



CCL Compass™ Product Manual

Learn. Develop. Coach.

Contents

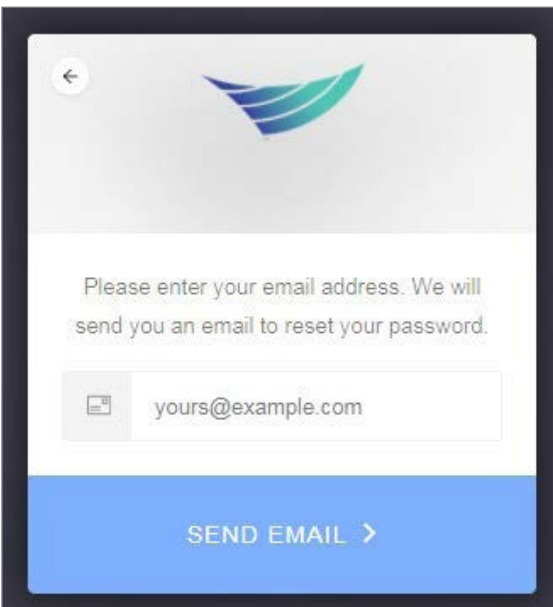
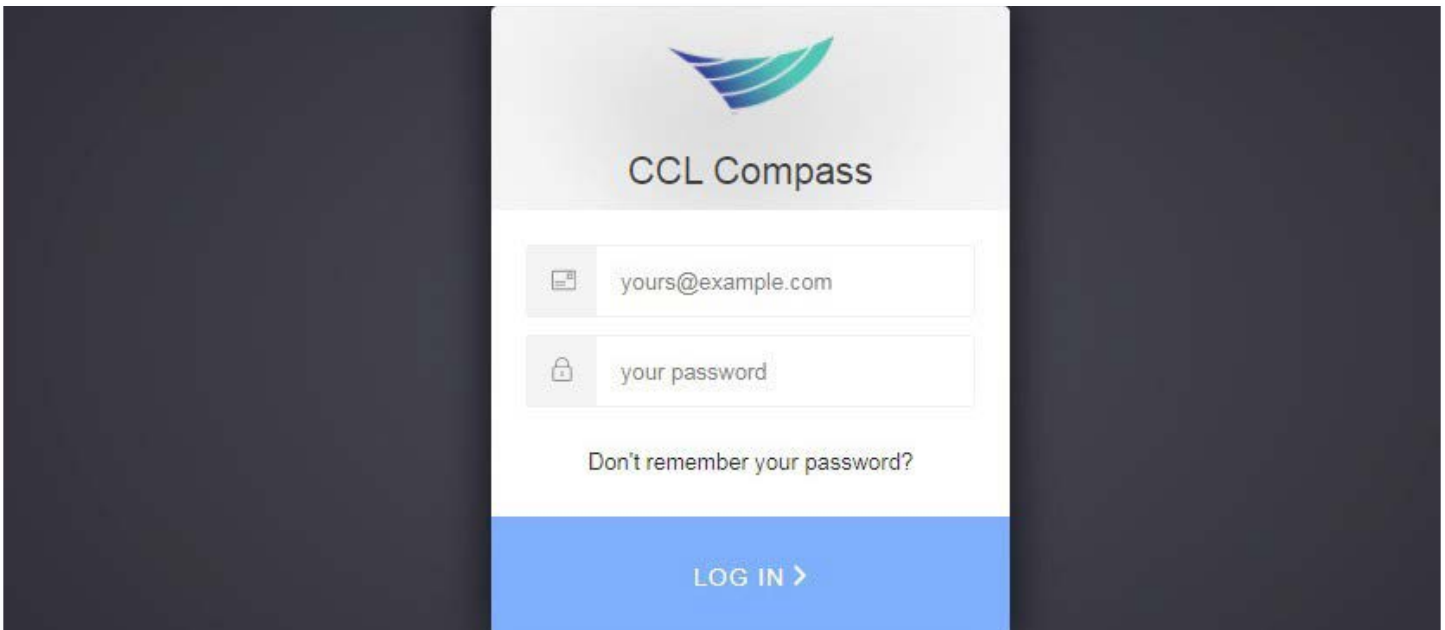
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CCL Compass™

CCL Compass is an online tool that provides competency information and actionable tips to assist you with creating your leadership development plan and for coaching others. A competency is a broad human capability made up of an interrelated set of knowledge, skills, and perspectives. Leadership competencies point to a capability that distinguishes superior leader performance. The link to the tutorial demo is located here:

<https://vimeo.com/167145073>

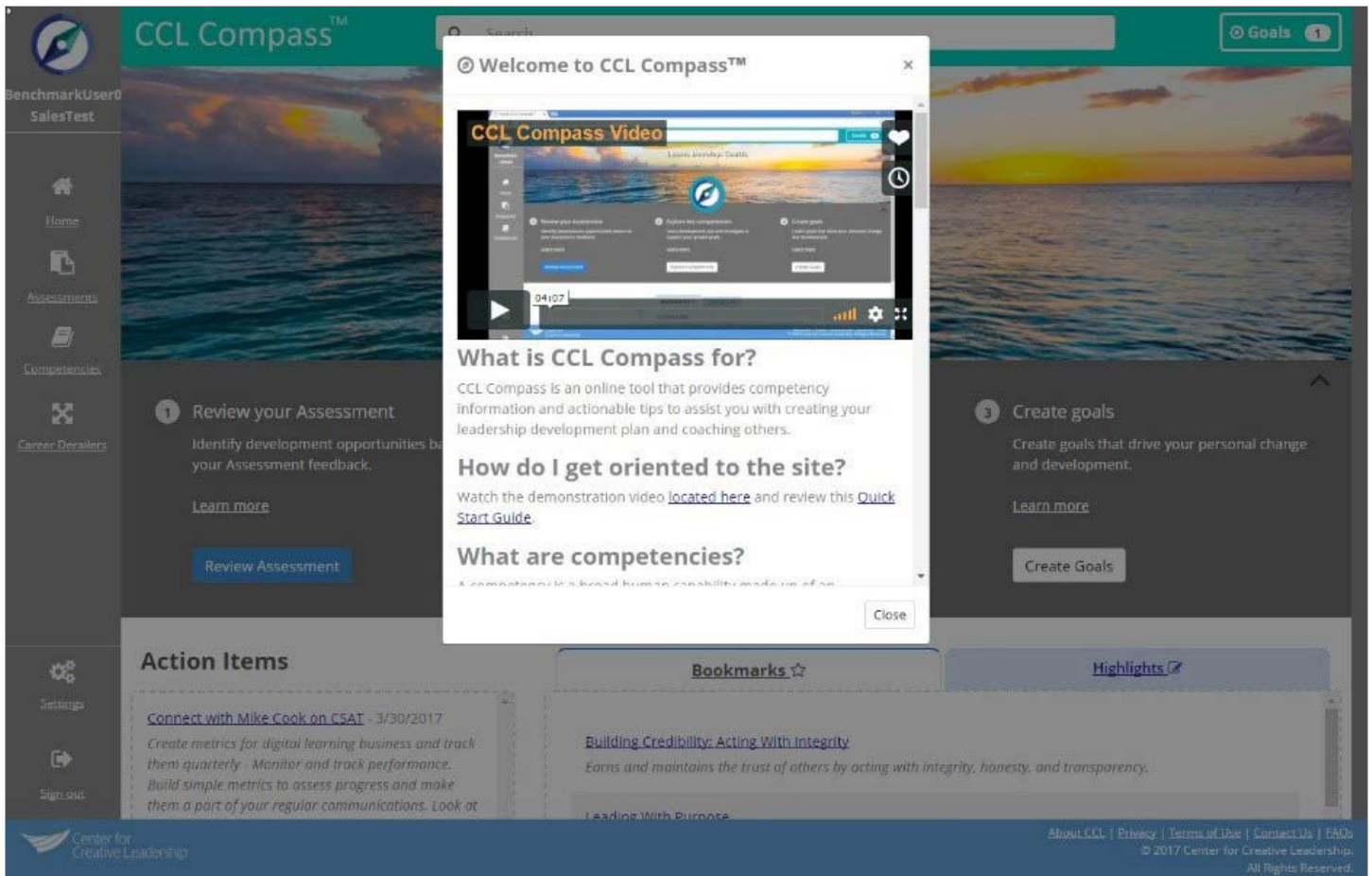
Logging In



-
1. CCL Compass™ is located here: <https://compass.ccl.org>
 2. Enter your email address and password and click Log In.
 3. Click “Don’t remember your password?” to reset your password.
-

First Time Log In

The first time you log into CCL Compass™ you will be presented with an informational video and a list of Frequently Asked Questions. Click the (X) in the upper right corner of the box or the Close button at the bottom to close the window. You can access this information any time by selecting the FAQs link in the lower right corner at the bottom of every screen.



Home Screen

The CCL Compass™ home screen has many features to assist you with identifying competencies and assigning goals.

CCL Compass™ Search Goals 2

Anthony Holiday

Home

Assessments

Development Grid

Competencies

Career Detainers

Settings

Sign out

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Search Bar – Type in a word or a competency name to search for a specific topic.

Goals Button (upper right) – The Goals section shows the number of active goals created. Clicking on the Goals button will open the My Goals window, where you can see your goals in detail, add new goals, add action items to your goals, download, and print or share your goals.

Home (left navigation bar) – Returns you to the Home screen.

Assessments (left navigation bar) – If you have completed a 360-degree assessment, click Assessments to review your data.

Development Grid (left navigation bar) – This chart indicates your strengths and potential development areas based on the items selected that pleased or displeased you from your assessment, using the Thumbs Up/Thumbs Down icons.

Competencies (left navigation bar) – Displays the full list of competencies included in CCL Compass. Use the dropdown selection in the upper right corner to display competencies by category.

Career Derailers (left navigation bar) – Displays the full list of career derailers included in CCL Compass.

Review your Assessment (optional) – This section is only available if you have completed a 360-degree assessment. Click Review Assessment to view your data. Click the Learn More link to view a “How to” video for that section.

Explore Key Competencies – Displays the full list of competencies included in CCL Compass. Click the Learn More link to view a “How to” video for that section.

Create Goals – Opens a My Goals panel on the right side of the screen. Click the Learn More link to view a “How to” video for that section.

Action Items – This area lists all action items created for your goals. Clicking on an action item directs you to the associated goal detail.

Bookmarks – This area lists the competencies that you have bookmarked by clicking the star next to the competency title.

Highlights – This area displays all the text that has been highlighted within each competency.

Settings – Change your account settings, including notification options, leader level or change your password.

Sign out – Signs you out of your CCL Compass account.

Competencies

CCL Compass™ Search Goals 2

Anthony Hollday

Competencies All ▾

Click on a star to bookmark a competency. Click on the competency name to learn more about it.

Balance Makes thoughtful decisions about how to invest their time.	Initiative Independently assesses situations, adds value, and acts without hesitation.
Boundary Spanning Working across formal and informal boundaries to collaborate and drive results.	Innovation Creates an environment for breakthrough innovation.
Business And Professional Knowledge Excels at his/her professional function; is a quick study; understands financial information.	Interpersonal Savvy Maintains positive, effective working relationships.
Business Development Guides the organization toward profitable new ventures.	Leading The Culture Builds a healthy, productive work climate while paying attention to unwritten rules and assumptions.
Champion Change Inspires, champions, and drives change.	Leading With Purpose Energizes the people around you as well as the organization with a personal example of passion and commitment.
Change Acceptance Embraces and champions change.	Learning Agility Seeks out diverse experiences and applies lessons learned to new situations.

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- The *Competencies* link (left navigation) takes you to the full list of competencies in CCL Compass.
- Click on the drop down arrow in the upper right corner to sort the competencies by category.
- Clicking on the star bookmarks that competency and displays it in the Bookmarks section on the Home Screen for quick access to that competency.

Competency Detail Page

The competency detail page is divided into sections, which are color-coded. As you scroll through the content, the progression bar at the bottom displays the section you are in. You can scroll, use the Next and Back buttons, or navigate to a color-coded section. Click the Download button in the upper right corner to save a PDF version of the content.

The screenshot shows the CCL Compass interface. At the top, there is a teal header with the CCL Compass logo, a search bar, and a 'Goals' button with a notification icon. The main content area is titled 'Building and Managing External Partnerships' with a star icon and a 'Download' button. Below the title is a sub-header 'Overview' and a paragraph of text. To the right, there is a box titled 'Characteristics of High Performers' containing a list of traits. At the bottom, there is a navigation bar with a 'Back' button, a 'Next' button, and a 'Progression Bar' showing the current section 'Overview'.

Highlights

This feature allows you to select text to highlight, copy, or create a goal. Once you select text, you have the following choices:

The screenshot shows a text selection interface. A dark grey bar with three buttons is overlaid on the text. The buttons are 'Highlight' (with a yellow highlight icon), 'Copy' (with a copy icon), and 'Create Goal' (with a plus icon). The text below the bar is partially visible and highlighted in blue.

Highlight – This will highlight the text in yellow. It will also save that text in the Highlights section of the Home screen for easy navigation.

Copy – Copy the text to paste in another section or application.

Create Goal – This will open the My Goals panel and add the highlighted text to the Goal Description section.

Goals

Development goals help you focus your efforts on key improvements that you have identified to continue your leadership journey. Often times, these are tied to core competencies needed to be successful at your leadership level in the organization.

The screenshot shows the CCL Compass interface. At the top, there is a teal header with the CCL Compass logo, a search bar, and a 'Goals' button with a notification badge '2'. The main content area is split into two panels. The left panel, titled 'Boundary Spanning', has a yellow star icon and a sub-header 'Overview'. It contains text about leadership and collaboration. A red circle with the number '2' is overlaid on the 'Overview' section. The right panel is a modal window titled 'My Goals' with a close button 'X'. It lists two goals: 'Energy' and 'Listen', each with a right-pointing arrow. Below the list are two buttons: 'Add a Goal' (with a red circle '3') and 'See all goals' (with a red circle '4'). At the bottom of the left panel, there is a navigation bar with 'Overview', 'Back', and 'Next' buttons.

1. Select the Goals button to open the My Goals window. All goals will be listed.
2. If looking at a competency detail page, it will remain open behind the My Goals window.
3. Select the Add a Goal link to open a new goal detail window.
4. See All Goals displays a detailed list of all goals, including goal name, description, status, and whether or not it is marked as private.

The screenshot shows the 'All My Goals' page in CCL Compass. The header is teal with the CCL Compass logo, a search bar, and a 'Goals' button with a notification badge '2'. On the left, there is a sidebar with the user's name 'Anthony Holiday' and navigation icons for 'Home' and 'Assessments'. The main content area is titled 'All My Goals' and includes 'Download' and 'Share' buttons. Below these is a search bar and a table of goals. The table has columns for 'Name', 'Description', and 'Status'. There are three rows of goals listed.

<input type="checkbox"/>	Name	Description	Status
<input type="checkbox"/>	Energy	Knows what interests or excites people	In Progress
<input type="checkbox"/>	Listen	Is willing to listen and be influenced	In Progress

Goal Detail Window

The screenshot shows the CCL Compass interface. On the left, the 'All My Goals' section contains a table with two goals:

Name	Description
Energy	Knows what interests or excites people
Listen	Is willing to listen and be influenced

On the right, the 'My Goals' section shows the details for the 'Energy' goal. It includes a 'Goal Name' field with the value 'Energy', a 'Goal Description' field with the value 'Knows what interests or excites people', and a 'Privacy' section with a checkbox for 'Make goal private'. Below this is an 'Action Items (1)' section with one item: 'Bring positive energy to each meeting' with a due date of '8/22/2016'. At the bottom, there is a 'Plan for Success' section with a 'Delete' button and 'Close' and 'Save' buttons.

The 'Goal Detail' window shows the 'Plan for Success' section with the following questions and input fields:

- What behaviors will you demonstrate?
What behaviors will you focus on as you progress through your goal?
- How will you know you're making progress?
What are some indicators that will help you measure your progress?
- What is in it for you, your team and your organization?
How will progress on your goal influence development?
- What is it going to take for you to achieve this goal?
What resources will you need to achieve this goal?

At the bottom of the section, there are buttons for 'Delete', 'Close', and 'Save'.

1. After clicking the Add a Goal link, add the Goal Name and the Goal Description.
2. You are able to make your goals private so that only you can see them. Not marking them private allows your Facilitator/Coach to see them (if you are working with one).
3. Download the goal into a PDF or share your goal via email with others.
4. Add Action Items to keep you focused by selecting the Add Action Item link. Items that have past due dates are highlighted in red.
5. The Plan for Success section provides optional questions you can answer to insure you are on the path to success.

See All Goals

Display all of your goals in a simple chart. You can sort the list by name, status, or private.

The screenshot shows the 'All My Goals' section of the CCL Compass interface. The user is Breiffni McCormack. There are three goals listed, all with a status of 'In Progress'. The interface includes a search bar, a 'Goals' count of 3, and buttons for 'Share' and 'Download'. Red numbered callouts indicate the following steps:

1. Select one or more goals to activate the Share or Download buttons.
2. Share your goals via email with your Coach or others.
3. Selected goals can be downloaded into a PDF file.
4. Click the goal name to view the goal details.

<input type="checkbox"/>	Name	Description	Status
<input type="checkbox"/>	Leading Globally	Shows an interest in other cultures - asks questions and does background research	In Progress
<input type="checkbox"/>	Leading with Purpose	Demonstrates energy, drive and ambition	In Progress
<input type="checkbox"/>	Building Talent	Sizes up development needs - sees how people can improve	In Progress

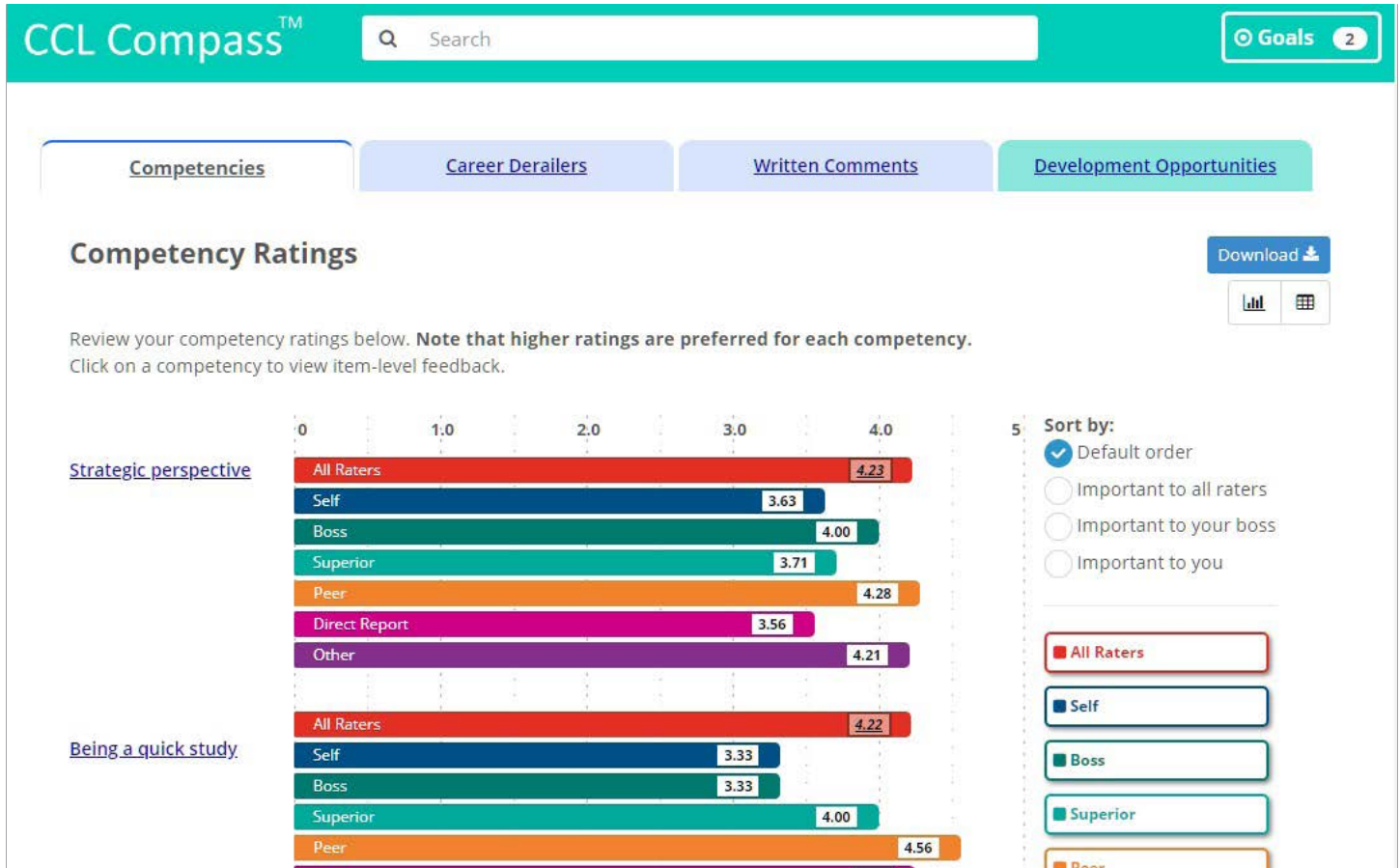
1. Select one or more goals to activate the Share or Download buttons.
2. Share your goals via email with your Coach or others.
3. Selected goals can be downloaded into a PDF file.
4. Click the goal name to view the goal details.

Assessments

The following features are only available to those who have taken a 360-degree assessment. The Benchmarks® 360 Suite of assessments and Skillscope® are available in CCL Compass. The display will vary based on the assessment you have taken.

Benchmarks® 360 Suite

ASSESSMENT WINDOW (BAR CHART VIEW)



Competencies (tab) – Displays competency-level scores.

Career Derailers (tab) – Displays career derailers scores (if applicable).

Written Comments (tab) – Displays the written comments provided by your raters. You can view them online and download.

Development Opportunities (tab) – This chart indicates your strengths and potential development areas based on the items selected that pleased or displeased you from your assessment, using the Thumbs Up/Thumbs Down icons.

Competency titles (links) – Click the link to display item-level scores associated with that competency.

Scores are displayed by rater category. These results can be viewed many different ways.

View (icons below Download button) – Change the view from bar lines to a grid.

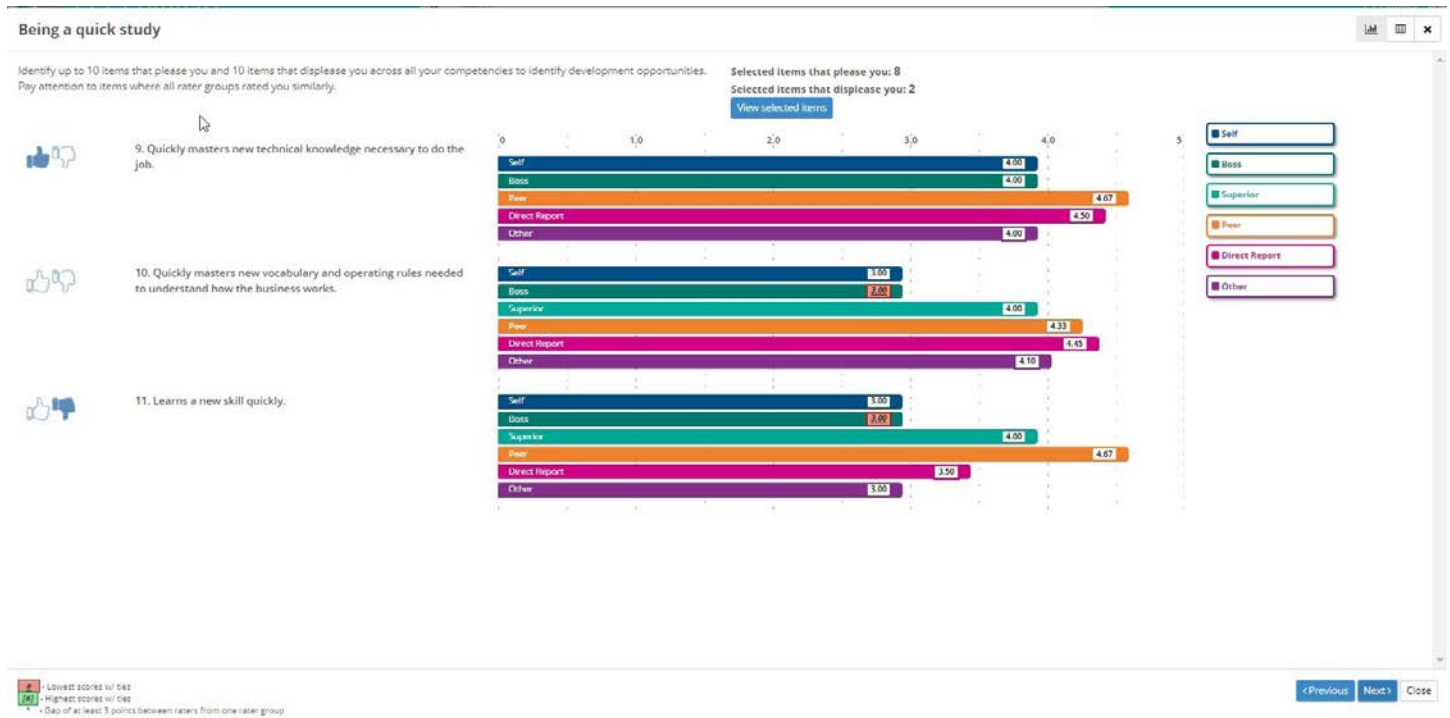
Sort by – Sorts the competencies selected as most important in order by rater perspective.

Rater Groups (buttons) – Select to hide or display scores by rater category.

Benchmarks® 360 Suite

COMPETENCY ITEM DETAIL (BAR CHART VIEW)

Clicking on a competency title takes you to the item-level detail. This section allows you to take a deeper dive into your data, and indicate which results pleased and displeased you.



Thumbs (emotion icons) – Click to identify items that you are pleased with (Thumbs Up) or not pleased with (Thumbs Down). These selections inform the creation of your Development Opportunities Grid.

Assessment Items – These are the behavioral items in the assessment for each competency.

Scores – scores per item by different rater perspectives.

Emotion Icon Summary – Tallies the items across all competencies in the assessment that have been selected by you as either pleasing or displeasing.

View (upper right corner icons) – Change the view from bar lines to a grid.

Rater Groups (buttons) – Select to hide or display scores by rater category.

Benchmarks® 360 Suite

ASSESSMENT WINDOW (GRID VIEW)

CCL Compass™ Goals 2

Competencies Career Detailers Written Comments Development Opportunities

Competency Ratings

Review your competency ratings below. Note that higher ratings are preferred for each competency. Click on a competency to view item-level feedback.

Download

Name	Importance			Ratings							
	All Raters	Boss	Self	All Raters	Self	Boss	Superior	Peer	Direct Report	Other	
Strategic perspective	5	1	1	4.23	3.63	4.00	3.71	4.28	3.56	4.21	
Being a public study	0	0	0	4.22	3.33	3.33	4.00	4.56	4.25	3.72	
Decisiveness	4	1	0	3.89	3.67	3.00	4.00	4.00	4.12	4.25	
Change management	5	1	1	4.26	4.11	3.89	3.88	4.37	4.13	3.79	
Leading employees	5	1	0	4.12	3.62	4.00	3.60	4.06	3.55	4.15	
Confronting problem employees	1	0	0	3.55	3.67	3.50	3.20	3.47	3.33	3.40	
Participative management	4	1	1	4.39	4.22	4.22	4.13	4.41	4.30	3.90	
Building collaborative relationships	6	1	1	4.33	4.14	4.14	4.00	4.37	4.25	4.10	
Compassion and sensitivity	1	0	0	4.54	4.33	4.33	4.40	4.56	4.15	4.00	
Putting people at ease	1	0	0	4.72	4.00	4.67	4.33	4.78	4.35	4.50	
Request for differences	1	0	1	4.73	4.25	4.75	4.25	4.83	4.60	4.30	
Taking initiative	6	1	1	3.06	3.80	4.00	3.60	4.08	4.10	3.75	
Composure	1	0	0	4.60	4.00	4.25	4.33	4.75	4.50	4.40	
Balance between personal and work life	0	0	1	4.44	3.67	4.00	4.00	4.56	4.25	4.10	
Self-awareness	4	1	1	4.38	4.00	4.50	3.75	4.50	3.90	3.85	
Career management	4	0	0	4.52	4.14	4.25	4.00	4.67	4.55	4.33	

Competencies (links) – Displays competency-level scores.

Importance (section) – Displays which competencies were selected as important for success by All Raters, Boss, and Self. Click the arrow to the right of the rater category title to sort by that perspective.

Ratings (section) – Displays competency-level scores by rater category. Click the arrow to the right of the rater category title to sort highest to lowest by that perspective.

View (buttons) – Change the view from graph to bar lines.

Benchmarks® 360 Suite

COMPETENCY ITEM DETAIL (GRAPH VIEW)

Clicking on a competency title takes you to the item-level detail. This section allows you to take a deeper dive into your data, and indicate which results please and displease you.

Strategic perspective

Identify up to 10 items that please you and 10 items that displease you across all your competencies to identify development opportunities. Pay attention to items where all rater groups rated you similarly.

Selected items that please you: **25**
Selected items that displease you: **11**
[View selected items](#)

Name	Self	Boss	Superior	Peer	Direct Report	Other
1. Does his/her homework before making a proposal to top management.	4.00	[5.00]	[3.00]	3.67	[3.00]	3.67
2. Works effectively with higher management (e.g., presents to them, persuades them, and stands up to them if necessary).	3.00	4.00	4.00	4.50	3.00	4.00
3. Links his/her responsibilities with the mission of the whole organization.	5.00	[5.00]	4.00	[5.00]	4.75	4.50
4. Once the more glaring problems in an assignment are solved, can see the underlying problems and patterns that were obscured before.	3.00	4.00	-	[3.33]	3.75	-
5. Understands higher management values, how higher management operates, and how they see things.	3.00	[3.00]	4.00	4.67	4.50	4.00
6. Analyzes a complex situation carefully, then reduces it to its simplest terms in searching for a solution.	4.00	[4.00]	[3.00]	4.33	4.50	[4.00]
7. Learns from the mistakes of higher management (i.e., does not repeat them him/herself).	4.00	4.00	4.00	4.50	4.50	4.00
8. Has solid working relationships with higher management.	3.00	4.00	4.00	4.00	3.50	3.00

- Lowest scores w/ ties
 - Highest scores w/ ties
* - Gap of at least 2 points between raters from one rater group

[Previous](#) [Next](#) [Close](#)

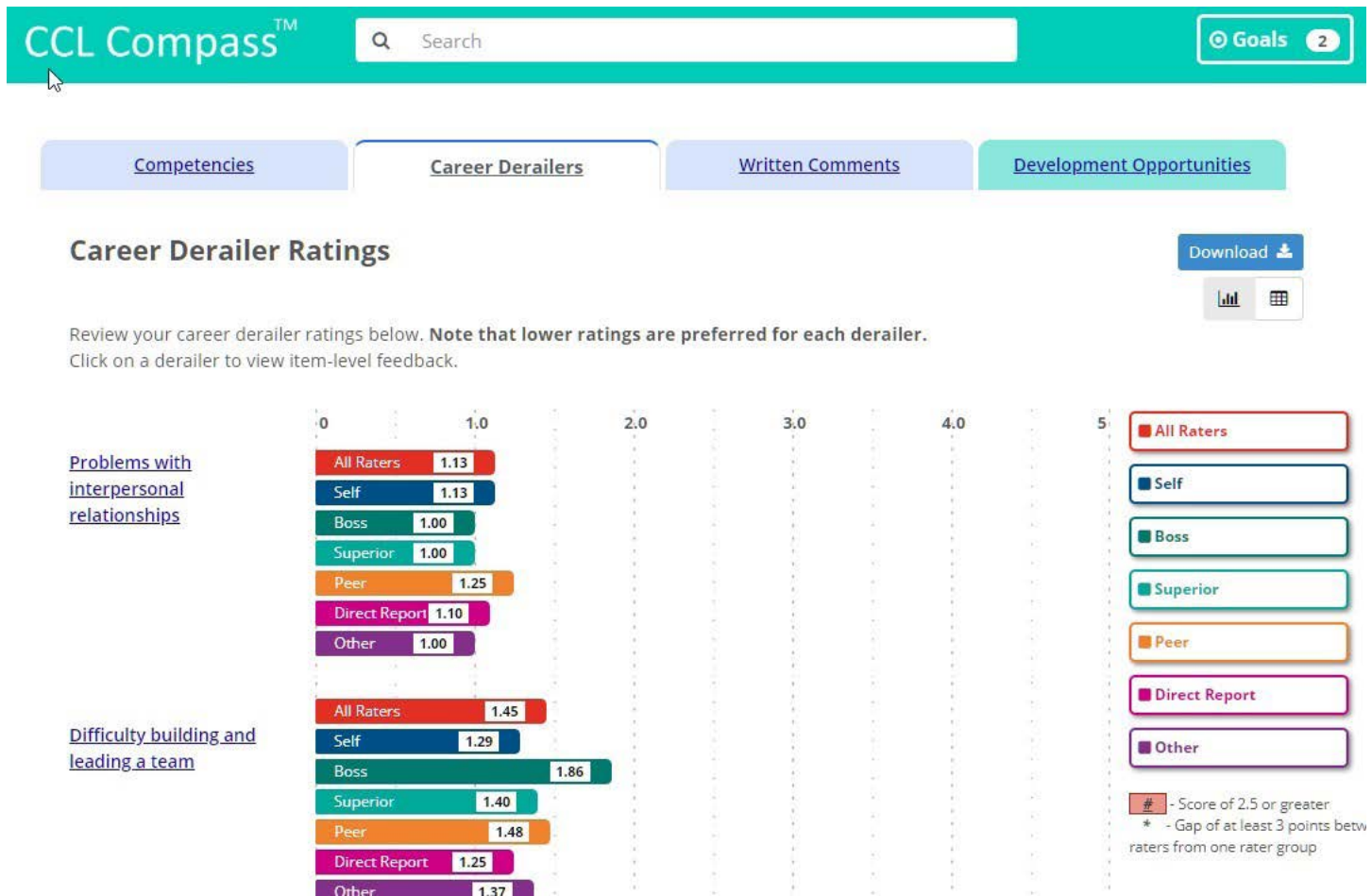
Thumbs (emotion icons) – Click to identify items that you are pleased with (Thumbs Up) or not pleased with (Thumbs Down). These selections inform the creation of your Development Opportunities Grid.

Assessment Items – These are the behavioral items in the assessment for each competency.

Scores – scores per item by different rater perspectives.

Emotion Icon Summary – Tallies the items across all competencies in the assessment that you have selected as either pleasing or displeasing.

View (upper right corner icons) – Change the view from grid to bar lines.



Derailment Factors (links) – Click to view the behavioral items and scores associated with each derailment factor.

Scores – Displayed by rater category. These results can be viewed many different ways.

View (upper right corner icons) – Change the view from bar lines to a grid.

Rater Groups (buttons) – Select to hide or display scores by rater category.

ASSESSMENT WINDOW

CCL Compass™ Search Goals 7

Competencies **Written Comments** Development Opportunities

Competency Ratings Download

Review your competency ratings below.
Click on a competency to view item-level feedback.

Name	Importance		
	Self	Boss	All Raters
Solves problems	--	✓	1
Communicates information	✓	✓	3
Takes action	✓	✓	3
Takes risks, innovates	--	--	3
Manages conflict	--	--	1
Manages teams	--	--	4
Develops relationships	✓	✓	--
Influences others	✓	--	4
Open to influence	--	--	1
Develops people	--	✓	--
Knows the job/business	--	--	3
Drives for results	--	--	3
Manages time	✓	--	1
Goes with pressure; demonstrates integrity	--	--	1
Manages and develops self	--	--	2

Competencies (tab) – Displays the competencies and the Importance for Success results.

Written Comments (tab) – Displays the written comments provided by your raters. You can view them online and download.

Development Opportunities (tab) – This chart indicates your strengths and potential development areas based on the items selected that pleased or displeased you from your assessment, using the Thumbs Up/Thumbs Down icons.

Competency titles (links) – Click the link to display item-level data associated with that competency.

COMPETENCY ITEM DETAIL

Clicking on a competency title takes you to the item-level detail. This section allows you to take a deeper dive into your data, and indicate which results pleased and displeased you.

Solves problems

Identify up to 10 items that please you and 10 items that displease you across all your competencies to identify development opportunities. Pay attention to items where all rater groups rated you similarly.

Selected items that please you: 7
Selected items that displease you: 5
[View selected items](#)

Item	Self	Boss	Development Needed	Other Raters	Strength
1. Seeks information actively.	1	1	1	1	5
2. Probes for underlying data; checks the validity of information.	1	1	1	1	5
3. Creates order out of large quantities of information.	1	1	1	1	6
4. Is a keen observer of people, events, and things.	1	1	2	1	4
5. Defines problems effectively.	1	1	1	1	5

Strength Equals 1 rater
 Development Needed Equals 1 rater
 # = Total raters if more than 5

[< Previous](#) [Next >](#)

Thumbs (emotion icons) – Click to identify items that you are pleased with (Thumbs Up) or not pleased with (Thumbs Down). These selections inform the creation of your Development Opportunities Grid.

Assessment Items – These are the behavioral items in the assessment for each competency.

Self-Strength Indicator – Self-rating per item (blue-strength; orange-development area).

Boss-Strength Indicator – Boss rating per item (blue-strength; orange-development area).

Other Raters Strength Indicator – Other Raters rating per item (blue-strength; orange-development area).

Development Opportunities

This tab displays your strengths or potential areas for development based on your selections of results that pleased or displeased you using the Thumbs Up and Thumbs Down. Hover over the information icon to view the items mapped to each competency. Click the star next to the Compass title to bookmark that chapter.

Competencies **Career Derailers** **Written Comments** **Development Opportunities**

Strengths/Development Areas

The chart below indicates your strengths and potential development needs based on the items that pleased or displeased you from your assessment.

You may:

- Click on the link to learn more about that competency
- Click on the star to bookmark the competency for later review
- [View your currently selected items](#)

Sort by:

- Important to all raters
- Important to your boss
- Important to you

← Results that displeased you | Results that pleased you →

1 **2**

3

Most Important
Least Important

- Influence**
- External Partnership Management**
- Learning Agility**
- Strategic Planning and Implementation**
- Organizational savvy**
- Problem-Solving**
- Strategic Alignment**
- Vision**

Download Share

1. Sort by Importance for Success by various perspectives.
2. Download or share your Development Opportunities grid in a PDF.
3. Click on the competency title to view/read the Compass content.

Contact Us

Center for Creative Leadership CCL - Americas
+1 336 545 2810

Please use the contact number above or complete the form below to send an e-mail.

Subject: Please select your subject

- I am having technical issues
- I have a question about CCL Compass
- I have a question about other CCL products or services

First Name: Enter your first name

Last Name: Enter your last name

Email Address: Enter your email address

Message: Enter your message

Cancel Submit

Need assistance or have a question?

Use the Contact Us link on the footer of any screen.

FAQs

What is CCL Compass™?

CCL Compass™ is an online tool that provides competency information and actionable tips to assist you with creating your leadership development plan and coaching others.

How do I get oriented to the site?

Watch the demonstration video located here: <https://vimeo.com/167145073>

What are competencies?

A competency is a broad human capability made up of an interrelated set of knowledge, skills, and perspectives. Leadership competencies point to a capability that distinguishes superior leader performance. The competencies in this tool are grouped into five areas:

- **Leading Self**
- **Leading Others**
- **Leading Managers**
- **Leading the Function**
- **Leading the Organization**

How do I find a specific competency?

Type in the name of the competency in the search field and press enter.

How are goals used?

Development goals help you focus your efforts on key improvements that have been identified to continue your leadership journey. Often times, these are tied to core competencies needed to be successful at your leadership level in the organization.

How do I add a goal?

From the Home screen, click “Create Goals”, or click on the Goals button in the upper right corner.

What makes a goal effective?

Effective Goals are:

- **Quantifiable – progress can be measured.**
- **Realistic – achievable and a relevant priority.**
- **Concise – as specific as possible.**
- **Continuous process – when one goal is met, another should be set.**

What are action items?

Action items identify the specific steps you will take to change your behavior, develop a competency, or accomplish a goal. They should be measurable and include deadlines.

Can I add the action items to my calendar?

Yes, click the “Download to calendar” button next to the due date.

Am I able to download/print my goals?

Yes. Select a goal and select “Download this goal” link to access a PDF of that goal.

Can I download/print my assessment data?

Yes. Go to the Assessments link (left navigation bar) and select the download button.

Can I download/print competency information?

Yes. Go to the Competencies link (left navigation bar), select a competency, then select the download button.

Can I see all of my goals and their statuses?

Yes. Go to goals and select the “See all goals” link. A list of your goals and their individual statuses will be available.

Can I share my goals with others?

Yes. Go to goals and select the “Share this goal” link to email anyone a copy of your goal.

What devices are supported?

Tablets and PCs are supported with access to the internet.

What are the technical requirements?

Browsers:

- **IE10 or higher recommended**
- **Chrome**
- **Firefox**
- **Safari**

Browser settings:

- **JavaScript is required**
- **Cookies must be enabled**

How do I contact CCL?

Once signed into CCL Compass™, use the Contact Us link in the lower right footer. This displays phone numbers and has the option to quickly send an email for assistance.