COMPASS
PERFORMANCE INC

DOCUMENT REGISTER

EDITION	Board Edition
DOCUMENT	Membership Prospectus
REFERENCE	CPI-EF-PROSPECTUS
AUDIENCE	Executives and boards

COMPASS PERFORMANCE INC

Executive Forums

One community. Five rooms.

A confidential room of noncompeting executives who examine consequential decisions, test assumptions before they become commitments, and return accountable for what they said they would do.

THE ROOMS

01 The decision requested, and its basis

02 Owner, CEO & President Forum

03 COO & Operations Forum

04 CFO & Enterprise Finance Forum

05 CHRO & People Executive Forum

06 Growth, Commercial & Technology Forum

Your Vision & an Organization Built To Deliver It

COMPASS PERFORMANCE INC

MEMBERSHIP PROSPECTUS · BOARD EDITION

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COMPASSPERFORMANCEINC.COM

CONTENTS

One community. Five rooms. One standard of conversation.

Compass Executive Forums bring noncompeting senior leaders into a confidential room where consequential issues are examined before they become commitments.

ROOMS	ROOM SIZE	CADENCE	INVESTMENT
Five, by responsibility	Six to ten members	Monthly, plus quarterly	$400 - $700 monthly

The decision requested PAGE 3
Why the room exists PAGE 4
The method PAGE 5
A leadership operating mechanism PAGE 6
Altitude PAGE 7
Owner, CEO & President Forum PAGE 8
COO & Operations Forum PAGE 9
CFO & Enterprise Finance Forum PAGE 10
CHRO & People Executive Forum PAGE 11
Growth, Commercial & Technology Forum PAGE 12
Membership PAGE 13
Return accountable PAGE 14

DECISION REQUESTED

Executive Forum membership for this leadership team.

Approval is requested for membership in the Compass Executive Forums for named members of this leadership team, on the terms set out below.

INVESTMENT	COMMITMENT	SELECTION
$400 – $700 per month, by room and cadence	Monthly working sessions, plus quarterly	By invitation after a fit conversation

EXHIBIT 1

What the board relies on in approving it.

The basis of the recommendation

- Senior leaders rarely lack information. They lack an objective room in which to test an assumption before it becomes a commitment.
- Members are noncompeting, which is what keeps the conversation candid.
- Every room runs the same four movements, so the discipline is consistent across the leadership team.

EXHIBIT 2

Reported back to the board, not asserted.

How the return will be evidenced

- Named commitments with an owner and a date out of every session.
- A standing record per member of what was decided, done, and learned.
- Assumptions surfaced and tested before the commitment is made.

RECORDED APPROVAL

Chief executive	Date	Board chair	Date
Chief financial officer	Date	Sponsor	Date

THE REALITY

The higher the responsibility, the fewer the honest rooms.

Senior leaders rarely lack information. They lack an objective place to think out loud with peers who carry comparable weight, have no stake in the answer, and will ask the question no one inside the business will ask.

EXHIBIT 1

What a Compass Forum is not

The distinction members feel in the first session.

TYPICAL PEER GROUP	COMPASS FORUM
Exchange contacts	**Examine consequential decisions**
Broad membership	**Carefully curated peers**
Polished updates	**Unpolished reality**
General advice	**Questions and relevant experience**
Casual follow-up	**Explicit commitments**
Transactional connection	**Trust developed over time**

> *The room exists so the question arrives before the decision, not after it.*
>
> STEVE KOPECKY, STRATEGY & PERFORMANCE ARCHITECT

THE METHOD

Four movements. Every issue. Every session.

Nothing enters the room to be discussed. Issues are processed — examined, reframed, committed to, and returned against.

01	Analyze	Clarify the issue, the consequence, the assumptions, and the decision it requires.
02	Refine	Use peer questions and relevant experience to reframe the issue and test available paths.
03	Commit	Define the action, the owner, the timing, and the evidence of progress.
04	Return accountable	Report what happened, what was learned, and what happens next.

EXHIBIT 2

What the discipline produces

The compounding return of a room that keeps its commitments.

- Decisions made with the assumptions surfaced and tested
- A named owner, a date, and the evidence of progress for every commitment
- A standing record of what was said, done, and learned
- Judgment that compounds across quarters rather than resetting

THE MECHANISM

Not a mastermind. A recurring leadership operating mechanism.

A Compass Executive Forum is not a mastermind or a networking group. It is a recurring leadership operating mechanism: the standing session where executives examine what has changed in the business, where roles, decision rights and alignment are drifting, what must be preserved, and what must be recalibrated — and leave with commitments on the record.

01	02	03	04	05	06
Business change	Executive reflection	Leadership recalibration	Operating decision	Execution	Renewal

EXHIBIT 1

The same five questions, asked in order.

What the room examines each session

- What changed — The conditions the current design was built for — demand, capacity, ownership, economics — and what has moved since the last session.
- Where it is drifting — Roles, decision rights and alignment: where the enterprise is now operating differently than it was designed to.
- What must be preserved — The parts of the operating system producing the result. Renewal is not reinvention.
- What must be recalibrated — The decision, the owner, the timing and the evidence — carried out of the room as a commitment, then returned to accountable.
- Who must carry it now — The seat the work now belongs to. As the enterprise changes, the leadership required to run it changes with it — and the room says so plainly before the calendar does.

EXHIBIT 2

LEAD™ sets it. ARC™ renews it.

Where it sits in the architecture

LEAD™ sets decisions, ownership and cadence. ARC™ — Analyze, Refine, Commit — renews them on a rhythm. The forum is where both are run monthly on issues that carry real consequence, with noncompeting peers and full confidentiality.

ALTITUDE

The enterprise grew. The altitude of the seat grew with it.

Every read here is on the design of the leadership system — what the seat now requires — never a judgement on the leader who holds it.

THE ALTITUDE OF THE SEAT	WHAT THE ROOM READS
Execution → Leverage	The work that earned the seat was personally delivered. The seat now produces through other people's decisions, standards and capacity.
Function → Enterprise	A function optimized well can still cost the enterprise. The seat is now accountable for the whole system's economics, not one column of it.
Solving → Architecting	Solving the problem in front of you is fast and visible. Designing so the problem stops recurring is slower, quieter, and the actual work of the seat.

> *The room says the altitude has changed before the calendar does.*
>
> STEVE KOPECKY, STRATEGY & PERFORMANCE ARCHITECT

READ ON	NEVER ON	REVISITED
The design of the seat	The leader who holds it	Annual leadership design session

OWNER, CEO & PRESIDENT

01

Owner, CEO & President Forum

The person ultimately accountable for the result rarely has a fully objective place to think out loud.

For founders, owners, CEOs, managing partners, presidents, and general managers carrying final accountability for the enterprise or a full operating result.

Owners, CEOs, and presidents carry decisions that cannot always be processed with employees, family, advisers, investors, or the board. This room brings eight to ten carefully selected, noncompeting leaders together to examine consequential issues, challenge assumptions, and convert perspective into committed action.

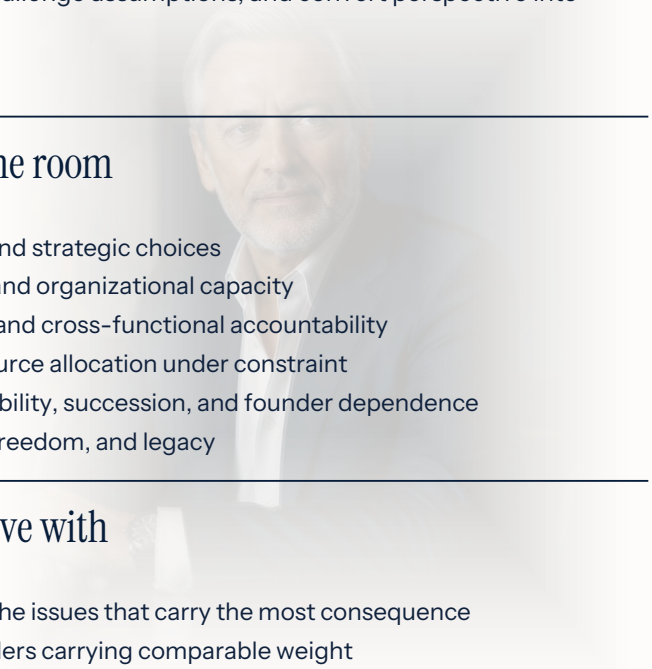


EXHIBIT 1

The issues members actually put on the table.

What comes into the room

- Enterprise direction and strategic choices
- Growth, complexity, and organizational capacity
- Competing priorities and cross-functional accountability
- Capital, risk, and resource allocation under constraint
- Executive-team capability, succession, and founder dependence
- Personal leadership, freedom, and legacy

EXHIBIT 2

Every session ends in commitments, not conversation.

What members leave with

- Clearer decisions on the issues that carry the most consequence
- Perspective from leaders carrying comparable weight
- Assumptions tested before they become commitments
- Defined actions with owners, timing, and evidence
- Trusted relationships that outlast any single quarter

ROOM

Eight- to ten-member

STATUS

Active — Accepting two additional members

SCAN TO SCHEDULE

Forum Discovery Call

30 minutes
Zoom video
Steve Kopecky

COO & OPERATIONS

02

COO & Operations Forum

For chief operating officers and senior operations, supply-chain, and manufacturing executives.

A confidential room for the leaders who carry delivery. Members examine capacity, complexity, and the organizational design underneath the operating result.

EXHIBIT 1

The issues members actually put on the table.

What comes into the room

- Complexity that grew faster than the system
- Capacity, throughput, and constraint
- Supply-chain risk and resilience
- Operating cadence and execution discipline
- Building an operations bench that lasts

EXHIBIT 2

Every session ends in commitments, not conversation.

What members leave with

- A clear view of the constraint rather than the symptom
- Practical experience from operators at comparable scale
- Assumptions about capacity and cost pressure-tested
- Defined commitments with evidence of progress
- Peers to call when the plant floor argues with the plan

ROOM

Eight- to ten-member

STATUS

Now forming — Founding-member conversations underway

SCAN TO SCHEDULE

Forum Discovery Call

30 minutes
Zoom video
Steve Kopecky

CFO & ENTERPRISE FINANCE

03

CFO & Enterprise Finance Forum

For chief financial officers and senior finance executives accountable for enterprise economics.

A confidential room for the executives who hold the economic truth of the business. Members work capital, margin, and the difficult conversations finance is expected to lead.

EXHIBIT 1

The issues members actually put on the table.

What comes into the room

- Margin structure and where profit actually comes from
- Capital allocation and investment discipline
- Forecasting credibility with the board and the bank
- Finance as a partner rather than a scorekeeper
- Transaction, transition, and readiness events

EXHIBIT 2

Every session ends in commitments, not conversation.

What members leave with

- A sharper economic read on the operating decision
- Perspective from finance leaders in comparable seats
- Assumptions in the model challenged before the board does
- Committed actions on the few things that move margin
- Peers who understand the position without translation

ROOM

Eight-member target

STATUS

Founding members being selected — First cohort forming

SCAN TO SCHEDULE

Forum Discovery Call

30 minutes
Zoom video
Steve Kopecky

CHRO & PEOPLE

04

CHRO & People Executive Forum

For chief human resources officers and senior people executives shaping leadership and organizational capability.

A confidential room for the executives accountable for how the organization is built and led. Members work talent, structure, and the leadership issues no one else can raise.

EXHIBIT 1

The issues members actually put on the table.

What comes into the room

- Leadership capability and executive readiness
- Organizational design and decision rights
- Succession architecture across the enterprise
- Culture that survives growth and pressure
- Difficult conversations at the top of the house

EXHIBIT 2

Every session ends in commitments, not conversation.

What members leave with

- Clarity on whether the issue is the person or the design
- Perspective from people executives with comparable authority
- Tested assumptions about capability and readiness
- Committed actions with defined evidence
- A room where the executive can be candid about the executives

ROOM

Eight- to ten-member

STATUS

Now forming — Founding-member conversations underway

SCAN TO SCHEDULE

Forum Discovery Call

30 minutes
Zoom video
Steve Kopecky

GROWTH, COMMERCIAL & TECHNOLOGY

05

Growth, Commercial & Technology Forum

For commercial, growth, technology, and transformation executives accountable for where the business goes next.

A confidential room for the leaders carrying future revenue and future capability. Members examine market position, commercial architecture, and the technology decisions that shape both.

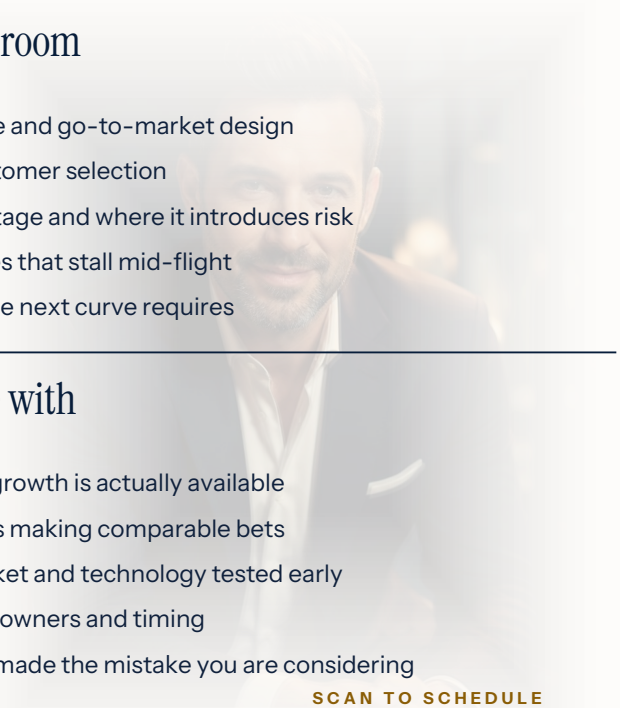


EXHIBIT 1

The issues members actually put on the table.

What comes into the room

- Commercial architecture and go-to-market design
- Pricing, margin, and customer selection
- Where AI creates advantage and where it introduces risk
- Transformation initiatives that stall mid-flight
- Building the capability the next curve requires

EXHIBIT 2

Every session ends in commitments, not conversation.

What members leave with

- A clearer view of where growth is actually available
- Perspective from leaders making comparable bets
- Assumptions about market and technology tested early
- Committed actions with owners and timing
- Peers who have already made the mistake you are considering

ROOM

Eight- to ten-member

STATUS

Interest list open — Room composition being defined

SCAN TO SCHEDULE

Forum Discovery Call

30 minutes
Zoom video
Steve Kopecky

MEMBERSHIP

What every member commits to.

The standards are the room. They are stated before an invitation is offered and held for as long as a member sits at the table.

- Bring the real issue
- Attend prepared and on time
- Remain fully present
- Protect confidentiality
- Challenge with respect
- Contribute experience without prescribing
- Make clear commitments
- Return accountable

EXHIBIT 1

An honest no protects the room and the leader.

Not the right room for leaders who

- Want networking or sales referrals
- Prefer polished updates over candid issues
- Cannot commit to consistent participation
- Are unwilling to challenge or be challenged
- Want the facilitator or peers to decide for them

THE NEXT STEP

Request a confidential fit conversation.

Investment · $400 – $700 per month, by room and cadence
Selection · By invitation following a confidential fit conversation
Schedule directly · meetings.hubspot.com/steve-kopecky
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Return accountable.

Compass Executive Forums are facilitated by Steve Kopecky for owners, presidents, and functional leaders who carry consequence — and who want the question before the decision, not after it.

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