

ADVERTISING SPECS

- All ad creatives must be site-served. SmartBrief can accept 3rd party clicktags and impression trackers (standard tags only).
- Animation is not supported by all email clients. When using animation, include branding and call-to-action on first frame.
- Javascript is not supported in email.

AD MATERIALS ARE DUE 3 FULL BUSINESS DAYS PRIOR TO THE SEND DATE.

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- **Creative Size:** 970 x 250
- **File Size:** 250k maximum
- **File Type:** GIF/JPEG/PNG
- **Click Through URL**
- **Animation:**
 - 15 seconds maximum
 - Animation is not supported by all email clients. Include sponsor branding and call-to-action on first frame.
- **Note:** Ad will display at 650x167 in desktop view and scale on mobile devices.
- **Note:** Creatives sized at 728x90 may also be accepted

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SmartBrief

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NEWS SECTION 1

Lessons from an unexpected CEO

John Murdock became a first-time CEO after his predecessor died, and he has tried to lead by example on collaboration and transparency. "Even though on any given day I have a million things to attend to, I make time to walk the floor, talk to people and generally let people know I'm available," he writes.

Full Story: [Chief Executive online \(2/13\)](#)

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Rethink the individual development plan

Instead of traditional individual development planning, try a collaborative approach that includes co-workers, customers and others who know the employee and are willing to support their growth, writes Julie Winkle Giulioni. "A collaborative development planning approach assumes that more minds will lead to higher-quality plans and greater growth," she writes. **Full Story:** [SmartBrief/Leadership \(2/13\)](#)

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NEWS SECTION 2

Empower employees to provide great customer service



Companies such as Zappos and Nordstrom set the bar high for customer service by empowering and training employees and creating a culture around stories, shared vocabulary and a sense of pride, writes Micah Solomon. "Employees are not, in other words, just interchangeable cogs, nor are they serfs to be exploited solely for their labor," he writes.

Full Story: [Forbes \(2/10\)](#)

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Provide constant feedback to help employees advance

Replacing annual reviews with a constant feedback loop can give employees the roadmap they need to improve their skills and advance in the organization, writes Chris Lema. He shares a rubric he developed for software engineers that outlines the specific skills they need to develop. **Full Story:** [Carey Nieuwhof \(2/12\)](#)

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