



**CONFIDENTIAL REFERENCE For Toby Donaldson
Dan Marsh - Campaign Director & former line manager**

What is your relationship with the candidate?

Line manager and fellow strategist

Can you verify the candidate's employment and job title?

Senior brand consultant at RY

Why did the candidate leave the job?

Improved salary and benefits that we weren't able to match, as well as advancement opportunity (I believe)

Can you describe the candidate's job responsibilities?

Acted as designated consultant on a wide variety of accounts/projects providing strategy input to clients briefs including repositioning, architecture, identity, brand strategy and communications

What was the candidate's most significant accomplishment while working for your company?

Had a huge impact on a long-term retained marquee client, enabling the account team to cut-out reliance on freelance strategy support because of Toby's excellent direction and client relationship

Did you evaluate the candidate's performance? What did you note as needing improvement during performance reviews?

Yes - there were rarely any significant notes of improvement



Did the candidate ever supervise other employees? How effectively?

Yes - he line managed a researcher, overseeing his promotion to brand analyst; all feedback I received was that Toby was attentive, supportive and nurturing

What are the candidate's biggest strengths?

He is a very deep and adept thinker; his innate curiosity and broad frames of reference (only strategist I can recall who regularly, and relevantly, referenced Greek mythology) meant he always immersed himself in client briefs and worked hard to reframe problems and discover really strong insights to inform solutions.

Would you rehire the candidate if the opportunity arose?

Absolutely

What type of environment do you think the candidate would thrive in (describe culture, team, management, autonomy)?

Toby is a very warm person who was incredibly popular at RY. He was at his best in teams that fostered close collaboration and encouraged openness/autonomy - he feeds off others enthusiasm, and gives it back as well.

Any other comments

Toby is a true strategist's strategist (or planner's planner - delete as applicable). You can tell he really appreciates being able to do a job that satisfies his curiosity and expression of ideas; and isn't the type to necessarily 'switch off' when the clock strikes 6. When he's inspired, you really can see glimpses of magic and inspiration that are gold dust to creative agencies. He's also one of the genuinely nicest people you could wish to meet.