General

1. What is Compass?
   • Compass is an award-winning, confidential feedback and talent development system. It uses an assessment tool to identify development opportunities for managers and then provides personalized coaching via email to help drive development in leadership effectiveness.

2. What makes Compass different?
   • Compass works for all leaders at all levels; this product is not reserved for only a select few at the top of organizations.
   • Unlike most upward-feedback reviews or 360-degree assessments, the Compass process does not end with a feedback report. Instead, Compass uses this feedback to target coaching needs, and then delivers personalized coaching via email to address those needs.
   • Compass is fast and easy for organizations to use. There is no software to install. There is no integration required. There is no training needed for administrators or users. You can immediately take steps towards becoming a feedback-rich culture with a simple sign-up and implementation.
   • Compass is fast and easy for individuals. Assessments are never longer than 13 items, and can be completed in five minutes or less per assessment.
   • Compass is immediate. There is no waiting to get reports. As soon as the period for providing feedback closes, reports are distributed.

3. What is the personalized coaching?
   • Following each assessment, Compass provides Coach, a personalized multimedia service that delivers program of expert weekly coaching, based on the individual’s feedback delivered through email. The coaching focuses on the one survey item for which the recipient received the lowest score.
   • The coaching combines behavioral economics, adult learning theory and the psychology of coaching to make the coaching content as impactful as possible. (For specific improvement results, see the “Coach” section at the end of this report)

4. Who can provide feedback via the leadership assessment?
   • Direct reports are automatically invited to provide confidential and anonymous feedback to their managers. Indirect reports or other associates can also provide feedback when appropriate. member within 5-7 business days.
5. Who can receive feedback?
   • Only managers receive feedback from The Compass Leadership Assessment.

6. Who can receive coaching?
   • Anyone who receives a feedback report from The Compass Leadership Assessment receives personalized coaching.

7. Is receiving feedback through Compass mandatory for managers?
   • Yes. Compass will automatically collect feedback for all managers. At least 3 people must provide feedback in order for the manager to receive a feedback report.

8. Is providing feedback through Compass mandatory for all employees?
   • No. However, we strongly encourage every employee to participate. This is a direct opportunity for employees to improve their own work experiences by helping their leaders improve through confidential and anonymous feedback.

9. When I’m completing an assessment, what if I don’t feel like I can answer a particular question?
   • On each question, you will be provided the option to answer "NA" (not applicable) if you feel you don’t have sufficient information or experience with your manager to evaluate a particular leadership attribute.

Leadership Assessment

1. What is The Compass Leadership Assessment?
   • The Compass Leadership Assessment is a quick 13-question assessment tool completed by teams about their managers. It measures how the leader is being perceived by the team on 13 specific leadership behaviors that can be coached and improved. Once a team’s feedback is collected, it is aggregated into a report delivered to the manager.

2. Do team members provide the feedback anonymously?
   • Yes, feedback submissions are anonymous. To further ensure anonymity, a manager will not receive a report if fewer than three assessments are completed.

3. What if a manager receives fewer than 3 completed assessments?
   • Rather than receiving a report based on external feedback, managers who receive fewer than 3 completed assessments will be offered the opportunity to complete a self-assessment, and will receive coaching based on that self-generated feedback.

4. Is a manager’s feedback report confidential?
   • Yes. The manager is the only recipient of his/her specific report.

5. Will HR get any insight into these reports?
   • No. The individual feedback reports will not be shared with anyone other than the feedback recipient. However, HR will receive multiple, ongoing aggregated organizational reports that can help them identify cultural trends, understand how managers are engaging with the coaching, and identify the impact of Compass (aggregated score improvements).

   • HR/Compass Administrator(s) will receive via email an Impact Report upon completion of the second Leadership Assessment. The report will provide insight into how Compass is affecting your organization. The report also provides guidance on how best to contextualize the results, describes non-measurable impacts and offers some thoughts on the complexity of measuring development. In it, you’ll be able to review:
     • Changes in scores for the coached items
     • Changes in scores for the non-coached items (for context)
     • The percentage of people on teams that provided higher scores
6. Will team members get any insight into their manager’s report?
   • No, unless the manager chooses to share them. Managers are strongly encouraged to discuss the results with their teams. However, this is not required. Team members will know that, at a minimum, the manager is receiving coaching based on the feedback they provided.

7. Why are the individual feedback reports kept confidential?
   • As a developmental tool, Compass is designed to help, not to evaluate or judge. Reports are kept confidential because research has shown that this motivates people to provide more honest and valuable feedback, and makes feedback recipients significantly more open to development.

8. Does the Leadership Assessment get used once, or more than once?
   • The Compass Leadership Assessment can be administered up to four times a year, depending on your company’s preference. Each administration will incorporate new measures in order to keep the content fresh.

9. How do we know that the Leadership Assessment measures the right attributes of leadership?
   • Every question on The Compass Leadership Assessment can be traced back to leadership theories and constructs widely recognized by industry leaders, and is continuously validated through extensive field testing and statistical analysis.

10. Why is The Compass Leadership Assessment necessary?
    • The impact of effective or ineffective leadership on organizations cannot be overstated. 50-75% of employee departures are due to the direct manager rather than the organization itself, according to various Gallup polls, including the article Turning Around Employee Turnover, http://www.gallup.com/businessjournal/106912/turning-around-your-turnover-problem.aspx.

Feedback Reports

1. How are the feedback reports designed?
   • The feedback reports are designed to provide the feedback in a manner to maximize the likelihood of a positive experience. For example, low scores are not framed as deficiencies of the leader. Rather they are framed as reflecting the needs of others. This helps recipients buy-in to development efforts without feeling defensive.

2. What content is included in the feedback reports?
   • The Compass feedback reports begin by celebrating the positive feedback received. This also helps nurture a mindset for developmental buy-in.
   • The Compass feedback reports also include descriptions about what makes each item important enough to measure. This helps people understand the salience of the feedback and why the construct is worthy of attention.

3. What data is included in the feedback reports?
   • For each survey item, the feedback report provides the average score and the distribution of scores.

Coach

1. What is Coach?
   • Coach is a personalized multimedia service that delivers a program of expert weekly development guidance and advice via email.

2. Does coaching by email really work?
   • Yes. Compass has been run several times within ADP, and the email based coaching consistently produced an average score increase of 10% for the coached items, while the scores for the un-coached items remain unchanged.
3. **What if people don't read their emails?**
   - Compass uses a behavioral economics technique known as priming to reach even those people who don't read the coaching emails. By repeating a key word in the subject line of every email (like "recognition" “development,” or “inclusivity”), the coaching emails are at least capable of providing useful reminders, or “nudges.”

4. **How often do people actually read the coaching emails?**
   - Compass used an email tracking software called PoliteMail to track rates of readership. In total, 70% of the coaching emails sent were either skimmed or read.

5. **Why is the Coach program delivered weekly?**
   - The goal of Coach is to help people develop while they are fulfilling their tasks and responsibilities. It provides information in easily digestible amounts over time. This makes it easier to absorb the coaching, so that it is more likely to be retained. Specifically, the weekly scheduling of coach incorporates the understandings from behavioral economics of both cognitive load and the lag effect.

6. **Is the coaching similar to a “Tip Of The Week”?**
   - No. The coaching content follows an 8-week arc in which it moves through three distinct stages. The first stage is designed to create buy-in, helping the coaching recipient build the belief that the development efforts are worth it. The second stage is designed to internalize the commitment to develop by building empathy for the experiences of their teams and collaborators. Only after accomplishing these does the coaching begin to offer specific behavioral suggestions. The coaching design is based on the belief that without buy-in and empathy, improvement suggestions (such as a tip-of-the-week) are unlikely to penetrate the psyche and lead to meaningful behavior change.

7. **Who receives Coach?**
   - Anyone who receives a report from The Compass Leadership Assessment will receive Coach.

8. **Do people have to sign up for Coach to begin receiving it?**
   - No. People will be automatically enrolled to receive coaching in the development subject for which they received the lowest score on their assessment.

9. **Can people change the development subject that they receive from the Coach?**
   - Yes. They can change their development subject at any time. When they make the change, they receive the full coaching program for that subject, starting from the beginning.

10. **Can people opt out of receiving Coach?**
    - Yes. Each week recipients are given the opportunity to unsubscribe from Coach.

11. **How can I know that Coach is offering the right guidance and advice?**
    - Like the assessment tools, Coach is grounded in decades of current behavioral science and I/O psychology research.

12. **Why is Coach necessary?**
    - Hundreds of social science experiments have demonstrated that education alone is far less effective for driving behavioral change than is education combined with an action plan. Providing Coach along with the feedback reports from the assessments substantially increases the likelihood of meaningful change.