

# Frequently Asked Questions (FAQs)

## General

### 1. What is Compass?

- Compass is an award-winning, confidential feedback and talent development system. It uses assessment tools to identify development opportunities for managers and collaborators, and then provides personalized coaching via email to help drive development in both leadership and collaboration effectiveness.

### 2. What makes Compass different?

- Compass works for all talent at all levels, across all their relationships; 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. There is no software to install. There is no implementation phase. There are no accounts to create. There is no training needed for administrators or users. You can begin the same day you decide to use it, and immediately take steps towards becoming a feedback-rich culture.
- 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 are the different assessment tools?

- Compass provides both The Leadership Assessment and The Collaboration Assessment. More assessment tools, measuring team dynamics and self-awareness, are currently in development.

### 4. Do the Leadership and Collaboration assessments run at the same time?

- No. The Compass Leadership Assessment and The Compass Collaboration Assessment are separate initiatives that occur at different times of the year.

### 5. 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)

### 6. Who can provide feedback via the different assessments?

- Everyone in the company can provide feedback via both The Compass Leadership Assessment and The Compass Collaboration Assessment.

### 7. Who can receive feedback?

- Only managers receive feedback from The Compass Leadership Assessment. Anyone in the company can receive feedback from The Compass Collaboration Assessment.

### 8. Who can receive coaching?

- Anyone who receives a feedback report from either The Compass Leadership Assessment or The Compass Collaboration Assessment can receive personalized coaching.

9. **Is receiving feedback through Compass mandatory for managers?**
  - Yes. All managers with three or more direct reports should participate in both the Leadership and Collaboration assessments.
10. **Is providing feedback through Compass mandatory for all employees?**
  - No. However, we strongly encourage every employee to participate. Everyone, including managers, needs a little help, and this is a direct opportunity for employees to improve their own work experiences by helping their leaders and colleagues improve.
11. **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 12-question assessment tool completed by teams about their managers. It measures how the leader is being perceived by the team on 12 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, identify the impact of Compass (aggregated score improvements), evaluate organizational results against benchmarks, and get valuable insight through social-network analysis.
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 recipients that receive feedback significantly more open to development.
8. **Does the Leadership Assessment get used once, or more than once?**
  - The Compass Leadership Assessment will be administered twice a year or more, depending on your company's preference.
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>.

## Collaboration Assessment

### 1. What is The Compass Collaboration Assessment?

- The Compass Collaboration Assessment is a short assessment tool completed by individuals for colleagues who are either members of their team or outside of their immediate teams. It provides these individuals with feedback on how they are being perceived as collaborators, thereby providing guidance on how they can develop into the best collaborators they can be. Once the feedback is collected, it is aggregated into a feedback report delivered to the individual.

### 2. How does someone select the colleagues that will provide feedback?

- The individual receiving feedback will nominate colleagues to provide that feedback. These colleagues are people who are either in the individual's immediate team, or who are in a different business unit, but have had an opportunity to collaborate with the individual over the last year.

### 3. How can we be sure that individuals are not simply selecting friends most likely to give them positive feedback?

- The names of the colleagues nominated by individuals will be shared with the managers of those individuals. This gives managers an opportunity to intervene if they feel a colleague is too biased.

### 4. Are colleagues who have been nominated to provide feedback obligated to do so?

- No. Once all the nominations are in across the entire company, people will get to decide whom they will provide feedback for. If someone decides to not provide feedback to someone else, that choice is also kept confidential.

### 5. Is the feedback provided anonymously?

- Yes, feedback submissions are anonymous. To further ensure anonymity, an individual will not receive a report if fewer than three assessments are provided. (If a person receives fewer than 3 completed assessments, they are provided the opportunity to complete a self-assessment, and receive coaching based on that self-generated feedback.)

### 6. Is an individual's feedback report confidential?

- Yes. The individual receiving feedback is the only recipient of a report.

### 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 recipients that receive feedback significantly more open to development.

### 8. Does the Collaboration Assessment get used once, or more than once?

- The Compass Collaboration Assessment will be administered at least once a year or more, depending on your company's preference.

### 9. How do we know that the Collaboration Assessment measures the right attributes of collaboration?

- Every question on The Compass Collaboration Assessment can be traced back to a validated or widely accepted I/O psychology study, and has been further validated through extensive field testing and statistical analysis.

### 10. Is the Collaboration Assessment available only to managers?

- No. Anyone in the company can use The Compass Collaboration Assessment to request feedback from colleagues and use that to develop collaborations skills.

### 11. Why is The Compass Collaboration Assessment necessary?

- Our ability to collaborate effectively with colleagues across the organization is now vitally important in the rapidly evolving business landscape, where organizations are becoming flatter, and matrix-reporting relationships are becoming more common.

## 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 or collaborator. 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, the distribution of scores, and benchmarks of how that score measures to the rest of the company and the organizational level.

# 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.

## 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 either The Compass Leadership Assessment or The Compass Collaboration 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 themselves, 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.