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Introduction

The Leading at Accenture Survey supports Accenture’s commitment to developing world-class leaders at all levels across our organization—by empowering our people who have leadership responsibilities to request feedback from others about how they are perceived as leaders.

There are five phases to your Leading at Accenture Survey process:

1. **Registration:** Once you enter the survey site, you will need to register by starting a new survey process. The registration process will verify your eligibility and pre-populate recommended respondents. After registering, you will be automatically directed to review the list of pre-loaded respondents to confirm and/or update feedback relationships and then submit your nomination list.

2. **Nomination:** This is where you will create and submit a list of feedback providers (referred to as respondents). The survey process officially starts when the complete respondent list is submitted. The feedback phase cannot begin until the nomination list is submitted.

3. **Feedback:** Once you submit your nomination list, your respondents will be invited to complete an online survey about you as part of the feedback process. You are strongly encouraged to complete a self-survey in the tool during the feedback phase. Your responses to your self-survey will allow you to compare your self-perceived leadership behaviors as to how others perceive you. Respondents will have two-and-a-half weeks (eighteen calendar days) to provide feedback through the survey tool once the respondent nomination list is submitted.

4. **Reporting:** Your results will be available within 24 hours following the close of the feedback phase if a minimum of three completed surveys are received. A breakdown of results by respondent group will be shown in your report if a minimum of three completed responses are submitted for each respondent group. You will receive an e-mail informing you that your report is ready.

5. **Planning:** You are encouraged to take action on your results by creating and executing a leadership development plan. The following resources are available for employees, at all levels, to use as they plan their professional development and continue to grow as leaders. You can access the Leadership Development Action Planning Tool, Leadership Development Action Plan Template and other helpful resources from the site—all designed to help you build your capability in each of the three Leadership Contribution Areas.

To encourage participation, the survey tool will generate targeted automated reminders at each phase of the process—triggered by the date you initiate the survey process by registering in the tool. You will receive survey completion status emails throughout the process to help you track who has submitted surveys for you. You may use this information to send personal reminders to your selected respondents through the survey tool.
The Main Menu

Throughout the Leading at Accenture Survey process, the Main Menu screen will be used to select/review, edit and manage your respondent list (counselees and upward/direct reports will be pre-populated for you, where possible). In addition, within the Main Menu you will be able to view your personal survey completion status as well as view and download your results once available.

The Main Menu is the starting point and is not standard; it is customized to every person who accesses it.

The Main Menu screen contains the following components:

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Company Name</td>
<td>The logo of your company</td>
</tr>
<tr>
<td>2 - Welcome User</td>
<td>The name of the user currently logged in to the tool.</td>
</tr>
<tr>
<td>3 - User Guide</td>
<td>The link to the User Guide.</td>
</tr>
<tr>
<td>4 - FAQ</td>
<td>The link to the Frequently Asked Questions.</td>
</tr>
<tr>
<td>5 - Assign Delegate</td>
<td>The link to where you can assign a delegate to edit your nomination list.</td>
</tr>
<tr>
<td>6 - Sign-Out</td>
<td>Logs you out of the survey website.</td>
</tr>
</tbody>
</table>

When you first log into the site, you will see the Main Menu, with a welcome and your name displayed near the top of the menu, as well as the instructions on how to proceed with your survey process.

After the welcome and instructions, you will see the list of actions available for you. As this is your first login, you will only see the action to Start a New Survey.
Registration

The first step in the survey process is to register by starting a new survey process. The registration process will verify your eligibility and pre-populate recommended respondents. After registering, you will be automatically directed to review the list of pre-loaded respondents to confirm and/or update feedback relationships and then submit your nomination list. The survey process will be available on a self-initiated basis throughout the year, with a minimum of six months between processes. The link to start a new survey will be available for you again after this six-month period.

To begin your registration, click the **Start a New Survey** action as shown below. After a few moments you will be automatically directed to the Respondent Selection page to create and submit your nomination list.
At the top of the Select Respondents page, you will find useful instructions about the survey process and how to make your selection.

### Instructions

**Goal:** To select individuals to add to each of the respondent groups based on their relationship with you. It is important that you select individuals who can provide solid feedback for your self-development. Follow the instructions below for adding respondents to your list, changing a respondent relationship or removing a respondent from your nomination list.

The following relationships should be considered when identifying respondents to provide feedback on your demonstrated leadership behaviors:

- **Direct Reports** - those who report directly to you. The direct report(s) may also be those who receive direction and/or guidance from you, with no official direct reporting relationship.
- **Leaders/Supervisors** - those who you report to directly or indirectly.
- **Peers** - those with whom you have worked during the previous six to twelve months—and have had significant exposure.
- **Counselees** - those for whom you are the designated career counselor.

Please note that you are only able to ask Accenture employees, Avanade employees, Accenture Federal Services employees and contractors with valid Accenture email addresses to provide feedback, in line with the guidance above.

The lower portion of the Select Respondents page contains the nomination entry form. The nomination form is segregated into Respondent Groups (i.e., Direct Report – an individual who you provide direction to; Leaders/Supervisors – those who you report to; Peer – an individual, regardless of level, with whom you collaborate; Counselee – your career counselees).

#### Respondent Groups

<table>
<thead>
<tr>
<th>Group</th>
<th>Action</th>
<th>Name</th>
<th>Email</th>
<th>Status</th>
<th>Add to or Edit Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaders/Supervisors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Counselee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Important Note:** Respondent selections are automatically saved as they are added. If you need to make your selections in more than one visit to the site, it is recommended you do not submit until all groups are filled. You can, however, add respondents to your survey after invitations were, though removing a respondent after an invitation is sent is not suggested. If your survey has already been completed, related responses will be deleted from reporting.
Start by reviewing the respondents who have been pre-loaded for you (when possible) to confirm and/or update feedback relationships prior to submitting the nomination list. To modify a respondent group, click the **Add to or Edit Group** button and search for the new individual by either name or enterprise ID/e-mail address. Click the **Remove** button to delete a respondent from a group.

As you make your selections, please note it is recommended that you select a minimum of three respondents per respondent relationship group (i.e., peers, counselees, direct reports, leaders/supervisors) to enable a view of results by each group in the survey report. A breakdown of results by respondent group will be shown in the report, if a minimum of three completed responses are submitted for each respondent group.

### Searching for Respondents

You can start your search for potential respondents, by clicking the **Add** button or the **Add to or Edit Group** button for the respective respondent group.

<table>
<thead>
<tr>
<th>Action</th>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="Add" /></td>
<td><img src="image" alt="Incomplete" /></td>
<td><img src="image" alt="Add to or Edit Group" /></td>
</tr>
</tbody>
</table>

![Leaders/Supervisors](image)

After clicking the **Add** button, you will be directed to the **Edit Respondents** page. You may search for respondents by name and/or enterprise ID/ e-mail address. You do not need to search using an entire name; however, the more exact your search criteria are determines the number of results that are returned. In the following example, the fragment “Smith” was entered in the **Name contains** search criteria field and matching results have been returned.

**Instructions**

Search the company directory by name or enterprise ID/e-mail address and select respondents to provide you with feedback through the survey process from the **Matches Found** list. Check the box next to the individual you want to add as a respondent and click the green **Add** button to move that person to the **Respondents Selected** list. When you are finished editing respondents for this group, please click the **Save Respondents** button.

**Search**

Name contains: Smith

Only the first 200 matching records are displayed. If your respondent is not listed, narrow your search.

**Matches Found**

Select and click **Add** to nominate respondents.

<table>
<thead>
<tr>
<th>Add</th>
<th>Name</th>
<th>Email</th>
<th>DTE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Bob Smith</td>
<td><a href="mailto:bob.smith@x.ceglobal.com">bob.smith@x.ceglobal.com</a></td>
<td>CEB</td>
</tr>
<tr>
<td></td>
<td>Crystal Smith</td>
<td><a href="mailto:crystal.smith@x.ceglobal.com">crystal.smith@x.ceglobal.com</a></td>
<td>CEB</td>
</tr>
<tr>
<td><img src="image" alt="In-Use" /></td>
<td>Gavin Smith</td>
<td><a href="mailto:gavin.smith@x.ceglobal.com">gavin.smith@x.ceglobal.com</a></td>
<td>CEB</td>
</tr>
<tr>
<td><img src="image" alt="In-Use" /></td>
<td>Jacklyn Smith</td>
<td><a href="mailto:jacklyn.smith@x.ceglobal.com">jacklyn.smith@x.ceglobal.com</a></td>
<td>CEB</td>
</tr>
<tr>
<td><img src="image" alt="In-Use" /></td>
<td>Jacky Smith</td>
<td><a href="mailto:jacky.smith@x.ceglobal.com">jacky.smith@x.ceglobal.com</a></td>
<td>CEB</td>
</tr>
<tr>
<td><img src="image" alt="In-Use" /></td>
<td>Joey Smith</td>
<td><a href="mailto:joey.smith@x.ceglobal.com">joey.smith@x.ceglobal.com</a></td>
<td>CEB</td>
</tr>
</tbody>
</table>

**Respondents Selected**

Leaders/Supervisors

Add | Remove | Save Respondents

In addition to the name and enterprise ID/e-mail address, you will find an additional demographic field: DTE. This column may be useful when determining the exact respondent you intend to add to your respondent list.
Adding New Respondents

Once you have identified the individual you wish to add to your respondent list, check the box next to the name and click the green Add button to move that person to the Respondents Selected list for that group. You should repeat these steps until you have made all of your selections. Once you have completed your selection for that group click Save Respondents. You will need to repeat this steps for each respondent group.

Note: Added participants will remain in the search feature and will be marked as In-Use

Editing Existing Respondents

If you need to change a particular respondent’s group in your list, you can do so by removing the respondent from the current group and then clicking the Add to or Edit Group button to do a new search and add that person to the desired group.

Please note that your some respondents have been pre-populated where possible. If you need to make changes to your counselee group, just follow the steps above.
Removing Respondents from your Respondent List

To remove respondents from your respondent list, simply click the Remove button next to their name. If you remove a respondent accidentally you may search for that respondent using the search feature and re-add to the respective group.

Adding External Respondents

If you wish to add an external respondent, for example, a contractor or a colleague from Avanade or Accenture Federal Employees (AFS), you may do so by searching for their name and/or enterprise ID/e-mail address in the Edit Respondents page. Please note that you are only able to request feedback from Accenture employees, Avanade employees, Accenture Federal Services employees and contractors with a valid Accenture email address.

If you do not find a respondent after searching for possible matches, please contact developingleaders@accenture.com to determine if the person can be added to the Directory. Please include the first name, last name and e-mail address of the person you wish to add, as well as the respondent group for which this person should be added.

Returning to your Respondent Selection at a later time

You may exit at any time without submitting your respondent list. The list is saved each time you make an edit. You can return to complete your selection at a later time. When returning, click the Select Respondents (Incomplete) action to continue your respondent selection.
Submitting your Respondent List

Once your respondent list has been finalized, you may submit your list by clicking the Submit button at the bottom of the page. Once you submit, invitations will be sent to your respondent list within a few minutes.

**Important Note:** Respondent selections are automatically saved as they are added. If you need to make your selections in more than one visit to the site, it is recommended you do not submit until all groups are filled. You can, however, add respondents to your survey after invitations were sent, though removing a respondent after an invitation is sent is not suggested. If their survey has already been completed, related responses will be deleted from reporting.

After submitting your respondents, you will receive notification that your selections were submitted successfully and a link to complete your self-survey.

As a reminder, you are strongly encouraged to complete a self-survey in the tool during the feedback phase. If you do not take the time to assess how you perceive your leadership behaviors—as compared to how others perceive you—your survey results will not help you identify your areas of strength or areas for further development. Both are determined by how closely your self-perception aligns with the perception of others.

Your respondent list has been submitted successfully, please click here to complete your self-survey.
Delegation Process

When you are at the point of starting a new survey – you can start that process – or you can assign someone to work on your behalf, by clicking at Assign Delegate option from the top bar. You may have only one delegate at a time and your delegate would then start the survey process for you.

After clicking the Assign Delegate option on the top bar, you will be directed to search the company directory by name and/or enterprise ID/ e-mail address to assign your delegate. Once you have identified the individual you wish to assign as your delegate, check the box next to the name and click the green Add button to confirm your selection.

Making a change to your Delegate

At any time, you can log in and select the Assign Delegate option. If you need to change your delegate, click the Remove button to release your current delegate. You will then be directed to assign a new delegate.
Work on Behalf of Someone

When you have been nominated as a delegate, you will get an email inviting you to start to work on behalf of someone. On the Main Menu page, you will be able to see a table listing people for whom you are a delegate. When you click on a leaders’ name, you will see the menus as if you are the leader. To return to this menu, click the Cancel Leader Work Session link at the bottom of the leader’s Main Menu page. Follow the instructions about the survey process and how to make the leader’s selection by reviewing the Respondent Selection section in this guide.

Feedback and E-mail Invitation Schedule

Once you submit your nomination list, your respondents will be invited to complete an online survey about you as part of the feedback process. Respondents will have two-and-a-half weeks (eighteen calendar days) to provide feedback through the survey tool once the respondent nomination list is submitted. The survey process will automatically close at midnight Eastern time (EST) after this period. During the Feedback phase, two automated reminders will be sent to the respondents you invited to provide feedback but who have not yet submitted a completed survey.

Feedback Status, Respond to Surveys and Reports

Once your respondent list is submitted, your list of actions in the Main Menu will show the Select Respondents action as “Complete” and will also display the Feedback Status, Respond to Surveys (including self-survey) and Reports actions.

The Feedback Status action enables you to monitor the progress once the survey begins and appropriately send personal reminders to your selected respondents.

The Respond to Surveys (including self-survey) action enables you to provide feedback to others, as well as complete your self-survey. As a reminder, in addition to requesting feedback from others, it is recommended that you complete a self-survey. Your responses to your self-survey help you identify how closely your self-perception aligns with the perception of others.
The **Reports** action allows you to view your current report after your survey closes or any available historical reports.

### Select Respondents
Please click on the **Select Respondents** action below and follow the instructions to complete your nomination list (i.e., select the individuals from whom you wish to request feedback through the survey process).

Please click on the **Feedback Status** action below to view your survey completion status.

- **Select Respondents (Complete)**
- **Feedback Status**

### My Surveys
Please click on the **Respond to Surveys (including self-survey)** action below to access the Respondent site to provide feedback to others, as well as complete your self-survey.

- **Respond to Surveys (Including self-survey)**

### My Reports
Please click on the **Reports** action below to access your survey reports.

- **Reports**

## Using Feedback Status
Once the feedback collection period has begun, you will be able to monitor your progress by clicking the **Feedback Status** action on the Main Menu. Once selected, you will see the Survey Completion Status page. The Survey Completion Status page will show the following:

- **Respondents Selected** – total number of individuals invited to participate per group
- **Surveys Completed** – number of surveys completed per respondent group
- **Minimum Required** – number of completed surveys required to view a breakdown result by that respondent group in the report. Please note that a report will not be available to you if you do not receive at least three completed surveys in total, across all respondent groups.

### Survey Completion Status
Once the survey begins, you will be able to track your progress in the table below. Use this information to appropriately send out reminders to your respondents. It is recommended that you send reminders about 1 week apart, preferably at the beginning of your respondents work day. Please use the **Send Personalized Reminder** button to send personal reminders to your selected respondents.

**Important Note:** Weekly automated reminders will also be sent to respondents who have not yet completed their survey requests.

As a reminder, you must have three respondents in total, across all groups, to meet the criteria for reporting and to receive any results.

<table>
<thead>
<tr>
<th>Respondent Group</th>
<th>Respondents Selected</th>
<th>Surveys Completed</th>
<th>Minimum Required for Respondent Group Breakout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Report</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Leaders/Supervisors</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Peer</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Courseelee</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
<td><strong>0</strong></td>
<td><strong>3</strong></td>
</tr>
<tr>
<td>Self</td>
<td>1</td>
<td>0</td>
<td>--</td>
</tr>
</tbody>
</table>
Reminder E-mails

In addition to the automated scheduled reminders, you have the ability to send a personalized e-mail reminder to all your selected respondents. On the Survey Completion Status page, simply click the Send Personalized Reminder button. Exercise good judgment when sending reminders.

<table>
<thead>
<tr>
<th>Respondent Group</th>
<th>Respondents Selected</th>
<th>Surveys Completed</th>
<th>Minimum Required for Respondent Group Breakout</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Report</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Leaders/Supervisors</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Peer</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Counselee</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Self</td>
<td>1</td>
<td>0</td>
<td>--</td>
</tr>
</tbody>
</table>

After clicking the Send Personalized Reminder button, a draft Outlook e-mail message will open. You can edit this message and send to your selected respondents. This e-mail is pre-populated with your respondents regardless of their survey completion status.

Extending Survey Deadline

At the close of the feedback phase, if you do not receive at least three completed surveys, a report will not be available. You will have a one-time only option to extend the survey deadline for one week (seven calendar days). If you take advantage of the one-time only deadline extension, and still do not receive a least three completed surveys needed to create a report, the survey process will close and you will need to wait six months to re-register.

Once you extend the survey, the system will send reminders to respondents who have not completed the survey—as well as invitations to new respondents you select. We recommend that you also send personal email reminders to encourage participation.

To extend your survey deadline, Select Reports under the My Reports section in the Main Menu and click Extend Survey button. You will then be able to return to the Select Respondents page to add new respondents and/or to the Feedback Status page to send personalized reminder to all your selected respondents. Please exercise good judgment when sending reminders.
Reports

After two-and-a-half weeks (eighteen calendar days) from the date your respondent nomination list is submitted, your survey will close. If you receive at least three completed surveys in total, across all respondent groups, you will receive an individual results report that can be downloaded from the survey site. At this point, your respondents will no longer be able to provide feedback for you. Your Main Menu page will be updated and the only section available will be the My Reports section. By clicking on the Reports action, you will be able to access your current or historical reports at any time.

Welcome to the Leading at Accenture Survey! This survey is designed to support Accenture’s goal of developing world-class leaders throughout our organization by empowering our people to request feedback from others on how they show up as leaders.

The survey is a tool through which you, as a leader, request input from others regarding your demonstrated leadership behaviors to be used for self-development purposes. You will receive confidential feedback from direct reports, leaders/supervisors, career counselees (if applicable) and peers as aligned to the Accenture Leadership Attributes—enabling you to create an action plan to further develop your Leadership capabilities.

Thank you for participating in the Leading at Accenture Survey! Please follow the instructions below to access your reports.

My Reports

Please click on the Reports action below to access your survey reports.

* Reports

After clicking the Reports action, you will be directed to the Reports page. Once the report is generated and available, the View Report button will appear. Once you click the button, you will have the ability to view your report. You can download and save your report to your desktop. You will also be able to access reports from your previous surveys, if available.

For technical questions, please contact LeadingatAccentureSurvey@executiveboard.com. For general questions about the Leading at Accenture Survey process, please contact developingleaders@accenture.com. Read the comprehensive located in the top bar of the Main Menu for more details.