



## **Breakout Objectives, Values and Rules**

### **Objectives of Breakouts:**

Groups of 6-8 like-minded CEOs & Founders meet for four hours, in these self-directed, professionally moderated dialogue sessions. Group members share honestly and candidly, they address and overcome their business and leadership challenges and build a trusted "inner circle" of fellow leaders that they can rely on for years to come.

### **Core values of Breakouts:** Trust, Engagement, Growth

- We **trust** one another by showing up with openness and authenticity
- We **engage** and support each other on the leadership journey without judgements
- We seek to inspire each other to **grow** and develop, and as a group we achieve greater success and happiness in all walks of life (professionally and personally)

<b>Format of sessions</b>	Max 6-8 members per Breakout group, with a good mix of backgrounds, experiences and diversity in gender and ways of thinking.
<b>Number of sessions</b>	4 Breakout sessions over the period of one year (once per quarter).  Within your cohort, you may decide to book virtual or in-person check-ins between face to face meetings.
<b>Length and set-up</b>	Face-to-face: 4 hours per session, in principle from 2pm to 6pm unless otherwise agreed upon by the group.
<b>Session dates</b>	1 <sup>st</sup> Breakout session will be scheduled by the Boardwave Concierge.  Sessions 2, 3 & 4 will be scheduled by the group at the end of the first session.
<b>Dialing in</b>	Not allowed except in the case of a remote session where all members dial into the session.
<b>Hosting</b>	1 <sup>st</sup> Breakout session organised and hosted by Boardwave-approved moderator.  Sessions 2, 3 & 4 are hosted by the members of the group, with rotating hosting responsibilities.  If the preference of the group is to continue with a third party moderator, Boardwave will provide a moderator trained by our head coach, Esther Kerstholt.
<b>Location</b>	Default locations are London, Amsterdam, Berlin and Paris for the current programme.

<b>Attendance</b>	<p>Every member commits to participate in-person in a journey of 4 Breakout sessions.</p> <p>2 strikes of non-attendance and member will be asked to leave the group. This is simply due to the shortage of places available and the goal of creating a 'circle of trust' that is a consistent group of Members across all sessions.</p>
<b>Lateness</b>	<p>Not accepted. Breakout journeys are circles of trust. Members agree to respect each other's time and commitment.</p> <p>2 strikes of lateness and member will be asked to leave the group.</p>
<b>Early departure</b>	<p>Same rules as lateness.</p>
<b>Emergency sessions</b>	<p>Available to a member in a time of need. Attendance non-compulsory.</p> <p>Emergency sessions can be online (decided upon by the group).</p>
<b>Breakout behaviours</b>	<p>"Gestalt Language Protocol" applies for the way the members discuss, share and communicate with one another in the Breakout group:</p> <ol style="list-style-type: none"> <li>1. Speak from own experience rather than giving advice, opinions or judgements</li> <li>2. Use "I" statements instead of "You" statements</li> <li>3. Speak in past tense and share what worked for you (both positive and negative experiences)</li> <li>4. Avoid "should", "would", "could" or "must"</li> <li>5. Be specific and do not speak in generalities</li> </ol> <p>See for more background information on "Gestalt": <a href="https://www.taskade.com/new/from/LL1zuBG4o5AfjyKQ?share=view&amp;view=2TzotbSUX2B5MjJj&amp;as=list">https://www.taskade.com/new/from/LL1zuBG4o5AfjyKQ?share=view&amp;view=2TzotbSUX2B5MjJj&amp;as=list</a></p>
<b>Phones/laptop</b>	<p>During sessions no phones or laptops allowed.</p>
<b>Confidentiality</b>	<p>We adhere to the Chatham House Rules, which ensure members can speak as individuals, expressing views that may differ from the organisation they represent. Members are free to voice themselves, disentangled from their official duties, obligations, and affiliations.</p> <p>Everything that happens in a Breakout sessions stays within these 4 walls. "Nothing. No-one. Never".</p> <p>Disclosing what is discussed in the group, whether verbally or in writing or in social media posts, is not allowed.</p> <p>Anyone who breaches confidentiality will be asked to leave the group.</p>
<b>Moderators</b>	<p>Each Breakout group has access to a dedicated professional coach or moderator provided by the Boardwave Concierge.</p> <p>All coaches and moderators have participated in a special Boardwave Breakout training.</p>

<b>Tapping into the wider Boardwave Network</b>	<p>We want our Breakout participants to be able to access the wider Member community if they require additional expertise or insights. Our online platform gives access to the full Member base and you can search for software leaders by sector, stage of growth, experience, geography and much more. You can use the Boardwave Connections Centre to provide additional support throughout your Breakout Journey in the following ways:</p> <p><a href="#"><u>Expert Connect</u></a> Ask for an Expert to join one of your sessions if you want specific help around an issue being faced by the Breakout participants. You can ask for advice through the platform, or ask the 'Expert' to attend part of a session in person.</p> <p><a href="#"><u>Mentor Connect</u></a> If beyond the Breakout, you want to identify a potential Mentor for an ongoing relationship with relevant skills &amp; experience, use this element of the Connection Centre.</p> <p><a href="#"><u>Concierge Connect</u></a> If you can't find what you're looking for, send us the details of your request and the Boardwave Support Centre will help you out and find the answer.</p>
<b>Agenda setting</b>	<p>One month prior to the next session, the cohort coach and member host organise a 30 minute Zoom call to jointly set the agenda and decide on whether or not an Expert will be invited for the next session.</p>
<b>Communication</b>	<p>Official Boardwave communications is by default through a private Boardwave Member group on the platform; Breakout logistics, learnings and requests through a Whatsapp group (curated by Boardwave and administered by the coach).</p> <p>24 hour response turnaround is appreciated in all communication.</p>
<b>Rescheduling of sessions</b>	<p>Max 2 rescheduling per year.</p> <p>The member who needs to reschedule organizes the new date. If an unanimous agreement is not obtained, then the session will not be rescheduled.</p> <p>In case where travel or location arrangements have already been made, it remains at the discretion of the member with arrangements to agree on rescheduling or not.</p>
<b>Continuation of the Breakout group</b>	<p>After one year the group will jointly decide to continue the Breakout journey or not.</p> <p>If so, the moderator role can be fulfilled by a group member. All moderators will go through special Boardwave facilitation training.</p>
<b>Member departure</b>	<p>A member who decides to leave the group will share with the group:</p> <ul style="list-style-type: none"> <li>• The reasons why they are leaving</li> <li>• What they liked about the Breakouts</li> <li>• What they didn't like about the Breakouts</li> <li>• How they feel the Breakouts could be improved</li> </ul>

<b>New members</b>	Any new members joining a Breakout group will be agreed upon by vote. Max 8 members.
<b>Sales pitches</b>	Discouraged between members as they change the dynamics of the Breakout dialogue.
<b>Disagreements</b>	Disagreements or exceptions to any of these Rules will be decided upon through discussion and voting.
<b>Conflicts of interests</b>	Should be brought up as soon as identified and dealt with by the group through discussion and voting.
<b>Code of Conduct</b>	<p>All members comply with the general Code of Conduct of Boardwave:</p> <p>For more information: <a href="https://www.boardwave.org/code-of-conduct">https://www.boardwave.org/code-of-conduct</a></p>