

STEP INTO COURAGE

MODERATOR FORUM
GUIDE

STEP INTO COURAGE FORUM

Step into Courage is an integral part of our community's ethos, and the language of vulnerability and sharing has become deeply ingrained in our collective dialogue.

Step into Courage is the primary reason that new members join our community, and it is widely regarded as the most valuable benefit of being a part of our movement. Many members attest that engaging in Step into Courage sessions has not only enhanced their leadership skills but also enriched their roles as fathers, husbands, partners, and individuals. In addition to member sessions, there are various formats available for Step into Courage discussions.

A Step into Courage session comprises a group of 7 to 10 peers who gather regularly in an environment characterized by confidentiality, trust, and openness to share their vulnerabilities and personal experiences. It provides an ongoing opportunity to discuss both professional and personal challenges within a supportive circle of trusted peers.

Unlike commercially-run personal advisory groups, where meetings are facilitated by paid professionals, all Step into Courage sessions are peer-moderated. The moderator, chosen by the group members, undergoes training at a Step into Courage Moderator & Leadership Development workshop. While the moderator plays a vital role, effective meetings and the ongoing health of the group are responsibilities shared by all members.

WHAT STEP INTO COURAGE PROVIDES

- A confidential and trusting environment for deep learning, idea exchange, and personal exploration.
- Enrichment of your professional, familial, and personal spheres of life.
- Integration of business, family, and personal interests, fostering holistic growth.
- Development of leadership skills through peer interactions and shared experiences.
- Personal growth opportunities, nurturing self-discovery and self-improvement.
- A supportive peer group that offers non-judgmental support as you navigate life's opportunities and challenges.

How Step into Courage Enhances these Qualities:

- Encourages honesty in sharing personal experiences and insights.
- Fosters openness to new perspectives and ideas.
- Builds trust among members through confidential discussions and mutual respect.
- Promotes risk-taking in exploring new approaches and solutions.
- Cultivates self-curiosity, prompting members to delve deeper into their own motivations and aspirations.
- Develops emotional intelligence through empathetic listening and understanding.
- Facilitates self-awareness, enabling members to reflect on their strengths, weaknesses, and growth areas within a supportive community.

IMPACT OF STEP INTO COURAGE

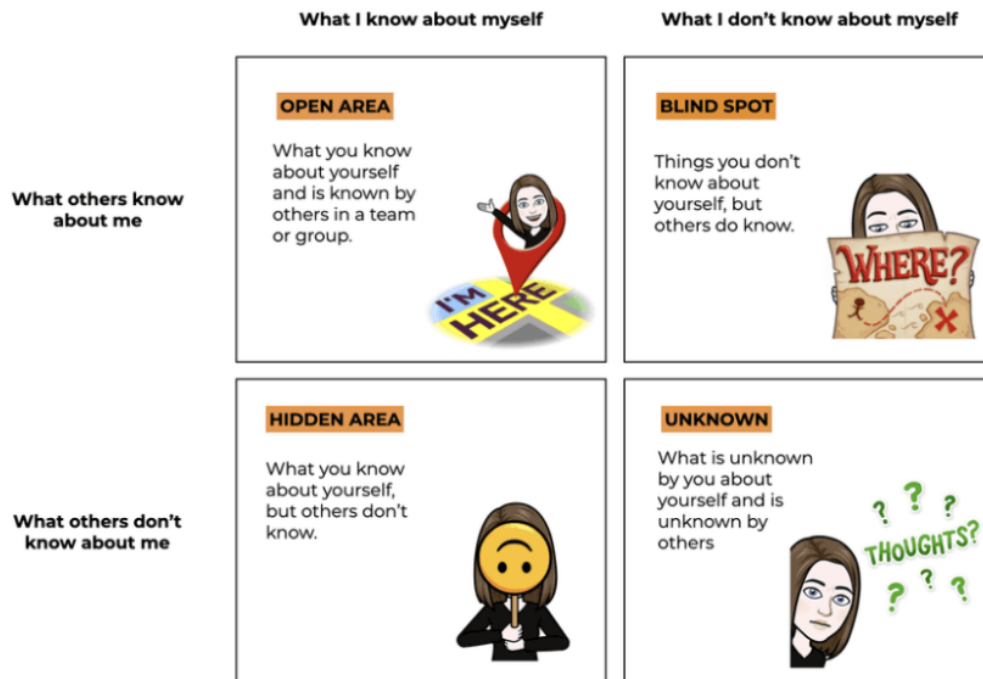
Participants in Step into Courage experience personal growth as they recognize the impact they have on others within the group. Similar to any endeavour, the more one invests in Step into Courage, the greater the rewards. By actively listening to the life experiences of fellow members and offering support in resolving their challenges, participants have the opportunity to effect real change. Conversely, when a member faces their own dilemmas, they can draw upon the collective wisdom and experience of the group for guidance.

GAINING CLARITY ON ISSUES

At the heart of a Step into Courage session is the exploration, where a member discusses an unresolved issue or opportunity and frames the exploration for the group. Through self-reflection and curiosity, other members engage in deep sharing of personal anecdotes and insights. Typically, the member presenting the issue seeks clarity on a matter they find challenging. The input and perspectives shared by other members, drawn from their own experiences, serve to illuminate potential paths forward.

JOHARI WINDOW

The Johari Window model, coined by combining the names of its creators, Joseph Luft and Harry Ingham, illustrates how individuals expand their awareness and understanding by disclosing themselves to others and receiving feedback. Within the context of Step into Courage, the process of self-disclosure enables participants to broaden their perspectives and experience "aha" moments—insights and breakthroughs that contribute to personal growth and development.



The Johari Window is a model used to understand self-awareness and interpersonal communication. It consists of four quadrants that represent different aspects of an individual's personality and how they are perceived by themselves and others:

1. **Open Area (Arena):** This quadrant represents aspects of oneself that are known to both the individual and others. It includes behaviours, feelings, attitudes, and motivations that are openly shared and recognized by both parties.
2. **Blind Area (Blind Spot):** This quadrant represents aspects of oneself that are not recognized by the individual but are apparent to others. These can include behaviours or traits that others observe but of which the individual may be unaware.

3. Hidden Area (Facade): This quadrant represents aspects of oneself that are known to the individual but not to others. These can include private thoughts, feelings, fears, or experiences that the individual keeps hidden from others.
4. Unknown Area (Unknown): This quadrant represents aspects of oneself that are unknown to both the individual and others. These can include unconscious motives, desires, or traits that have not yet been discovered or explored.

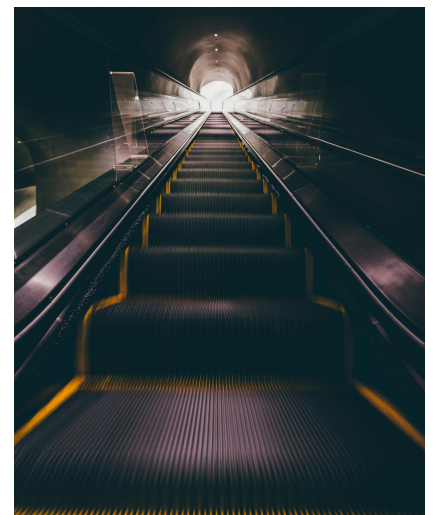
The Johari Window works through a process of self-disclosure and feedback. As individuals disclose more about themselves to others, the Open Area of the window expands, increasing self-awareness and enhancing interpersonal relationships. Feedback from others helps to reduce blind spots and uncover hidden aspects of the self. Through mutual sharing and feedback, individuals can expand their self-awareness, improve communication, and strengthen relationships.

THE COURAGE JOURNEY

Your Courage Journey is an unpredictable adventure, yet you can count on Step into Courage and our community to equip you with the tools and peer support needed to navigate change and foster personal growth. In Step into Courage, the journey is not fixed for life but tailored to the life you're living in the present moment. Explore the myriad opportunities available during your Courage Journey and embrace the transformations that lie ahead.

Throughout your Step into Courage journey, you have the chance to seize leadership roles, such as step into the role of a Courage Moderator and setting up another forum so we can expand the community.

Throughout your Step into Courage journey, your group will undergo various transitions – from getting acquainted with each other to embracing new members, bidding farewell to others, and even facing periods of stagnation. Step into Courage programs are here to support you at every stage.



ROLES AND RESPONSIBILITIES

The following commitments are embraced by every member of the Step into Courage community:

Attendance: Prioritize forum dates in your calendar, rescheduling conflicting commitments to ensure 100% attendance.

Confidentiality: Honor the principle of confidentiality. What is shared within the forum remains within the forum.

Openness to Diversity and Differences: Embrace diversity within your forum, recognizing that varied perspectives enrich discussions and member experiences. How can your personal growth be nurtured in a forum where everyone shares the same mindset? Reflect on how your differences contribute value to the forum dynamic.

Updates: Thoughtfully prepare updates for each meeting, focusing on why the shared experience is significant since the last gathering and why it merits discussion among forum members.

Explorations:

- **Frame your exploration:** Each member commits to presenting at least one exploration per year. Volunteer to share early, prepare thoroughly, and express your needs and expectations clearly to the group.
- **Embrace group self-curiosity:** During collective exploration, engage in open sharing of emotions and memories. Reflect on how the group's collective curiosity can offer insights into personal issues.

Forum Protocol: Adhere to forum protocol by actively listening, asking questions, and sharing experiences.

Support: Take collective responsibility for the success of the forum.

Communication: Practice attentive listening and contribute to discussions by sharing your own experiences openly.

To ensure the effective operation of Step into Courage sessions, members are assigned specific roles with clearly defined responsibilities:



ROLE CONTRIBUTION

Courage Moderator

Courage Moderators serve for a term of 12 to 24 months. Before assuming this role, moderators undergo training and shadow another Courage Moderator to get to understand the process and equipping them with the necessary tools and techniques for success.

Assistant Moderator

The Assistant Moderator steps in to facilitate sessions in the absence of the primary moderator or when they are presenting. They may also take on the role of treasurer for the group.

Presenter

Presenters are tasked with articulating their objectives and expectations openly and honestly. They take calculated risks and are unafraid to seek support from other members.

Timekeeper

The Timekeeper ensures sessions run smoothly by keeping track of time using a digital watch or clock, signalling when each segment is over.

Scribe

The Scribe records the content of discussions without filtering or summarizing the presenter's information. They also document any additional topics for further exploration on the flipchart.

Processor

The Processor observes forum protocol during discussions, noting any deviations. Typically, they address protocol adherence at the end of the session. In exceptional cases, the Processor may intervene during discussions to prevent defensiveness or lapses in protocol.

COURAGE MODERATOR

This section offers guidance for individuals undertaking the role of forum moderator.

Moderating a group of peers can be a formidable task. You'll encounter strong and passionate personalities, each bringing a wealth of personal and professional experiences. Your role requires you to provide motivation and stability within the forum, despite lacking the formal authority you may be accustomed to outside of this context. Are you prepared?

As a forum moderator, you lead meetings among a diverse group of peers, each with unique life experiences, perspectives, strengths, and ideas for the forum's direction. Throughout your tenure, you are entrusted with the responsibility for the forum's performance. Your ability to effectively lead the group will be tested, both directly and indirectly.

In your role as moderator, you are expected to serve as a meeting facilitator, adept communicator, conflict resolver, attentive listener, mediator, encourager, and provider of a safe environment for discussion. While leading a forum can be immensely rewarding, it also involves navigating challenges and shouldering the weight of your responsibilities.

WHAT IS A STEP INTO COURAGE MODERATOR?

The Step into Courage Moderator is the member entrusted with leading and facilitating forum meetings. This role encompasses various responsibilities related to the forum's well-being, including upholding policies and protocols, ensuring meeting efficiency, and organizing programs and retreats for the group. The moderator serves as a servant leader, embodying qualities such as active listening, fostering open communication, and building trust. It's a unique opportunity to lead among peers, where you'll be challenged, stretched, and humbled. Yet, it's also a path to profound personal growth, a deeper understanding of your Step into Courage journey, and connections with peers beyond imagination.

THE PURPOSE

Step into Courage Moderators play a pivotal role in:

- Effectively guiding forum meetings.
- Demonstrating vulnerability, openness, and self-exploration while inspiring others to follow suit.
- Leading efforts to foster the continuous growth and evolution of the forum.

KEY RESPONSIBILITIES:

The Moderator as Leader:

- Seek assistance from an assistant moderator and facilitate a smooth transition to the next moderator.
- Delegate roles such as scribe, timekeeper, processor, treasurer, day chair, and assistant moderator.
- Uphold confidentiality within the forum and assist in defining clear expectations for members.
- Initiate discussions to establish or revise forum norms, ensuring consensus and adherence to behavioural guidelines.
- Foster a culture of commitment, confidentiality, openness, trust, and honesty within the group.
- Manage transitions by integrating new members, assigning mentors, and supporting departing members.

The Moderator as Facilitator:

- Establish and maintain a safe and conducive environment for forum discussions.
- Facilitate the meeting process, managing discussions and maintaining focus on topics.
- Document member issues and exploration opportunities in the parking lot.
- Keep discussions focused on relevant topics and address inappropriate use of humour
- Select impromptu presenters and topics, as well as planned explorations for future meetings.
- Ensure planned presenters are prepared and confirmed before each meeting.
- Lead by example, demonstrating vulnerability and a commitment to self-exploration.
- Encourage issues clearing to foster a supportive and safe forum environment.
- Practice and promote self-curiosity for both business and personal explorations.

PREPARING FOR MEETINGS

Before each forum meeting, take the time to craft a coherent agenda. Identify specific topics for discussion, decisions to be made, and any follow-up items from previous meetings. Review your notes, including items placed in the parking lot or updates to be provided to the forum.

LEADING EFFECTIVE MEETINGS

Establish an Open and Safe Space: Empower your forum members to approach meetings with openness and authenticity, setting a tone of trust and collaboration. An open environment encourages active participation and a shared commitment to the forum's success. Reiterate the importance of confidentiality during meetings, as discussed in the forum principles section.

PROMOTE ACTIVE LISTENING

Active listening is fundamental to fostering an open and safe space. Lead by example as the moderator by actively engaging with speakers. Practice techniques such as maintaining eye contact, positioning your body toward the speaker, and using nonverbal cues to show understanding. When appropriate, paraphrase or repeat key points to demonstrate comprehension.

ENCOURAGE SHARING

The forum is a space where members should feel comfortable sharing deeply personal experiences and navigating challenges. In an atmosphere of authenticity and support, everyone can contribute their unique perspectives and offer empathy to fellow members. As moderator, observe and encourage participation from all members, especially those who may be reserved. Use open-ended questions to facilitate deeper reflection and engagement:

- What significance does this hold for you?
- What aspects of the shared openness resonate with you?
- How does this connect to your own experiences?

MODERATOR CHALLENGES

As the moderator of Step into Courage, your role encompasses ensuring every member is invested in the forum's success while also serving as a source of motivation for the group. Moderating can present unique challenges, as leading peers differs significantly from managing employees or family dynamics. Here are some common challenges you may encounter:

AVOIDING COMMON PITFALLS

BALANCING ACCOUNTABILITY

As a moderator, you'll face the responsibility of making tough decisions and holding members accountable. Conversely, forum members will hold you to a high standard and scrutinize your performance. Striking a balance between leadership and likability can be challenging, as doing what's right may not always align with popularity.

ADAPTING THE ROLE

Transitioning from a forum member to a moderator requires discipline and adjustment. This shift can be particularly challenging if the forum was previously underperforming. Your role evolves from mere participation to actively ensuring the forum adds value to its members.

ESTABLISHING CLEAR DEFINITIONS

Defining your leadership style and setting expectations from the outset is crucial. Without clear guidelines on member engagement, punctuality, and attendance, you risk facing challenges and discord within the forum. Regaining control and respect once lost can be an uphill battle.

MANAGING EGO

Moderating may seem straightforward, especially if you possess strong interpersonal skills. However, overlooking the necessary preparation, training, and humility can lead to pitfalls. Moderators may stumble when confronted with the disparity between perceived and required skills. Leading discussions or adhering to meeting outlines is manageable; the real challenge lies in maintaining focus and cohesion within the forum:

- Keeping discussions on track.
- Sustaining the flow of conversation.

ENSURING INCLUSIVE PARTICIPATION

- Providing opportunities for all members, including introverts and those hesitant to share, to contribute to discussions.
- Redirecting dominant members to ensure equitable participation.
- Collaborating with your forum to brainstorm ideas for revitalizing group dynamics.

STRATEGIES FOR CONFLICT RESOLUTION

As a moderator, you may encounter conflicts within the forum that require resolution. Here are some tips for addressing issues and fostering resolution:

1. Be concise in your communication, avoiding lectures that may evoke defensiveness.
2. Stick to the facts when describing the situation and its impact, avoiding generalizations.
3. Clearly articulate the problem and suggest desired changes in behaviour.
4. Refrain from exaggerating the issue or using derogatory language.
5. Express your perspective rather than attributing opinions to the group.
6. Approach the conversation with an open mind, setting aside judgment to understand the other person's viewpoint.
7. Monitor your tone, ensuring it remains calm and respectful. Avoid accusatory language and interruptions, allowing space for constructive dialogue and understanding. For example, instead of asking, "Why are you always late?", consider a more neutral approach to foster a collaborative resolution.

HANDLING CHALLENGING SITUATIONS AND ADDRESSING CONFLICT

After articulating the issue, navigating initial conflict is essential for achieving a peaceful and mutually agreeable resolution. Here are steps to facilitate this process:

Maintain a Calm Demeanour: Keeping a composed attitude is paramount. Anger only serves to escalate tensions and hinder progress.

Foster Inclusive Dialogue: Encourage an open conversation about the conflict, ensuring all parties have the opportunity to express their perspectives.

Acknowledge Points Made: Recognize valid points raised by the other person, even if you don't fully agree. Acknowledging differing viewpoints fosters understanding.

Empathize: Put yourself in the other person's shoes to gain insight into their perspective. You may discover common ground that facilitates resolution.

Practice Accountability: Be willing to admit when you're wrong. Modelling accountability sets a positive example and promotes trust.

Manage Escalation: If emotions escalate to shouting or verbal abuse, intervene by suggesting a brief pause to regain composure before continuing the discussion.

Propose a Path Forward: Ensure the conversation progresses toward a resolution or outlines a clear next step. Confirm mutual agreement on the resolution or plan for a follow-up discussion after both parties have had time to reflect.

CONFIDENTIALITY

Confidentiality stands as a cornerstone of thriving forums; members are expected to adhere to the principle of "Nothing. Nobody. Never" in all interactions within the forum setting.

This mandate emphasizes the utmost confidentiality of member information, extending beyond forum sessions to encompass discussions outside the forum's confines. The rule of "Never" underscores a commitment to perpetual confidentiality, safeguarding the privacy of members' most sensitive matters. Any breach of confidentiality is viewed as a serious violation, warranting expulsion from the forum and is absolute and non-negotiable, applying uniformly to all forum participants.

COMMITMENT

To foster the conducive atmosphere essential for success, unwavering commitment from every member is paramount. Those who prioritize the forum demonstrate their dedication by punctually attending meetings, wholeheartedly engaging with fellow members, actively participating in discussions, remaining until the session's conclusion, and organizing their schedules with the forum's commitments in consideration.

REGULAR ATTENDANCE

Members are encouraged to prioritize full attendance at forum meetings, aiming for a 100% attendance rate. Should a member exceed the specified limit of absences (typically one or two), the forum initiates a commitment review to assess the member's ongoing participation.

FORUM PROTOCOL

Practice Active Listening:

Prioritize Emotions: Give precedence to understanding the speaker's emotions before delving into the issues themselves.

Engage in Active Listening:

- Seek understanding rather than formulating a response while the speaker talks.
- Acknowledge your own reactions to the speaker's emotions, content, language, and intentions.
- Interpret body language and vocal tone to discern underlying emotions, and provide feedback to ensure comprehension and encourage further dialogue.

Active listening conveys:

- Recognition of the speaker's emotions.
- Genuine concern and interest.
- Respect for the speaker's autonomy and problem-solving capabilities.

STRUCTURED FORUM MEETINGS

The framework of a forum meeting serves as its foundation, intended not to constrain but to facilitate open discussion and ensure inclusive participation from all forum members. By adhering to a structured format, forums can maintain focus and enhance the value derived from each session.

Failure to implement a structured approach jeopardizes these vital benefits. While most forums typically convene for four hours, adjustments may be made for virtual meetings.

Meeting Components:

1. **Fast Check-In:** The moderator initiates the meeting by welcoming members and inviting them to briefly share how they're faring.
2. **Clearing the Air:** Any unresolved issues among forum members are addressed openly.
3. **Confidentiality Reminder:** The moderator reiterates the importance of confidentiality, inviting members to voice any concerns hindering their trust.
4. **Communication Starter:** The forum engages in a predetermined communication activity to kick-start discussions.

5. **Timekeeper Assignment:** A timekeeper is appointed to monitor meeting durations.
6. **Updates:** Members provide brief updates on their progress, prepared in advance to optimize meeting time.
7. **Parking Lot:** The moderator summarizes key issues raised by members, noting them for future discussion.
8. **Role Assignments:** The moderator designates roles such as scribe and processor for ongoing and upcoming meetings.

Impromptu Explorations and/or Topic Discussion: Time permitting, impromptu discussions or emergent topics are addressed during the meeting.

QUALITIES OF A CAPABLE MEDIATOR

Successful moderators exhibit a range of attributes that contribute to their effectiveness. While there are various styles of moderation, effective moderators often embody the following characteristics:

1. **Self-awareness:** Strong leaders possess a profound understanding of themselves, including their emotions, strengths, weaknesses, and motivations. This self-awareness fosters honesty and authenticity, which are readily perceived by others. In a forum setting, self-aware moderators model openness, honesty, and vulnerability.
2. **Active Listening:** Effective leaders excel at listening attentively. They demonstrate genuine interest in others' perspectives and input, creating an environment where individuals feel valued and encouraged to share their ideas. Cultivating active listening skills is crucial for moderators seeking to enhance their effectiveness.
3. **Empathy:** Capable leaders demonstrate empathy by understanding and empathizing with others' circumstances and challenges. Empathetic leaders earn the trust and confidence of their peers by demonstrating a genuine understanding of their experiences and how those experiences impact them.
4. **Environmental Awareness:** Successful leaders possess a heightened sensitivity to their surroundings. They keenly observe environmental cues to inform their decisions and opinions, remaining astutely aware of unfolding situations and rarely being misled by surface appearances.
5. **Persuasiveness:** Effective leaders employ persuasion to motivate others rather than relying solely on formal authority. They present compelling

reasons when making requests and refrain from coercion. Building rapport and finding common ground are essential skills for successful persuasion.

6. **Emotional Regulation:** Capable leaders adeptly manage their emotions, harnessing them constructively. While everyone experiences fluctuations in mood and emotional impulses, effective leaders are not controlled by them. Instead, they create an atmosphere of trust and fairness, demonstrating emotional intelligence, reflective ability, and comfort with ambiguity and change.
7. **Organization:** Successful leaders demonstrate strong organizational skills, maintaining control over situations, adhering to deadlines, and managing time effectively. They possess the ability to prioritize tasks and delegate responsibilities efficiently, ensuring optimal use of resources.

MEETING STRUCTURE

Successful forums are those that adhere to a well-defined meeting structure, a fundamental principle for forum effectiveness. The idea of meeting structure was introduced in the section on forum success principles. This chapter delineates each segment of the meeting in sequential order.

Facilitating the forum meeting is a pivotal aspect of the moderator's role. The Forum Meeting Reference Guide serves as a valuable resource to aid moderators in effectively leading their meetings.

WELCOME AND ANNOUNCEMENT

1. **Grounding Exercise:** This exercise serves to fully engage participants, fostering mental, physical, and emotional presence.
2. **Swift Check-In:** The meeting commences with a warm welcome, a reminder to silence electronic devices, and members briefly responding to inquiries such as "How are you?" and "Is there anything hindering your participation in the forum today?" Each member's response should be succinct, lasting no more than one minute. The objective is to pinpoint potential barriers to active engagement in the forum.
3. **Resolving Tensions:** The moderator provides an opportunity for members to "clear the air" by inquiring, "Are there any unresolved issues among forum members affecting your full engagement today?" When interpersonal conflicts linger, they impede meaningful participation in the forum. YPO

offers a model for addressing such issues constructively, detailed in the section on resolving tensions and issues.

4. Upholding Confidentiality: Members are reminded of the paramount importance of confidentiality, and the moderator inquires if any concerns have arisen during the month regarding confidentiality that may hinder members' trust today. For instance:
 - Have there been any potential breaches?
 - Any close calls?
 - Is there any uncertainty? The forum may examine a confidentiality case study as a learning opportunity.

TIPS:

- A strong beginning lays the groundwork for a productive meeting.
 - Flexibility may be necessary to address unexpected issues.
 - Ensure members establish eye contact while addressing tensions.
 - Conduct a case study on confidentiality at least three times annually in established forums.
 - Avoid assuming uniform understanding of confidentiality among members.
5. Opening Communication: During this phase of the meeting, a communication starter is introduced. These starters, also known as icebreakers or self-discovery exercises, are typically chosen prior to the meeting. Usage: Apart from commencing the meeting, a communication starter may precede an exploration. Communication starters serve three primary purposes within the forum:
 - They serve as opening and closing activities for meetings.
 - They establish the ambiance and set the stage for a member's presentation or exploration.
 - They swiftly invigorate and concentrate the group during sessions and retreats. Objectives: Communication starters achieve the following:
 - Offer quick, individual insights.
 - Enable members to glean understanding of others' perspectives, experiences, or emotions on a given topic.
 - Foster comfort among participants in sharing personal information.
 - Foster emotional connections within the group. Communication Starters and the Johari Window: By facilitating members to unveil part of themselves to

their peers, communication starters unveil the hidden facets of the window. Examples of Communication Starters: Ideas for communication starters can be sourced from the internet, books, or can even be custom-created!

6. **Timekeeping Assignment:** The moderator designates a timekeeper responsible for monitoring the meeting's duration. The timekeeper's role includes ensuring updates are limited to three to five minutes and that explorations adhere to the allocated time.
7. **Member Updates:** Forum proceedings continue with each member delivering an uninterrupted three-to-five-minute update. For the updater, this segment offers an opportunity to share pertinent information and emotions. For other members, updates provide a chance to explore their own feelings, honing the skill of self-curiosity. Updates foster continuity within the forum, enabling members to share both new and ongoing concerns. These updates also serve as a springboard for identifying potential exploration topics, encompassing business, family, and personal matters.

Using the Update Preparation Form:

- Allocate five minutes of forum time for members to complete the Update Preparation Form if they haven't done so beforehand. Various samples are available in the forum toolkit on Step into Courage Connect.
- When filling out the form, engage in introspection. Reflect on the events in your life since the last meeting and anticipate future developments. Consider what you will convey during your allotted time, as it impacts what will be discussed in the parking lot and potentially explored further.
- Highlight key issues, focusing on the significant aspects of your life rather than a mere recount of daily events.
- Address both opportunities and challenges that are influencing your life.
- Remember, "It's all about me," emphasizing that updates should centre on your experiences and emotions, with the forum serving your needs.

Guidelines for Sharing Updates:

- Limit your update to five minutes per person, aiming to check in rather than providing a comprehensive narrative.
- Practice openness and transparency.
- Take risks and step out of your comfort zone.
- Embrace vulnerability to reveal the authentic self.

Guidelines for Listening to Updates:

- Approach updates with both your head and heart.
- Refrain from interrupting; updates are not meant for dialogue.
- Updates, like communication starters, offer opportunities for members to disclose parts of themselves to others, unveiling the hidden facets of the Johari Window.

Meeting Structure Tips:

- The moderator can exemplify meaningful updates according to the guidelines to set the tone for the session.
 - Exercise judgment if a member expresses deep emotions, deciding whether further discussion during the meeting or a break is necessary to provide adequate support.
 - Emphasize the importance of members preparing their updates in advance to ensure significant and meaningful discussions rather than surface-level topics.
8. Future Presentations serves as a centralized list, typically recorded on a flipchart, where each member's significant issues, emotions, and priorities from the update are summarized. Additionally, the moderator maintains a confidential notebook of future presentations, which serves as an ongoing reference for selecting future topics and explorations. The future presentations functions as a tool for issue and topic management, aiding in prioritizing subjects for group exploration.

Using the Future Presentations:

- Following each update, forum members jot down their key issues, opportunities, and emotions on the parking lot flipchart, using code names or initials to maintain confidentiality.
- Each member assigns priorities to their future presentation entries and marks them on the chart: 1 = urgent + important 2 = high importance
- The forum spends approximately one minute to highlight any additional observations, after which members may add more issues to the future presentations. This minute is not intended for asking questions, as queries can be noted on their update forms and addressed during the break.
- Certain future presentation issues may be identified as potential topics for exploration or group discussion.

- Issues marked as both important and urgent may be chosen for exploration during the meeting. Urgent and important matters arising between meetings may prompt an emergency meeting, for which the moderator will set a special date. Attendance at such meetings is optional.

STUDY GROUP EXERCISES

Meet My Family: Share pictures and how each of them is special to you.

Lifelines: on a piece of paper sketch out the main events, decisions, people and turning points in your life. Draw a line that showcases the high and low points.

Close Your Eyes:

- Imagine being in a quicksand and can't move or get out? What is it?
- Imagine you are flying free in the skies? What gives you this feeling?

Favourite Apps/Books/tech: Share favourite new apps, books and/or technology tools that group members use on a regular basis or find very helpful and why.

Forum Download: Create a Spotify Playlist of everyone's favourite songs.

Track Emotions: Keep grid/table of everyone's initials in rows and dates in columns. Start meeting with each person providing 1 word about how they're feeling. Track all week.

Experiment with Themes: Resilience, leaving a Legacy, Discomfort and How to Embrace Opportunity, Aging Parents, the Joys and Struggles of Marriage, Parenting in a Virtual World, the Blessings of Quarantine, etc.

Photo Essay: Each share 10 pictures that describe what really means most to them in life.

Quotes/Tag Lines: Discuss a "tag line" or motto on intro call as well as a short personal goal for the week. Recall the tag line on day one and refer back to the goals throughout the week.

ICEBREAKERS

FIRST MEETING

- Why are you here at this forum
- What issue is concerning you most right now (personal or business)?
- Favourite vacation?
- How would your kids/close person describe you?
- If I could drastically change one thing in my life
- A picture of you as a kid ... what do you see in their eyes
- What single moment changed the way you look at life? How?
- Describe yourself in one word
- If you really knew me, you'd know that... [finish the sentence] ... if you really, really knew me If you really, really, really knew me Go around the table more than once, because people tend to be a bit shallow the first time around).
- Tell us something you are grateful for. (this could be good to use each day as an opener)
- What are you doing to improve someone's life?
- How did you maintain social and physical connections both personally and professionally during / post COVID?
- Break up the group into pairs. Give everyone five minutes to get to know their partner well enough so that they can introduce them when the meeting re-convenes. Go around the table and have each partner introduce the other.
- A place that is important in your life – show it on google earth.
- A meaningful song – get it in advance, make a playlist and guess who's is it
- Bring a physical object that can inform us how you got here to this point

BUSINESS-RELATED

- Why did you get into your business in the first place?
- What are you most proud of professionally in the last year?
- What is your business superpower?
- What is the one action you keep putting off?
- How do you maintain your culture and growth?
- How have you balanced company survival with empathy?
- Do you believe that your company will survive and why?

- How have you changed as a leader? Where is your business not keeping up with competition?
- What is the best business decision you have made?
- What is the one business decision you most regret?
- What is your 5 second elevator pitch? Can you articulate your business model on one page?
- How much money is enough?
- Its 2030, what does your company look like? (communicate in 2 sentences)

FORUM EXERCISE IDEAS

- Each member to facilitate a forum exercise (this drives engagement)
- Two truths and a lie
- Bright version vs dark version of my biography / life so far.
- MEPS: grade yourself on how you are feeling from 1-10. Mentally, Emotionally, Physically, spiritually. Share the reasoning behind your rating in a short paragraph. 2 mins each person.
- Share a moment when you were the happiest you've been
- Letter to your future self
- Present a vision board for yourself

GOING DEEPER

- 3 greatest joys / 2 greatest fears. This is a powerful one. It reminds us of what brings us real joy and the commonalities in our fears. You must push everyone to be specific (my family brings me joy is not an answer)
- What do you wish somebody would have asked you?
- Who is someone that you would like to apologize, but you haven't, what is the situation and why haven't you?
- What is your most cherished material possession?
- Which is the coding that you received from your environment / parents that you would like to change?
- What is the risk that you haven't taken but you would take immediately if you knew there was zero chance of failure?
- Thinking of where you spend the bulk of your time, what would you do if it were not that?
- What is the best advice you've got?
- What's the story of your name?

- What are the things you are doing on auto-pilot? Sandwich analogy – when you do it yourself is not as good as when someone does it for you
- Are you leaving your life based on obligations or based on your preferences? Obligation turns into resentment, resentment turns into entitlement
- What is the most shocking event you've had in your life?
- Share something you haven't shared with your forum
- What is something that you are not being honest with yourself about?
- We bet things we can't afford to lose for things we don't need – what is that for you?
- What would make you cry in a milestone birthday in the next 10 years?
- Who is the one person that has done the most to make you who you are today?
- What is one thing that people get wrong about you?
- What is the most embarrassing moment in your life?
- What has been your most significant lesson of 2023?
- What or who prevents you from being really happy?
- What do you say to yourself to get you through stressful or worrisome moments?
- What does your support system look like? Who would put you on their list if asked the same question?
- What are you going to make happen for yourself personally in 2024?
- What was the absolute best/worst thing that happened to you last year?
- What does grief feel like?
- How do you measure success?
- What would you do or have done differently in your professional/personal life if you could do it all over again.
- What is your single most important behavioural quality that contributes to the strength of the team? What is your single most important behavioural quality that detracts from the strength of the team?
- What are three words that best describe you?
- Tell us about a "shining" time in your life when you felt absolutely at your best. What made it so great for you?
- Describe your leadership style in one paragraph (strengths and weaknesses)
- Describe a circumstance that emotionally paralyzes you time and again and what changes your behavior into someone you don't recognize?
- Pick a person in your life (spouse, child, parent) and answer the following: What do you love most/least about this person?

