

Week 1 - Introduction

Creating a dynamic of trust and support between Coach and recipient.

- Acknowledge complexity of problem
- Acknowledge recipient's justified resistance
- Acknowledge recipient's strengths

Assessment Item:

"I am recognized for my contributions by my manager."

compass[®]

From: compass@adp.coach
To: myname@myemail.com

Week 1 – Recognition – Here's Why Coach Thinks You're Cool

This is your introductory email from the Compass Coach. Each email you receive will have a short summary like this at the top, explaining why its topics and perspectives are being introduced. We do this because psychological research shows that people are more likely to engage with content if they're first given an explanation for why it's relevant or useful.

Our focus is on providing sufficient recognition and appreciation to your team members. Most managers aren't surprised to learn that recognition is crucial for employee motivation. What does surprise is learning that people need to be recognized at least once a week to stay engaged. Our work together will focus on how to provide sufficient recognition for each individual, keeping it meaningful and sustaining performance standards and expectations.

It's worth noting that you are NOT receiving this coaching because of any shortcomings. The subject matter is NOT a deficiency of yours – it's a pronounced need of your team. You're receiving this coaching because your talent put you in your position as a leader, and every unique team has unique needs for their leader to meet.



Week 2 - Envisioning Success

Create a vision of success that demonstrates the value of recognition without creating feelings of defensiveness.

- Focus on a hypothetical team
- Focus on the evidence of success
- Trigger availability heuristic for later evaluations of the importance of recognition

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From: compass@adp.coach To: myname@myemail.com Week 2 - Recognition - What's the "Succevidence" This email makes the case that if you were to improve in your team's experience of recognition, it would lead to meaningful benefits for both the team's performance and your career. The purpose is to give you a reason to care about focusing on it. This week we're going to consider the evidence that would exist if a hypothetical leader named Sam (your call on the gender) had great success in recognizing the contributions of the people on the team. • The team members would likely have excellent relationships with Sam, in large part because they feel appreciated and respected. • Team members would likely have good relationships with each other, since the tone set at the top would become contagious. • The people on Sam's team would put forth extra effort as a result of that motivation and sense of team identity. They would be more committed to the success of the team. compass°



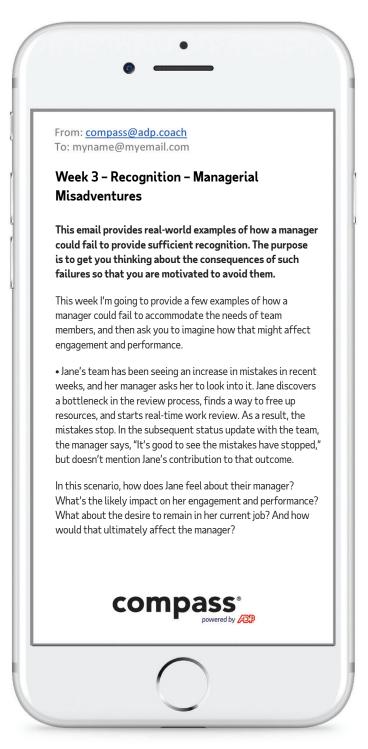
Week 3 - Articulating Importance

Train recipient to recognize counterproductive behavior in others and to anticipate consequences

- Provide hypothetical examples
- Contrast with images from prior week
- Create theoretical clarity before diving into complex practical realities

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Week 4 - Remembering Past Managers

Guide recipient to recall past managers, both who were generous and stingy with recognition and praise.

- Leverage representativeness heuristic
- Nurture motivation to improve through memories
- Nurture empathy for others by focusing on past experiences

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From: compass@adp.coach To: myname@myemail.com Week 4 - Recognition - Other People Are (The Best / The Worst) This email guides you to think about the best and worst managers that you've experienced in your career up until this point. The purpose is to strengthen your sense of empathy, helping you to understand what it's like for your team when you succeed or fail at making them feel sufficiently recognized. • Who are some of your favorite managers from the past? What are some of the specific things they did that really worked for • Did they do a good job of recognizing your contributions? How? What was the effect on your performance at work? • Going in the other direction, who are some of your least favorite managers from the past? What are some of the specific things they did to earn that classification? • Did they sufficiently recognize your contributions? How did that affect you? compass



Week 5 – Evaluating One's Self

Support recipient in a selfevaluation

- Validate possible resistance
- Create a safe "space" for critical selfevaluation
- Use a "hot state" to drive action

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From: compass@adp.coach To: myname@myemail.com Week 5 - Recognition - The "U" in the Equation This email provides some common justifications for deemphasizing the importance and practicality of providing sufficient recognition for your team, asking you to consider the extent to which you have held these ideas in the past. The purpose is to facilitate self-awareness and reflection. Here are some common challenges leaders face when it comes to providing recognition to the people on their teams. • People get paid to work. That should be recognition enough. If people need to be recognized simply for doing their jobs, they're not a good fit for my team. • Not everyone on the team deserves recognition. If people want more recognition, they should produce better outcomes. • Providing recognition has simply never been a priority or focus. I focus on the team's operations and metrics. HR can take care of providing people with recognition. • I thought I was providing recognition. It's news to me if people aren't experiencing that. compass®



Week 6 - Providing Specific Suggestions

Provide recipient with specific behaviors to try in order to improve in the area of recognition.

- Create realistic expectations
- Establish the importance of patience and practice
- Help recipients create reminders for themselves to practice the behaviors

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From: compass@adp.coach To: myname@myemail.com Week 6 - Recognition - Time for Some Tricks! This email provides some behavioral suggestions that can positively impact how you provide recognition, including weekly tracking and reminders, the SBI model, asking strategic questions, and mixing public and private recognition. Our work until this point has been mainly on how our area of focus can affect the performance of the teams we manage. This week we'll start to consider specific actions we can take to make a meaningful difference. • Providing the people on your team with recognition for their contributions at least once per week is essential to driving and sustaining engagement. You can think about adding calendar reminders, or even adding "recognize each member of the team" to your weekly to-do list. • Recognition is meaningful both in private and in public. It can be helpful to make sure that you provide both in equal measure. Perhaps keeping track of when and how recognition was provided can help you to balance them. compass



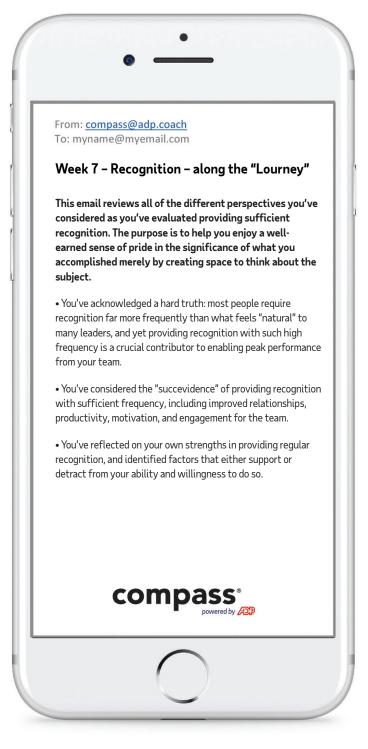
Week 7 - Considering Progress

Sustain development motivation by creating a sense of short-term wins through reflection on progress.

- Help create self-generated feedback
- Reiterate motivators and behaviors
- Highlight inertia to sustain commitment

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Week 8 - An End and A Beginning

Use final email to reinforce coaching; guide recipients to meet with their teams.

- Review tips and behaviors
- Leverage social norms by creating expectations with teams
- Embed changes in culture

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