

Business as Usual as Much as Possible

Video is a poor substitute for face to face collaboration, but it is better than no collaboration at all. We look forward to the safe resumption of our normal formats at the appropriate time, but in the meantime, as much as possible, we will try to make our video meetings facsimiles of our traditional meetings. We will:

- Observe the same basic meeting flows, moderation, approach, and timing.
- Utilize virtual table discussions for Main Meetings.
- Collect more web-based feedback at Catalyst.
- Apply concepts from our Deep Dive meeting norms (Appendix 1) to all video meetings.
- Continue our culture of respect, tolerance, understanding and esprit de corps, which is more important than ever. These are frightening and frustrating times, let's give each other some extra slack as we navigate this together.
- Learn as we go, and recognize things may evolve over time.

Suggestions for Successful Video Conferencing

Video conferencing presents special challenges, and a few adjustments make a huge difference:

- **Learn the *Zoom* Application**
 - It is a separate application from your browser – if you click away from Zoom into another application, Zoom will lay an abbreviated Zoom interface on top of what you are doing. Know what application you are in. ([Join A Meeting tutorial](#))
 - Get familiar with the Zoom user interface so you can swiftly navigate essential features such as:
 - testing audio and video ([Configuring Audio & Video tutorial](#))
 - muting and unmuting
 - raising your hand virtually
 - contributing to and monitoring the chat box
 - Keep in mind that the Zoom chatbox includes *everyone*, including the *entrepreneurs*. Keep it respectful and professional - don't post something it would not be appropriate to say to an entrepreneur in person.
- **Set Your *Room* Up For Success**
 - Get the light *in front of you*, not behind you.
 - If you are *facing* a strong light source, your face will be visible to others on the conference.
 - If your *back* is to a light or window, you will appear too underlit. Don't be that mystery silhouette person.
 - If you are a laptop user, move it to a place where you can face a window, or put a light behind your laptop.
 - If you use a desktop computer, put down the shade and put a light behind your monitor, shining toward you.
- **Set Your *Camera* Up For Success**
 - Get your image somewhat centered on the screen – don't be that person barely visible above the horizon.
 - Laptops: angle the screen so you are centered, perhaps stacking it on something if necessary.
 - Desktop PCs: experiment with angles that will get you centered, or buy a detachable webcam.
- **Set up Your *Audio* For Success**
 - Use a headset with your computer or telephone-based audio.
 - Don't rely on your computer's built in audio - computers used in "speakerphone" mode (especially laptops) have terrible sound quality and are not "full duplex" which means meeting content from the speakers will cut your mic and make you break up, sound choppy, or be unintelligible. Instead, consider:
 - Plugging earphones with a mic into your laptop (e.g. the type that used to come with all smartphones)
 - Or, pairing your AirPods to your laptop via bluetooth
 - Or, using your telephone to dial into the audio layer of the meeting (and your computer to dial into the video layer)
 - Redouble your efforts to stay muted whenever you are not speaking. Nothing is more annoying than listening to someone rustle paper, eat Doritos or have a side conversation on a large video conference. Don't be that person.
- **Listen to and Respect the Moderator's Instructions**
 - In order to keep meetings crisp, efficient and pleasant, they will be moderated.
 - Please try to follow instructions for everyone's benefit.
 - Different meetings will call for different approaches - some meetings will operate in "mute all" mode and rely on the virtual hand raise button and/or questions submitted via chat, other times, in smaller meetings, we will encourage open inputs. Please respect the meeting format for a given meeting.

Deep Dive Meeting Norms & Values



We Respect Entrepreneurs

We respect entrepreneurs and understand that we always act as ambassadors, both for our colleagues at Launchpad and for angels in general - we are mindful that we are not the only financing option for companies and we must offer a good “customer service” experience for entrepreneurs:

- We ask tough questions, but in a polite, humble, positive, constructive, and respectful way
- We do not interrupt entrepreneurs
- We remain open-minded and give them the benefit of the doubt wherever possible
- We are not negative, argumentative, scornful or combative
- We do not behave in a patronizing manner
- We ask questions; we do not make statements, lecture, advise or pontificate
- We do not badger: when we disagree, we quickly, politely and respectfully agree to disagree, make a note for possible diligence, and move on
- Even if we decide not to proceed, we maintain a service mindset and look for opportunities to stay engaged, to help and to advise

We Respect Each Other

- We show up on time, saving tardiness for special circumstances
- We don't duck out early – we stay to contribute our thoughts to the discussion, whether we wish to volunteer for diligence or not
- We come prepared with an understanding of the industry, product and investment thesis and do not burden each other with remedial questions
- We are tolerant of differing levels of expertise and different ways of learning
- We do not interrupt each other - our question is not more urgent than another's question
- We respect the moderator and the need to track the agenda
- When sharing take-aways and conclusions, we couch our comments in ways that leave some space for alternate viewpoints
- When it is our turn, we pitch in to help on diligence teams
- When we take assignments, we respect our colleagues by completing them in a professional and timely manner

We Are Intentional

We understand the purpose of the deep dive meeting:

- Is not to lose the forest for the trees; the purpose of this meeting is not to do diligence, or to go into excessive detail, but to determine whether we should do diligence
- Is not to decide if we want to invest, but to decide if a company has investment potential
- Is to begin building a relationship with the CEO
- Is to figure out if we have a diligence lead and sufficient volunteers for a team

We Leverage Process

Although we may choose to evolve it over time as we learn, we recognize the value of a structured approach which helps ensure a balance between the needs of the investor and the experience of the entrepreneur:

- We use a moderator to help question flow
- We use a “parking lot” to hold questions which are off topic
- We take a structured pros/cons approach to meeting wrap-up