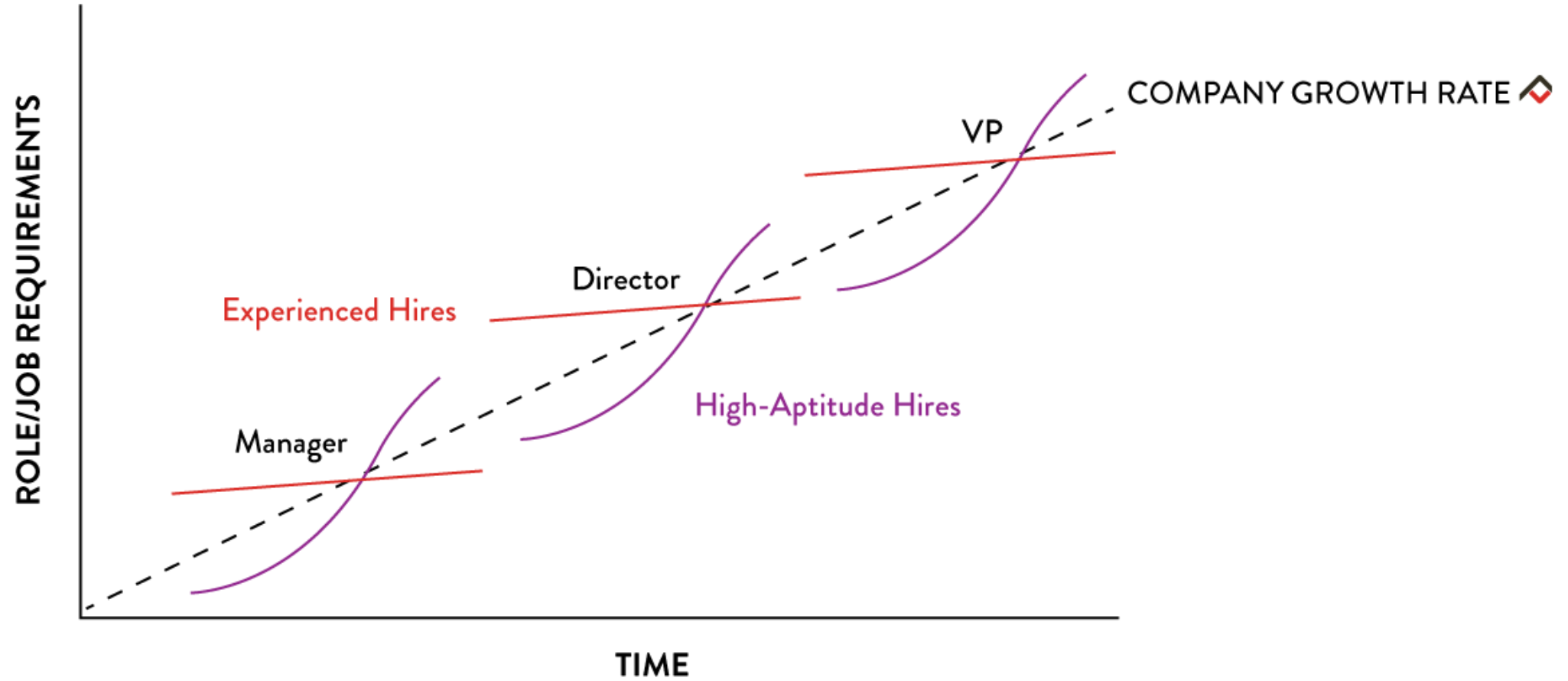


# Capacity VS Growth





# Capacity VS Growth



# CAPACITY BUILDING

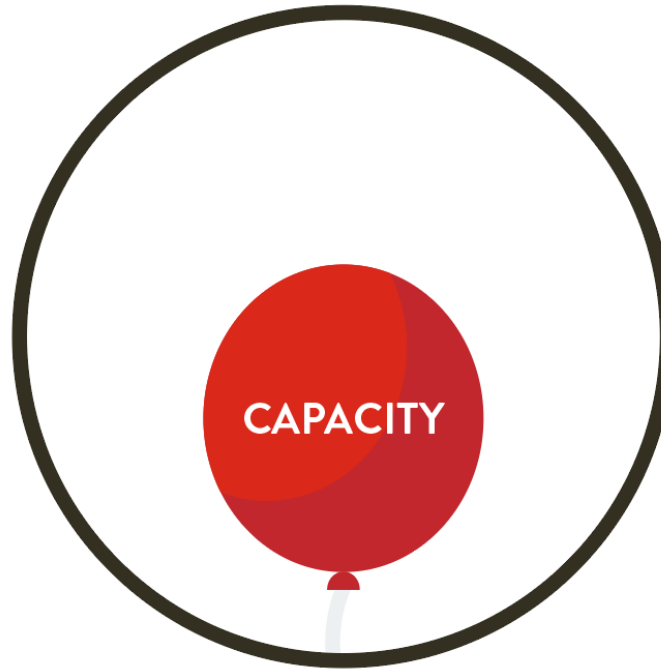
The method through which we seek, acquire and develop the ability required to perform at a higher level in pursuit of our full potential.

How you get better.

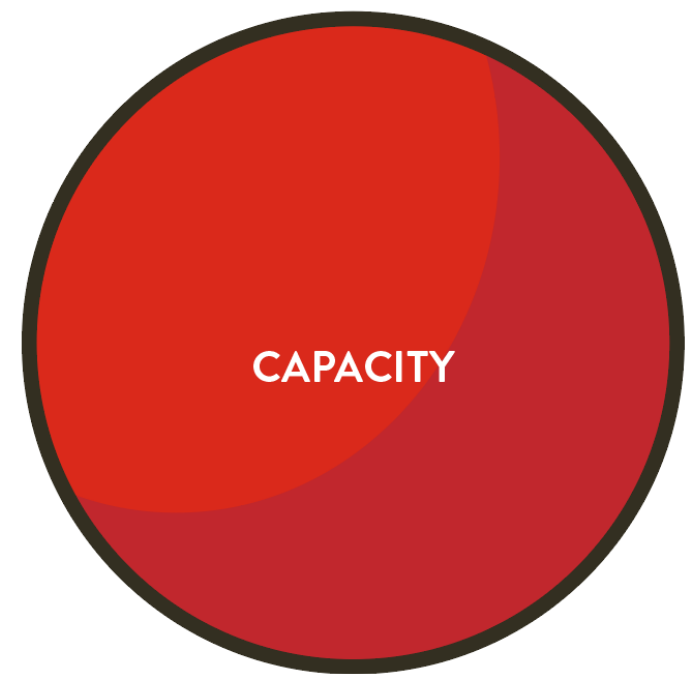


GROWING  
**Capacity**

NEEDS



NEEDS





## Spiritual Capacity

Core Values

Why

Strengths



## Emotional Capacity

Encourage Vulnerability

Comfort Zone

Ownership & Control

## Intellectual Capacity

Learning Culture

Feedback – Give and Get  
Routine and Habits



## Physical Capacity

Separation & Breaks

Work Smarter, Not Longer  
Encourage Wellness



04

# THE NEW WORKPLACE

# MAJOR DECISION FOR LEADERS

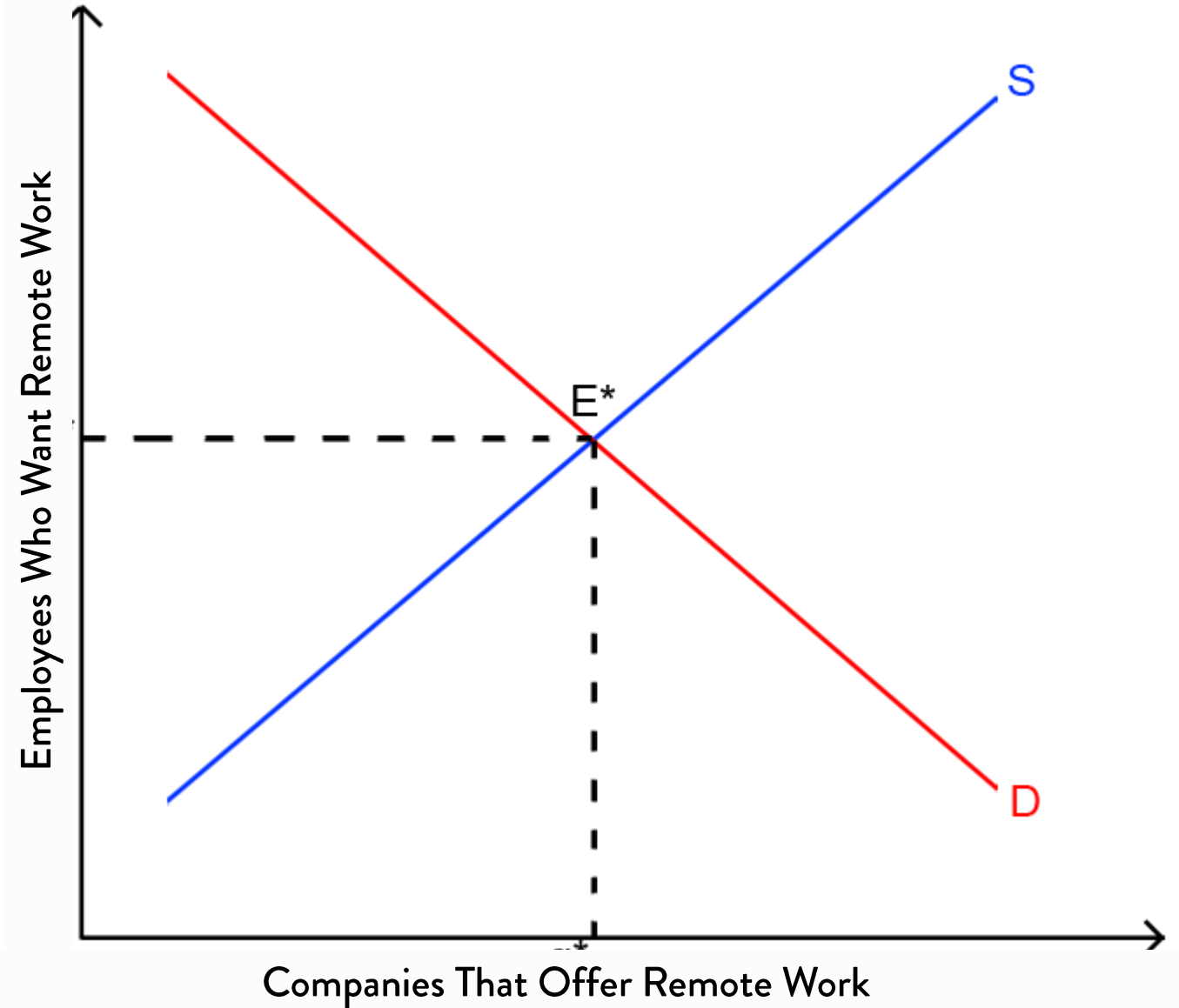




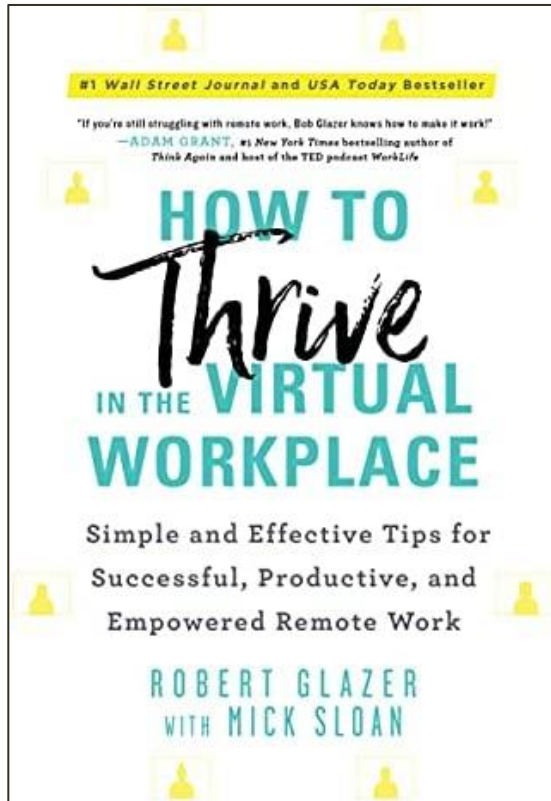
# CHANGING LANDSCAPE



SUPPLY AND  
DEMAND ARE  
UNDEFEATED



I SURVEYED  
**2,000 EMPLOYEES**  
WHO WORKED  
REMOTELY IN 2020



**52%** Worked fully in-office pre-pandemic

**68%** Want to continue working remotely either most or all of the time

**2%** Want to return to full-time, in-person work

# McKinsey & Company Employee Survey

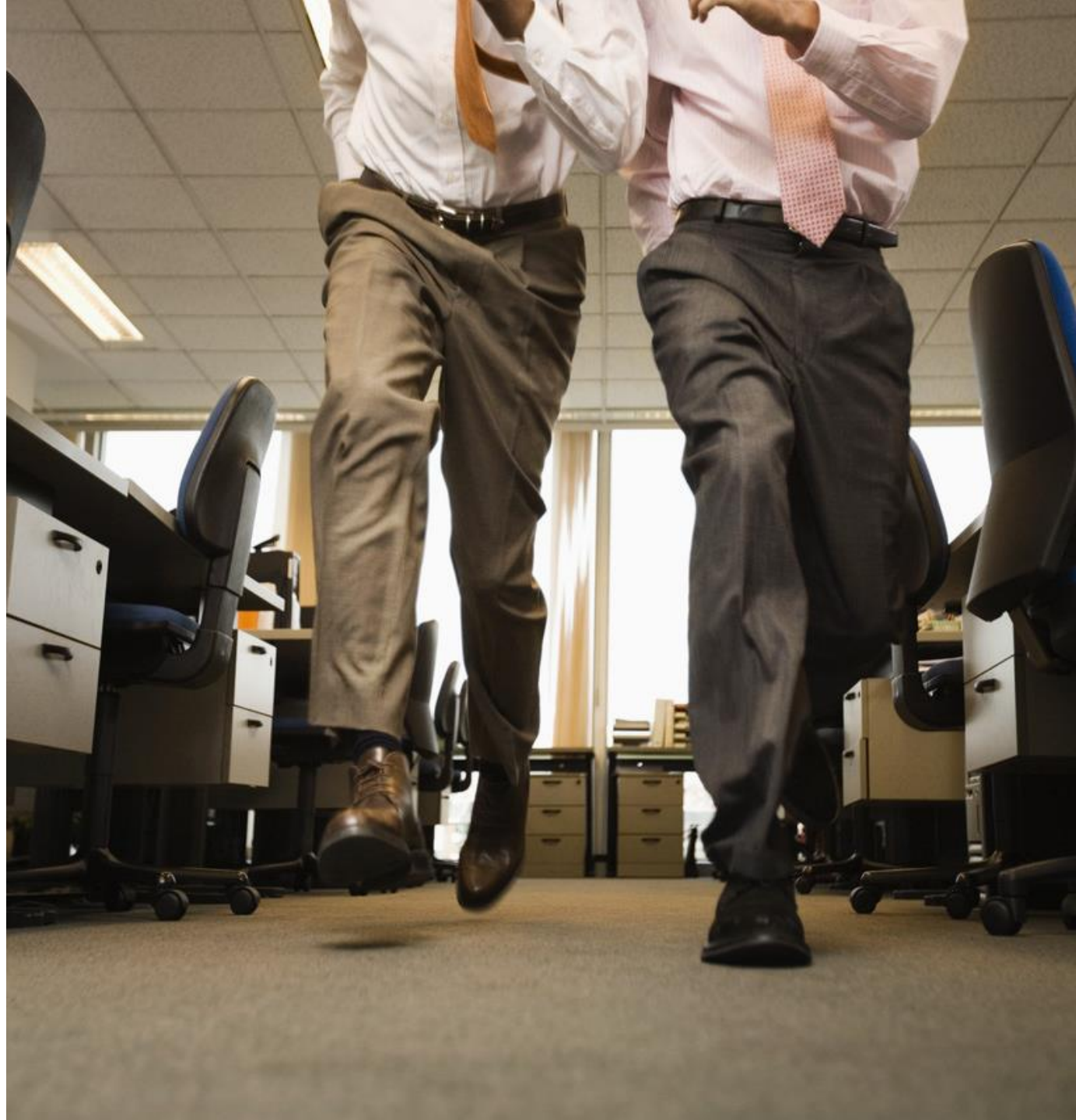
## TIME TO PICK A STRATEGY

**47%** of employees said lack of clear vision contributes to workplace anxiety

Employers without a clear vision are **3x more likely** to cause burnout among employees



BACK TO  
“NORMAL”



# DITCHING THE OFFICE





# HYBRID WORKPLACES



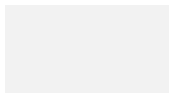
HYBRID NEEDS TO  
BE A STRATEGY

NOT THE ABSENCE  
OF ONE





# HYBRID WORKPLACES



Remote



In-Person

MON	TUES	WEDS	THURS	FRI
MON	TUES	WEDS	THURS	FRI
MON	TUES	WEDS	THURS	FRI
MON	TUES	WEDS	THURS	FRI

# WHAT EVERY REMOTE EMPLOYEE NEEDS

- Good Equipment – Monitor, Chair, Headset, Standing Desk
- Designated, Physically Separated Workspace
- Company Investment



# TIME AND ENERGY MANAGEMENT

- Clear Start and End to the Day
- Buffers Between Work and Home
- Energy Management – Do The Right Tasks at the Right Time
- Practice Self Care
- Minimize Distractions – From Tech and Home Life

## My Remote Work Schedule

8am – 9am	Email Review and Administrative Work
9am – 12pm	Focused Project Work
12pm – 1pm	Lunch and a Walk
1pm – 3pm	Client Meetings
3pm – 3:30pm	Clarity Break
3:30pm – 5pm	Focused Project Work

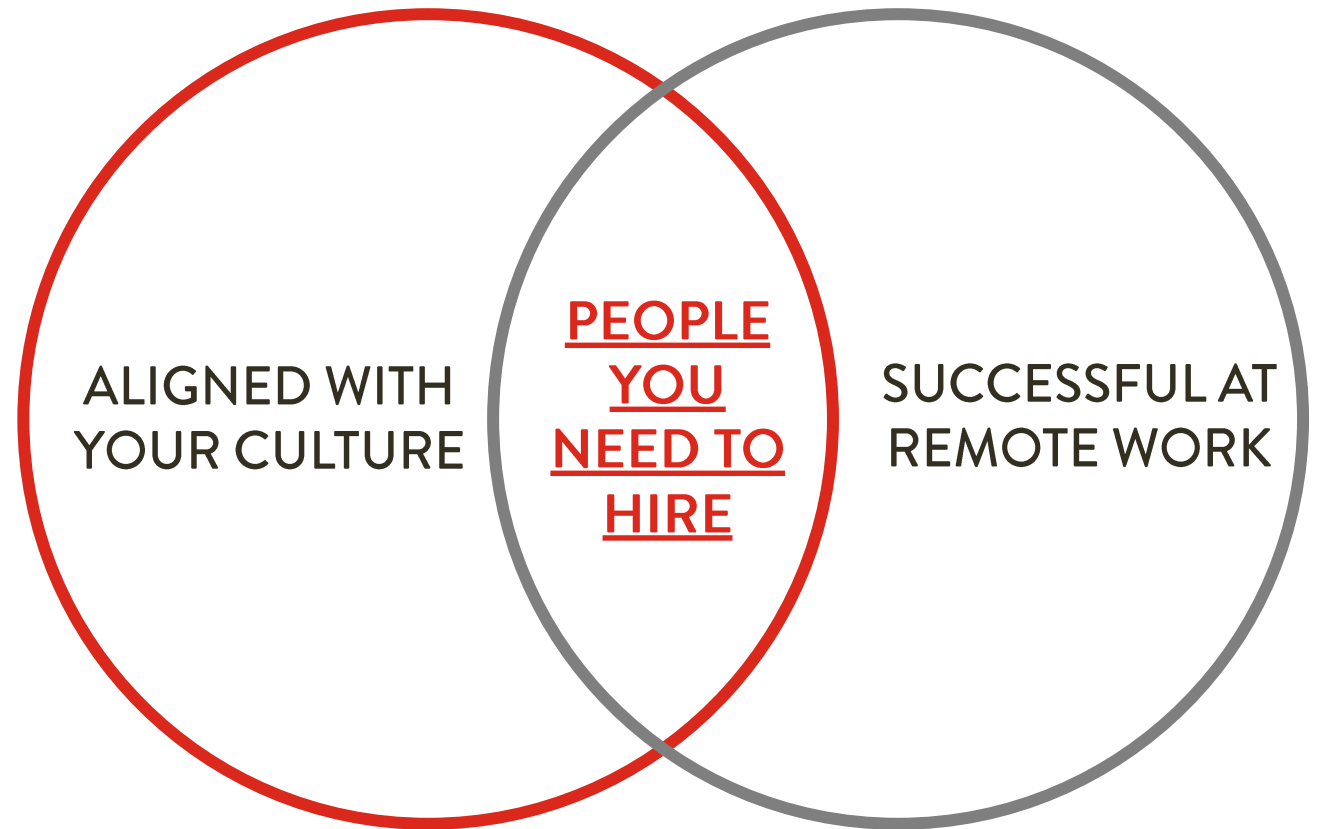


# BEST PRACTICES





# HIRE THE RIGHT PEOPLE



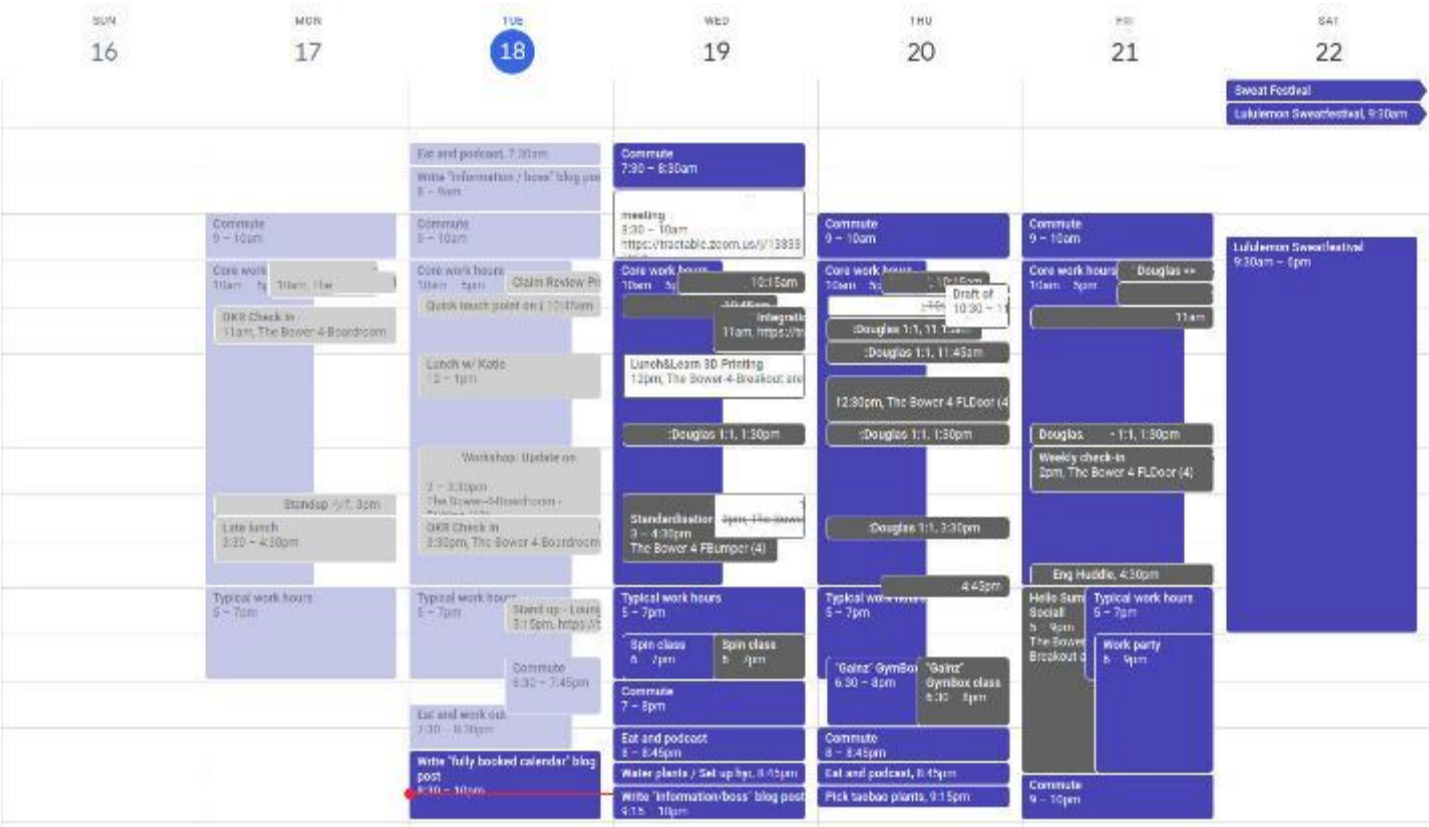
# QUESTIONS FOR REMOTE ROLE INTERVIEWS

Can you share a time when you struggled with a project because you weren't collaborating in person, and how you responded?

Can you share an example of a case where you communicated effectively with colleagues without the opportunity to speak to them in person?

What do you do to avoid feeling cooped up or isolated at home?

# COMPREHENSIVE ONBOARDING AND TRAINING



# ELIMINATE UNNECESSARY MEETINGS





CUT MEETINGS  
IN HALF



# ELIMINATE UPDATE MEETINGS



## AMERICAS CLIENT SERVICES WORKING HOURS

NOVEMBER 21, 2019

At AP, we are always focused on outputs versus inputs. Aligned with this, we encourage our teams to own their own schedules and to work according to schedules that work for you. As a client service business, we expect that account teams will work as a team and with their clients to ensure that schedule plans and expectations are clear, and that teams are structured to deliver on AP's Client Service standards, including client and publisher response times.

We encourage everyone to own their schedule, ensuring that your work is accomplished, AP's standards for internal and client communication are achieved, and your team is aware of your plans if it may impact them. Our client-facing utilization hours are based on the assumption of a 40 hour week, not including any specific break or lunch time - we encourage you to schedule your lunch and/or breaks in whatever way works for you. As in any business, there are times when weeks will have a heavier or lighter workload, and hours requirements will fluctuate accordingly. Please discuss with your manager if you have concerns about your workload or need coaching regarding balancing your schedule.

Some sample work schedules, which achieve a 40 hour standard, could look like the below.

**Example 1**  
(5 days a week)  
8 AM - 12 PM work  
12 PM - 1 PM lunch break  
1 PM - 5 PM work

**Example 2**  
(5 days a week)  
9 AM - 3 PM work  
3 PM - 3:30 PM break/walk  
3:30 PM - 5:30 PM work

**Example 3**  
Monday-Thursday  
8 AM - 12 PM work  
12 PM - 1 PM lunch/walk break  
1 PM - 6 PM work  
Friday  
8 AM - 12 PM work

A screenshot of a newsletter from 'Inc.' with the subject line 'I Tried Jeff Bezos's PowerPoint Replacement at My Company--and It Actually Worked'. The newsletter includes a sign-up form for a 'Today's Must Reads' newsletter, a 'PRODUCTIVITY' tag, and a quote: 'Getting your team literally on the same page increases meeting productivity, keeps everyone engaged and allows for meaningful dialogue.' It is attributed to Robert Glazer, Founder, Acceleration Partners, and author of 'Performance Partnership'. Social media icons for LinkedIn, Facebook, and Twitter are shown at the bottom.

~~MONOLOGUE~~ → DIALOGUE



# MANAGE OUTCOMES, NOT INPUTS

ACCELERATION PARTNERS<sup>®</sup> FREESCALE Robert Glazer Admin

Period: FY2018-Q3 (Jul 18 - Oct 9) Team Member: Robert Glazer CEO/Visionary

Dashboard One Page Plans Priorities Metrics Team View Scorecards Reviews Meetings Administration Company Settings Team Members Subscription Support Help

Customers	Employees	Stakeholders	Sell	Make/Buy	Record/keep
1 Client Heartbeat	1 Tiny Pulse	1	1	1	1
2 NPS	2	2	2	2	2
3	3	3	3	3	3
Core Values	Core Purpose (Our Purpose/Our Why?)	3HAG Targets	1HAG Targets	Company Metrics	Your KPIs (what matters)
<b>Own It</b> We step up to the opportunities in front of us, bet on our own abilities and rise to the occasion.  "Owning It" means being proactive and taking accountability for outcomes, even when variables are beyond our control and ambiguity is present. We are confident and accountable in everything we do and are comfortable holding our teammates accountable as well.	<b>808 WILL RE/PH2</b> Driving the digital marketing industry to be performance based. Change the work/life paradigm.	AGI Gross Margin 31% EBIT 100% Revenue Retention Rate 85% New Delivered Revenue 87500	Net Revenue 875,100 Gross Margin 31% Operating Margin 11% Revenue Retention Rate 85% New Delivered Revenue 87,100	Global 8,000,000 - 10,000,000 AGI 100,000,000 - 150,000,000 Global EBIT % 100 - 150 Gross Margin % 100 - 150 Revenue Retention % 100 - 150 US - New Delivered Revenue 100,000,000 - 150,000,000	Important Referrals (Agency & Lead) 10 - 15 Press Mentions, Press Meetings & Podcast Booked 10 - 15 Speaking Opps 10 - 15
<b>Embrace Relationships</b> Relationships advance our personal and professional lives, contributing greatly to our successes.  We focus on long term outcomes, meaningful relationships and genuine connections with our clients, teammates and partners. We	<b>3HAG - Big Hairy Audacious Goal (by 2025)</b> To become as ubiquitous as search in the marketing world Location List • 100% Africa • 100% Europe • 100% Asia • 100% North America • 100% South America • 100% Australia • 100% New Zealand • 100% Middle East • 100% Russia • 100% Brazil • 100% Mexico • 100% Canada • 100% USA	<b>3HAG Chess Moves</b> 1 Influence and PR Expansion - 80 2 Learning Based Program Management Support - 80 3 New Global Offices Training and Sales - 80 4 Leverage Lower Cost Countries to Gain Efficiency - 80	<b>1HAG Key Initiatives</b> Global 1. All major 3HAG lead in Africa 2. New 3HAG leads in Africa 3. New 3HAG leads in Africa 4. New 3HAG leads in Africa 5. New 3HAG leads in Africa 6. New 3HAG leads in Africa 7. New 3HAG leads in Africa 8. New 3HAG leads in Africa 9. New 3HAG leads in Africa 10. New 3HAG leads in Africa 11. New 3HAG leads in Africa 12. New 3HAG leads in Africa 13. New 3HAG leads in Africa 14. New 3HAG leads in Africa 15. New 3HAG leads in Africa 16. New 3HAG leads in Africa 17. New 3HAG leads in Africa 18. New 3HAG leads in Africa 19. New 3HAG leads in Africa 20. New 3HAG leads in Africa 21. New 3HAG leads in Africa 22. New 3HAG leads in Africa 23. New 3HAG leads in Africa 24. New 3HAG leads in Africa 25. New 3HAG leads in Africa 26. New 3HAG leads in Africa 27. New 3HAG leads in Africa 28. New 3HAG leads in Africa 29. New 3HAG leads in Africa 30. New 3HAG leads in Africa 31. New 3HAG leads in Africa 32. New 3HAG leads in Africa 33. New 3HAG leads in Africa 34. New 3HAG leads in Africa 35. New 3HAG leads in Africa 36. New 3HAG leads in Africa 37. New 3HAG leads in Africa 38. New 3HAG leads in Africa 39. New 3HAG leads in Africa 40. New 3HAG leads in Africa 41. New 3HAG leads in Africa 42. New 3HAG leads in Africa 43. New 3HAG leads in Africa 44. New 3HAG leads in Africa 45. New 3HAG leads in Africa 46. New 3HAG leads in Africa 47. New 3HAG leads in Africa 48. New 3HAG leads in Africa 49. New 3HAG leads in Africa 50. New 3HAG leads in Africa 51. New 3HAG leads in Africa 52. New 3HAG leads in Africa 53. New 3HAG leads in Africa 54. New 3HAG leads in Africa 55. New 3HAG leads in Africa 56. New 3HAG leads in Africa 57. New 3HAG leads in Africa 58. New 3HAG leads in Africa 59. New 3HAG leads in Africa 60. New 3HAG leads in Africa 61. New 3HAG leads in Africa 62. New 3HAG leads in Africa 63. New 3HAG leads in Africa 64. New 3HAG leads in Africa 65. New 3HAG leads in Africa 66. New 3HAG leads in Africa 67. New 3HAG leads in Africa 68. New 3HAG leads in Africa 69. New 3HAG leads in Africa 70. New 3HAG leads in Africa 71. New 3HAG leads in Africa 72. New 3HAG leads in Africa 73. New 3HAG leads in Africa 74. New 3HAG leads in Africa 75. New 3HAG leads in Africa 76. New 3HAG leads in Africa 77. New 3HAG leads in Africa 78. New 3HAG leads in Africa 79. New 3HAG leads in Africa 80. New 3HAG leads in Africa 81. New 3HAG leads in Africa 82. New 3HAG leads in Africa 83. New 3HAG leads in Africa 84. New 3HAG leads in Africa 85. New 3HAG leads in Africa 86. New 3HAG leads in Africa 87. New 3HAG leads in Africa 88. New 3HAG leads in Africa 89. New 3HAG leads in Africa 90. New 3HAG leads in Africa 91. New 3HAG leads in Africa 92. New 3HAG leads in Africa 93. New 3HAG leads in Africa 94. New 3HAG leads in Africa 95. New 3HAG leads in Africa 96. New 3HAG leads in Africa 97. New 3HAG leads in Africa 98. New 3HAG leads in Africa 99. New 3HAG leads in Africa 100. New 3HAG leads in Africa	<b>QHA5 Priorities</b> Global Delivery Playbook Update Sep 28 / 9 / 11 Present 3 major region level opportunities Sep 15 / 5 / 6	<b>Next Quarterly Priorities (Q4 2018)</b> v1 Marketing Full Integrated & Draft Global Marketing Rules of Engagement (ROE) Shared Sep 28 / 4 / 5 Finish book draft and sign with major, B2B and/or Simple Truth Oct 12 / 5 / 6

# DELEGATE MORE



Effective delegation is when something is done  
85 percent how you would have done it  
yourself, without you having to be involved.



# TRUST, BUT VERIFY



# AVAILABILITY AND ACCOUNTABILITY

Set Expectations When, Available





GET TOGETHER



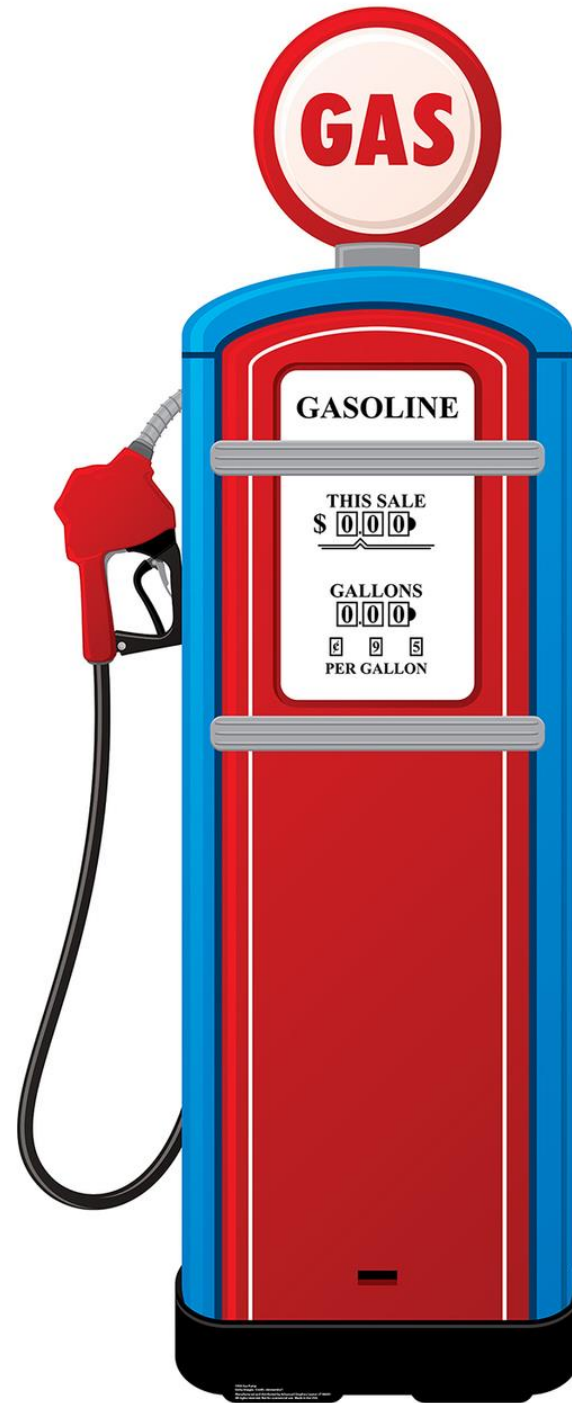
05

# CLOSING THOUGHTS

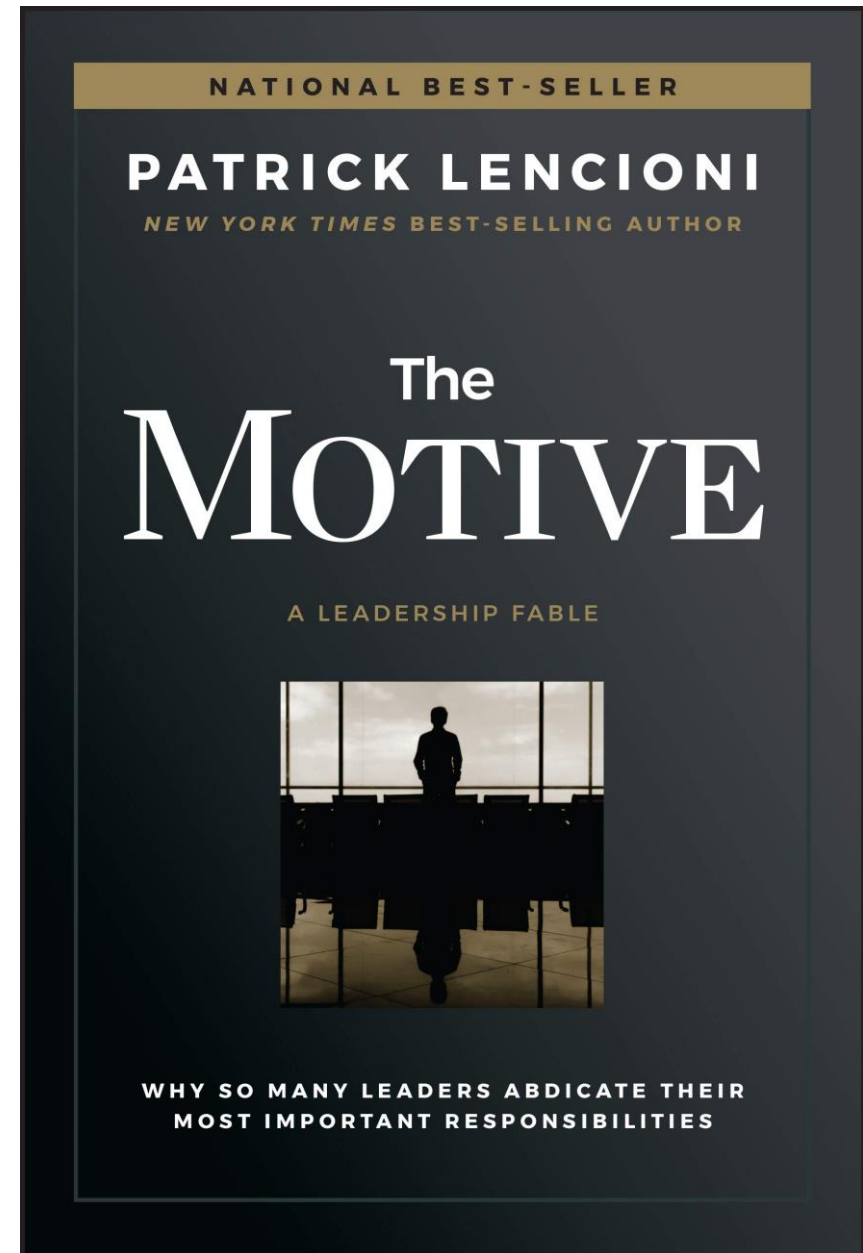


# YOUR JOB

## AS A LEADER



WHAT'S YOUR  
REAL  
MOTIVATION?









“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”

**-Sheryl Sandberg**





# IN SUMMARY

- 01 Pick a workplace strategy that suits your team and business, commit to it, and support it consistently.
- 02 Build a company culture that builds people.
- 03 Build a company you'd be proud for one of your kids to work at.

# ANY QUESTIONS?

## COURSE

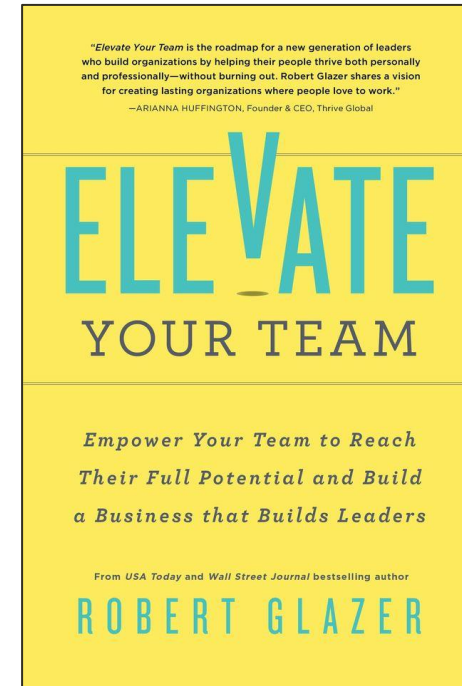


[robertglazer.com/courses](https://robertglazer.com/courses)

\$25 Off

Coupon Code: **quebec**

## BOOK



[robertglazer.com/eyt](https://robertglazer.com/eyt)

[robertglazer.com](https://robertglazer.com)



@robert\_glazer



robertglazer\_