

# Meeting 2: Deepen Your Connection

## Guide Facilitation Notes

Last updated Nov 2, 2023

### Meeting Objective:

Members will explore the group's experience, expertise, and growth areas. They will continue to build real, authentic connections within this group. This session will uncover members' strengths and opportunities for growth that will help set the foundation for Peer Advisory in future sessions.

### Intentionally Fostered Culture:

- **Confidentiality** - In order for members to feel comfortable sharing, we must create a psychologically safe environment. This begins with establishing confidentiality in the room to enable open and honest communication.
- **Vulnerability** - We will actively encourage the development of a vulnerable space through confidentiality and trust, where our actions align with our words. By role modeling vulnerability yourself, you set the tone for members who are more likely to follow suit.
- **Trust** - Trust is vital because it underpins both confidentiality and vulnerability and serves as the foundation upon which people can feel secure in sharing, free of judgment.

### Your Role:

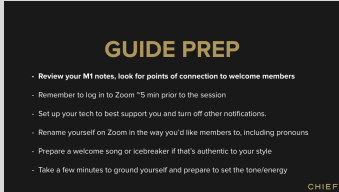
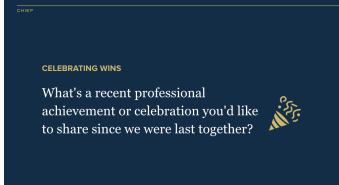
- **Build Connection** - As the Guide, you have the opportunity to help weave the thread of connection between members and between meetings. Highlight connection points and encourage members to continue to explore how this unique group can support and learn from each other.
- **Uphold Expectations** - Building on the expectations set in M1, continue to uphold group norms to set your group up for success.
- **Use Slides** - Please share the prepared slides to walk members through M2. While we want you to add your own flavor to the live facilitating, this expectation-setting is designed to ensure every member has a consistent foundation, so we ask that you make minimal changes.
- **Time Management** - We ask you to bring the right balance of warmth and order to ensure time is distributed equitably for all members to share before the end of the meeting, and to ensure that the session ends on time.
- **Multipartial, Inclusive Facilitation** - Importantly, we ask that you move through this and every Core meeting practicing [inclusive, multipartial facilitation](#). This means guiding the group as a collective – incorporating their needs – ensuring that no one gets left behind. This is based on the knowledge that all the identities we hold show up in Core and continually influence the dynamics of the group. Multipartiality is an approach that balances power in group settings to support and sustain all voices, especially those marginalized and with less power.



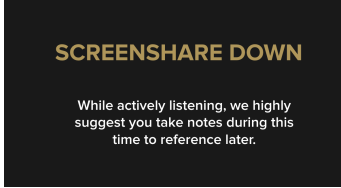

## Suggested M2 Outline

Below is a high level overview of M2 timings and section breakdowns. Remember that M2 and all subsequent meetings are 90 minutes.

Timing	Slides	Context
6 min	2 - 4	<b>Kicking Off: Welcome, Celebrating Wins, Core Journey</b> Plan to cover slides 2-4 in the first 6 minutes
0 - 12 min	5 - 6	<b>[Optional] Welcome New Members</b> Use this time to welcome new members who were not present for M1 and provide space for them to introduce themselves to the group.
4 min	7 - 8	<b>Expectation Setting: 5 Cs, Today's Purpose</b> Review expectations with the group on what they can expect regarding how we operate in Core and discuss the purpose of the meeting.
7 min	9 - 13	<b>Introduce Multidimensional Professional Profile</b> Walk through the three lenses we'll look at our professional lives, at varying degrees of external visibility: our career experiences, professional superpowers, and areas of growth.
48 - 60 min	14 - 16	<b>Group Exercise: Multidimensional Professional Profile</b> The main exercise will be members each sharing their professional profile with the full Core group or in a midsized breakout group. Synthesize insights, themes, similarities, differences.
12 min	17 - 18	<b>Closing</b> End by encouraging members to take one or more of the suggested next steps, sharing takeaways, and discussing Wrap Slides.

## Detailed Facilitation Notes

Slide	Facilitation & Voice Over Tips	Timing
<b>01   Prep Slide</b> <b>[Just For You!]</b> 	<b>In the 15 min prior to your session starting,</b> <ul style="list-style-type: none"> <li>- Log onto Zoom ~5 min prior to the session. If you run into any technical issues, please contact guides@chief.com with 'URGENT' in the subject line.</li> <li>- Set up your tech to best support you. Turn off notifications, especially any audio notifications such as Slack. Prepare your screen(s) to have your speaker notes, slides, gallery view - and a place to take notes if you do so digitally.</li> <li>- Rename yourself on Zoom to include your full name and pronouns. Add any other info you'd like your members to share about themselves (i.e. location, company)</li> <li>- Prepare a welcome song, if that's authentic to your facilitation style. If you are preparing music to play while kicking off, ensure you share through Zoom's 'share sound' screen sharing and we recommend a very low volume so your voice can still speak overtop of it</li> <li>- Take a few minutes to ground yourself and prepare to set the tone/energy.</li> </ul>	Final Prep
<b>02   Welcome</b> 	<p>Just as in M1, your role is to warmly welcome the group, saying hello to each member by name, and set the tone. Reminder to review M1 notes in advance and look for places you may be able to welcome folks on a more personal level. You may play music if that's authentic to your style as folks are joining.</p> <p><b>Inclusive Facilitation Reminders:</b>  Some Chief members have gender identities outside the binary so please refrain from welcoming folks using "women" or "ladies."  If you're not sure if you're pronouncing someone's name correctly, please ask to confirm.</p> <p>Keep note of any who were not present in M1 but may be attending today to look out for them joining.</p> <p>After a couple of minutes of settling into the space when it seems a good number of folks have joined, keep the pace and move forward.</p>	<b>2 min</b> 0:00 - 0:02
<b>03   Celebrating Wins</b> 	<p>Begin in the spirit of celebration and warmth by asking members to share their responses to the question <i>"What's a recent professional achievement or celebration you'd like to share since we were last together?"</i> in the chat! What can the group share in excitement with one another, big or small? If you're finding the group to not have much to share, you may choose to model with a <i>smaller but meaningful</i> win in your life.</p> <p>We encourage you to call on folks to ask them to share a bit more verbally. Model behaviors of responding you'd like to see members engage in such as Zoom video reactions or commenting/emoji reacting in the chat.</p>	<b>3 min</b> 0:02 - 0:05

	<p><b>Optional:</b> If your group is smaller (less than 6), and/or you have no new members to introduce, you may prompt folks to share this verbally around the group instead of in the chat.</p>	
<p><b>04   Our Core Journey</b></p> 	<p>Last meeting we spent time getting to know each other through defining moments in each of our lives. I appreciated how openly you each shared. In today's second session, we will dig a little deeper and focus primarily on the professional. We're working towards being able to focus fully on peer advisory in Meeting 4 and beyond, so these initial meetings are the foundation setting for building real authentic connections as we gel as a group.</p>	<p><b>1 min</b> 0:05 - 0:06</p>
<p><b>05   [Optional] Welcome New Group Members</b></p> 	<p>[Optional section, <b>unskip slide</b> if you expect new members to join in M2 who did not attend M1]</p> <p>If anyone did not attend the previous session that is here now, begin with having them introduce themselves before jumping into the M2 content. Ideally you will have had a chance to message these individuals in advance to let them know they'll share a meaningful outcome and one defining moment.</p> <p>First, Have all group members who were present for the M1 round-robin quickly share their name (pronouns), location, role, company. This also serves as a helpful reminder for everyone in the group who is meeting folks for a second time.</p>	<p><b>0:06 - XX</b></p> <p>Allot between 2 - 4 min per person, depending on how many folks are new in M2.</p> <p><u>Aim to take no longer than 12 min on this section.</u></p>
<p><b>06   HIDDEN SLIDE</b></p> 	<p><b>Take screenshare down.</b></p> <p>During this activity, be sure to keep time to ensure there's space for every new person to share. This often requires being very clear on how much time each person has to speak (ex: "You'll each have 3 min to share") and then politely letting some members know they're running over time if needed, because they get excited speaking.</p>	<p><b>0:07 - Maximum 0:18</b></p>
<p><b>07   The 5 Cs of Core</b></p> 	<p>This reminder ensures all new members of your Core group see our shared 5C group agreements.</p> <p>Give a brief reminder of the first two as it pertains to today. Example language: <i>"As a reminder of how we show up for each other and what's most important today, our <b>commitments</b> are to show up for ourselves and one another, and always maintain the confidence of this room. This <b>confidentiality</b> is the foundation for us to build trust and create a space for real sharing and dialogue."</i></p>	<p><b>1 min:</b> <b>0:XX - 0:XX</b></p> <p><b>at earliest 0:06 - 0:07, at latest 0:18 - 0:19</b></p>

## 08 | Today's Purpose



Focus on ‘the why,’ especially as it pertains to peer advisory. This is an important one to gain buy-in and understanding, so please pay attention to the notes below as you form your version of these talking points:

### Prompting Language:

**Peer Advisory Foundation:** The purpose of today is to get to know the group on a deeper, professional level. In order to make the best of this peer advisory space, we want to know what this amazing brain trust has to offer in experiences, expertise, strengths, and learnings. To bring the most valuable topics, opportunities, and dilemmas we want to bring to the group, we want to better understand the context of where we’ve all been. When we do peer advisory in the fourth meeting and all meetings beyond, you’ll bring challenges to the table and want to know the experiences others have that they may call upon to support you.

**Identity framing:** Many of us joined Chief because we have a desire to be around folks who have a shared experience at intersections of industry, positionally, leadership and identity. We know that it’s not easy for us to always be real, either because we’ve learned to not boast about our accomplishments, or not expose our weaknesses, so we keep them both close. The invitation today is to know that we’re all in this together with the purposes of growing individually within this group, so we invite you to be real and authentic, and share what you typically may hold closer to your core.

**Group Composition:** This group was paired together because you have similar professional levels, but very different functions and industries, so that we may have cognitive diversity in the room. Today’s activity will uncover that.

3 min:

at earliest  
0:07 - 0:10,  
at latest  
0:19 - 0:22

## 09 | Multidimensional Professional Profile



1 min: at earliest 0:10 - 0:11, at latest 0:22 - 0:23

Focus on ‘the how’ and encouraging a space to be real




**Prompting Language:** Today we’ll focus more fully on your *professional experiences*, using these three lenses: our experiences, our superpowers, and our growth areas. This iceberg is a representation of what parts of your professional life are visible to everyone, visible to some, and visible to very few. You likely have a LinkedIn where we can all see your previous job history, but you likely keep your areas of growth much tighter to your chest. Sometimes it is difficult to share our areas of growth in spaces of work because they are used against us. We are working to create a space that can be different for us where we can bring our wins to the table and be real with one another. You’ll offer both the areas you’re most proud of to this group, and also humbly share the areas you’re still focused on growing and developing. Keeping in mind our group agreements, this is a space of confidentiality where we invite your full candor.


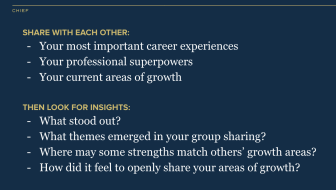
**Multipartial Facilitation:** As the Guide, remember the many identities your members will bring into the room throughout this exercise, and convey empathy, dignity and respect throughout the exercise. Track potential dynamics that may arise, experiences connected to identity as there may be opportunities to bring those to light in M3.

**FACILITATION PREP REMINDER:** After going through each of the three

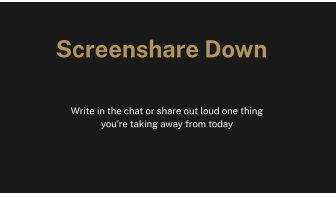
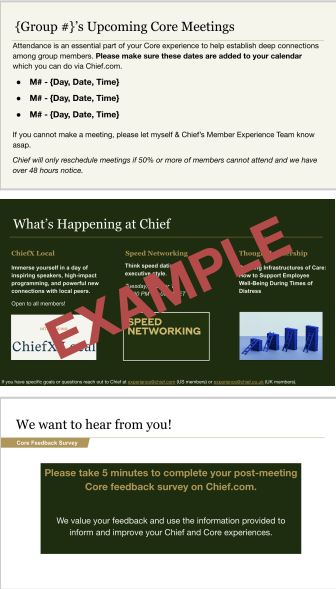
1 min:

at earliest  
0:10 - 0:11,  
at latest  
0:22 - 0:23

	<p>portions with time for the members to independently write, you will then give the group ~45 minutes to each share, reply to one another, and finally synthesize what they learned about the group. The bulk of the instructions are on slide 14 to remind yourself what's to come.</p>	
<h3>10   Your Important Career Experiences</h3> 	<p><b>Prompting Language:</b> Begin with the most visible layer - what's "above the surface" and easily visible to others. If we looked at your LinkedIn or resume, what would you most like to point out to us? How do you describe yourself in a few words? Importantly, what experiences have been most meaningful to you and in which did you learn the most? This is not just about getting a promotion, but may include a time you were a part of an acquisition, when you made a significant career leap, or when you joined an impactful advisory committee.</p> <p><b>Independent Think/Write Time:</b> Give the group 30 seconds to think and write on this, before continuing on. Note: This should be the most self-explanatory, so I'd focus on the fact that they're writing down what they want to share so they can focus later on just listening to others.</p> <ul style="list-style-type: none"> <li>- <i>Optional:</i> You can put on quiet instrumental music to signal the shift into and out of the independent writing time for this and the next two slides if you feel very technically adept at starting and stopping it on time.</li> </ul>	<p><b>2 min:</b></p> <p>at earliest 0:11 - 0:13, at latest 0:23 - 0:25</p>
<h3>11   Your Professional Superpowers</h3> 	<p><b>Prompting Language:</b> Now we want to focus on the strengths we each bring to the table. Considering this in the framing of peer advisory, what are the areas that if others were having a difficult time with, you believe you'd be most equipped to support them. If you're familiar with the concept of 'Zone of Genius' what does this look like for you, or when do you find yourself in flow? What would be the thing that if someone came to you for your thoughts and experiences you'd have so much to share? These superpowers may or may not be related to your current title/role.</p> <p><b>Independent Think/Write Time:</b> Give the group 45 seconds to think and write on this, before continuing on. Remind them they'll have only a few minutes to cover all three topics.</p> <ul style="list-style-type: none"> <li>- <i>Optional:</i> You can again put on quiet instrumental music for this independent writing time if you feel technically adept at doing so.</li> </ul>	<p><b>2 min:</b></p> <p>at earliest 0:13 - 0:15, at latest 0:25 - 0:27</p>
<h3>12   Your Current Areas for Growth</h3> 	<p><b>Prompting Language:</b> Finally, the part where we move away from the areas we're most proud of and which may be easier to share, and ask you to be real, in the spirit of a space for learning and growing. What behavioral shift or mentality shift do you hope this group of peers may help you with? This is time to bring your authentic self. This might be the deepest part - what you don't always share or others might not see. <b>Importantly, model this by giving an authentic example or two of your own here.</b></p> <p><b>Independent Think/Write Time:</b> Give the group 60 seconds to think and write on this, before continuing on. (+ <i>optional music</i>)</p> <p><b>Important:</b> During members' independent think time, please use this time to calculate how much time you'll be able to allocate per person in the upcoming exercise.</p>	<p><b>2 min:</b></p> <p>at earliest 0:15 - 0:17, at latest 0:27 - 0:29</p>

<p><b>13   [Optional] Multidimensional Professional Profile</b></p> 	<p>Quick slide to flash back to as the reminder of the full three. (<i>Optional, feel free to hide this slide</i>)</p>	<p><b>0 min</b></p>
<p><b>14   Share &amp; Insights</b></p> 	<p>This exercise will be the core part of your session, where we'll focus on really gelling as a group. Remind the group of the three areas, and how much time they'll each have per person to share.</p> <p>Just as last time, you'll want to allot time for them to each share, then respond to one another, validating what they've shared. You'll likely have 38-50 minutes for the sharing portion, which <i>may</i> include the reflection happening in the small group.</p> <p><b>Remember to do the quick math</b> to determine how to guide the group based on how many members you have present, and how much time you have before the full core group reflection. Each person should have 4+ minutes to share with 2+ minutes of the group responding and reflecting back, for a minimum of 6 total minutes per person.</p> <p>We want to give all members time to share with a minimum of 3 others, but have time for everyone, so our rule of thumb is:</p> <ul style="list-style-type: none"> <li>- With <b>7 or less</b> members, <b>stay together</b> in the main space</li> <li>- With <b>8 or more</b> members, launch <b>2 breakout</b> groups</li> </ul> <p><b>Important:</b> Add this full text into the chat <u>before</u> launching the breakouts or before taking this screenshare down:</p> <p>SHARE:</p> <ul style="list-style-type: none"> <li>- Your most important career experiences</li> <li>- Your professional superpowers</li> <li>- Your current areas of growth</li> </ul> <p>THEN REFLECT &amp; LOOK FOR INSIGHTS:</p> <ul style="list-style-type: none"> <li>- What stood out?</li> <li>- What themes emerged in your group sharing?</li> <li>- Where may some strengths match others' growth areas?</li> <li>- How did it feel to openly share your areas of growth?</li> </ul> <p>Set clear directions in advance:</p> <ul style="list-style-type: none"> <li>- Each person will share, keeping time as a show of respect for others to a maximum of <b>X</b> minutes. (<i>your decision based on time left</i>)</li> <li>- Others will then have a chance to briefly respond back with acknowledgments, and anything in particular they heard or noticed</li> <li>- Then the next person will share, until all have gone.</li> </ul> <p><b>If the members are in breakouts:</b></p> <ul style="list-style-type: none"> <li>- Give the additional direction that after everyone has shared, the group will then take at least 5 minutes to reflect and synthesize. They</li> </ul>	<p><b>3 minute:</b></p> <p><b>at earliest 0:17 - 0:20, at latest 0:29 - 0:32</b></p> <p>You should be here by 30 minutes after the hour at the latest.</p>

	<p>should use these prompting questions and have one person designated to take notes on this and share back in the full group.</p> <ul style="list-style-type: none"> <li>- <b>During, your role will be to</b> <ol style="list-style-type: none"> <li>1. Float between the groups, letting them know in advance you'll be doing so</li> <li>2. Send broadcast reminders on timing, ensuring the groups keep to time in order to have everyone share with time for the synthesis at the end,</li> <li>3. Take note of who is in each breakout group so you can diversify these for M3 breakouts - this can just be a quick screenshot.</li> </ol> </li> <li>- When they return from breakouts, keep screenshare down and ask the person designated in each group to share out in the main space.</li> </ul> <p><b>Before beginning</b>, check to ensure all members understand the directions and the goal of this exercise.</p>	
<p><b>15   HIDDEN SLIDE</b></p> <div> <p><b>SCREENSHARE DOWN</b></p> <p>Member Sharing or Breakouts</p> </div>	<p>Please take screenshare down</p> <p>Reminder that you'll likely have 38-50 minutes for the sharing portion, which <i>may</i> include the two small group reflections. You'll want to allocate time to the person sharing AND the group responses.</p> <p>In order to give all members time to chat with one another, you may launch two breakout rooms for smaller group discussion. We want each member to share with at least 3 others, but have time for everyone, so our rule of thumb is:</p> <ul style="list-style-type: none"> <li>• With <b>7 or less</b> members, <b>stay together</b> in the main space</li> <li>• With <b>8 or more</b> members, launch <b>2 breakout</b> groups</li> </ul>	<p><b>~45 minutes</b></p> <p><b>At earliest 0:20, at latest 0:32.</b></p> <p>Plan to end by 1:10</p>
<p><b>16   HIDDEN SLIDE</b></p> <div> <p><b>SCREENSHARE DOWN</b></p> <p>Full Core Group Reflection</p> </div>	<p>Keep screenshare down</p> <p>Give the group time to synthesize together. If they're returning from breakouts, this will begin with one person from each group sharing. Your role will be to help them make connections and find insights about the identity of this unique group.</p> <p>Reminder of the reflection synthesis questions: <i>What stood out? What themes came out? Where may some strengths match others' growth areas? What did you notice about how your identities showed up in what you shared?</i></p> <p><b>Important:</b> We highly suggest you take detailed notes on what the group shares during this time to reference back to later.</p> <p><b>Inclusive Facilitation:</b> Reminder to use your multipartial facilitation skills, with the knowledge that <b>identity</b> will show up in sharing, areas of growth, and overall themes. As facilitators, you have our own identities and group memberships which exist somewhere in the systems of power and equality. It's important to recognize when and how to leverage your identities and experiences in different ways</p>	<p><b>8 minutes:</b></p> <p>1:10 - 1:18</p>

<h2>17   Next Steps</h2>  <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li><b>Continue Self-Reflecting</b> What did this exercise bring up for you? Consider any new insights that arose.</li> <li><b>Connect One-on-One</b> Consider reaching out to a Core groupmate to meet on your own.</li> <li><b>Prepare for M3</b> Hold on your calendar; this time is an investment in yourself and your group.</li> </ul>	<p>Give the group three next steps to consider from today's chat. Especially encourage them to connect 1:1 and remind them of the chat feature that allows them to do so or how else they may best get in touch.</p>	<p><b>2 min</b> 1:18 - 1:20</p>
<h2>18   Final Takeaways</h2>  <p><b>Screenshare Down</b></p> <p>Write in the chat or share out loud one thing you're taking away from today</p>	<p>With screenshare off, close by asking the group to share verbally or in the chat <b>one thing they'll take away from today</b>. Remember to save the chat by taking screenshots if you'd like.</p>	<p><b>5 min</b> 1:20 - 1:25</p>
<h2>XX   Wrap Slides</h2>  <p><b>{Group #}'s Upcoming Core Meetings</b></p> <p>Attendance is an essential part of your Core experience to help establish deep connections among group members. <b>Please make sure these dates are added to your calendar</b> which you can do via <a href="#">Chief.com</a>.</p> <ul style="list-style-type: none"> <li>M# - (Day, Date, Time)</li> <li>M# - (Day, Date, Time)</li> <li>M# - (Day, Date, Time)</li> </ul> <p>If you cannot make a meeting, please let myself &amp; Chief's Member Experience Team know asap.</p> <p>Chief will only reschedule meetings if 50% or more of members cannot attend and we have over 48 hours notice.</p> <p><b>What's Happening at Chief</b></p> <p>ChiefX Local: Immerse yourself in a day of inspiring business, high-impact programming, and powerful new connections with local peers. Open to all members!</p> <p>Speed Networking: Think speed dating, but for business. Join a group of like-minded professionals and make meaningful connections in just 5 minutes.</p> <p>Thought Leadership: High-level insights from industry experts. Hear from top executives and thought leaders during times of distress.</p> <p><b>ChiefX Local</b></p> <p><b>SPEED NETWORKING</b></p> <p><b>We want to hear from you!</b></p> <p><b>Core Feedback Survey</b></p> <p>Please take 5 minutes to complete your post-meeting Core feedback survey on <a href="#">Chief.com</a>.</p> <p>We value your feedback and use the information provided to inform and improve your Chief and Core experiences.</p>	<p><b>End by sharing <a href="#">Wrap Slides</a> and:</b></p> <ul style="list-style-type: none"> <li>- <b>Discussing upcoming meeting dates and times</b> (If 50% or more of members cannot attend a future meeting, you can proactively discuss an alternative date/time and email <a href="mailto:guides@chief.com">guides@chief.com</a> to request rescheduling).</li> <li>- <b>Highlighting “What’s Happening at Chief”</b> and discussing events, programming, community groups, or thought leadership that you think members might be excited about. Consider asking members if they’ve attended an event yet or signed up for one or to share other ways they’ve engaged with Chief outside of Core. Encourage members to go to <a href="#">Chief.com</a> to join community groups or browse through upcoming events.</li> </ul> <p><b>Important:</b> Chief's member experience research has shown that members who engage in Core and at least one other service/program with Chief have a higher likelihood of realizing the value of their membership so we are hopeful that you can leverage our Guide Wrap Slides to help set them up for success as they embark on their Chief journey!</p> <ul style="list-style-type: none"> <li>- Lastly, <b>discussing the post-meeting feedback survey</b>. Inform members that they will receive this after every meeting and we encourage them to fill it out each time (it should take no more than 3-5 minutes). Discuss the importance of feedback and how you use it to continually improve the Core meeting experience.</li> </ul>	<p><b>5 mins</b> 1:55 - 2:00</p>

## FAQ

### What do I do about members that don't show up?

If someone does not attend, log this in the group attendance in your portal. The Chief team will be in touch with that individual to check in. Importantly, if that member missed both M1 and M2, they will be removed from the Core group. We believe being there for at least one of the first two meetings is essential while the group is building their initial foundation. If a member is removed, the Guide Portal on Chief.com will be updated to reflect the removal.

### What if people come late or leave early?

**Member Note in Advance:** If a member sends you a note about missing the meeting, or intending to arrive late / leave early, please direct them to letting our team know through Chief.com/Core.

**Arrive Late in the Moment:** If a member does show up late, acknowledge them and welcome them to the group but continue at pace. Don't let a late arrival disrupt the flow of the group, but you may want to follow up with them after the meeting to let them know what they missed.

**Leaving Early:** If someone shares in advance they can't stay the full time, encourage them that they will continue to bond in M2 and beyond and ask them to stay as long as they're able. If something suddenly comes up and someone needs to leave, acknowledge as necessary, but don't let it disrupt the flow of the group and carry on as planned. Please also let the member know that you will be sending them the scheduling survey link after the meeting.

### What if someone does not want to be on video?

Our [Core Expectations](#) asks that members should be on video for Core meetings. *"Core participants are asked to join via video (as opposed to dial-in) and have their cameras on during each Core session."* We want to encourage those not on video to join so it can feel as intimate as possible in a virtual setting. However we know sometimes members may not be comfortable or able to join on video, and we encourage you to manage this on a case-by-case basis as it comes up.

### What if I want to add my own flair?

Absolutely, we welcome you to add in your own spice and facilitate in a way that is authentic, so long as you're keeping to the bones of the curriculum and adhering strictly to the learning objectives of each session! You are chosen as a Guide because we value your experience and what you bring to the table. As long as you land all the key elements and objectives, set a foundation for the group's journey, the rest is up to you in how you bring it to life.