



CDL MENTOR
CHARTER
2023/24



**BUILD
SOMETHING
MASSIVE.**

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CHARTER INTENT

To outline the role and expected commitment of the Creative Destruction Lab (CDL) Mentors (**Fellows, Associates, Scientists, Investigators, and Economists**).

COMMITMENT

CDL Mentors commit to:

- **Pre-Session Contributions**
 - Arrive at all Sessions prepared, having pre-read relevant venture documentation (overviews, updates, slide decks, and slack posts).
- **Session Contributions**
 - **Fellow & Associates:** Minimum attendance at **3 of 4 Sessions** per participating stream per cohort year (October-June). (Session 5 - Super Session is optional but strongly recommended as it includes CDL Mentors and Ventures from all CDL Sites.)
 - **Investigators, Scientists, Economists:** Minimum attendance at **2 of 4 Sessions** per participating stream per cohort year (October-June). (Session 5 - Session, Super Session, is optional but strongly recommended as it includes CDL Mentors and Ventures from all CDL Sites.)
 - **Full-day** Session attendance for each participating CDL stream (**~8 hours per Session**).
 - Mentorship-first approach, always acting in the best interest of the venture.
 - Provide constructive feedback that furthers the conversation to the benefit of the venture.
- **Between Sessions Contributions**
 - Honor the committed mentorship time of **~4 hours over 8 weeks** for each venture you raise your hand for.
- **General Contributions**
 - Proactively help ventures to access growth resources with network introductions, key hires, strategic partners, and investment.
 - Provide venture referrals for future cohort participation.
 - Subject to an annual renewal process that is conditional on **attendance, commitment, follow-through of commitments,** and **quality of engagement.**

CODE OF CONDUCT

CDL cultivates a diverse forum for supporting ventures tackling challenging problems. We expect all Stakeholders to participate in an **honest, respectful, and inclusive manner**. Mentors play a key role in constructively challenging and offering commentary that furthers the discussion to benefit the venture - we welcome both positivity and critiques and ask that feedback come with actionable insights that help to advance the venture.



CDL creates a marketplace that both **CDL Ventures and CDL Mentors opt into**. **CDL does not mediate conflicts between these two parties based on employment, investment portfolio, or advisory positions.** Given the structure of the program, ventures are encouraged to disclose what they are comfortable sharing publicly and are welcome to provide more details offline to their Mentors. **Mentors are encouraged to evaluate conflicts of interest on their own and step away from any potentially conflicting situation.** Mentors are expected to conduct themselves with the highest integrity while interacting with all members of the CDL Community including Ventures, Students, CDL Staff, and fellow Mentors. There is a zero-tolerance policy for disrespectful or counterproductive comments or predatory investing behaviour. There can be perceived power imbalances in the relationships between venture leadership teams and Mentors, and we ask that everyone is sensitive to this in their thinking and behaviour. If concerns are raised, the CDL Site Lead will investigate, considering available information and action accordingly. If warranted, the individual in question will be asked to step away from the program. CDL is a community that has a unique appreciation for the ups and downs entrepreneurs face and the importance of a supportive and compassionate network of like-minded individuals.

Everything you hear and see leading up to the Session, during the Session, and anything after, is strictly confidential. This includes venture documents, the list of participating ventures, our discussions, and any commentary in Slack. Please do not share this on social media or anywhere outside of our virtual or physical space.

MENTOR ROLE

CDL Fellows and Associates are a carefully selected group of exited entrepreneurs, angel investors, and operators who have significant, relevant operational experience building companies and are regarded as leaders in their industry. Fellows and Associates are the highest caliber resource for judgment and are better positioned than anyone to help founders set and prioritize objectives¹ in CDL's milestone-based program.

CDL Alumni Associates are CDL graduates who have achieved a significant level of progress in their business. They are well-positioned to offer both relevant operational experience and first-hand CDL program experience.

CDL Scientists and Investigators bring domain expertise and credibility to the program at various levels of the university and professional community by playing critical roles in evaluating technical claims and working directly with companies to enhance their technical capabilities. **CDL Scientists** are world-renowned research scientists, primarily from top-tier academic institutions. **CDL Investigators** are trained research scientists and/or subject matter experts who in the past have been or are currently in operational roles as entrepreneurs, technical experts, and/or executives. Both play the same important role at CDL - supporting technical screening & assessment of ventures, including validation of the technologies'

¹ At CDL we use SMART objective setting criteria - (Specific, Measurable, Actionable, Realistic & Relevant, Time-Bounded,) Refs, various: G Doran, 1981 and P Drucker's earlier work on Management by Objectives.



impact, engaging in CDL Sessions, and providing direct mentorship to select companies throughout the program that match their expertise.

CDL Economists are University economists who are specialists in their field and advise CDL Ventures on an area within their academic area of expertise. This can include pricing, customer segmentation, value proposition, competition, IP strategy, platform incentive, and monetizing data.

KEY INTERACTIONS

CDL Ventures

CDL is a mentorship-first program; each Mentor interacts directly with several ventures in each cohort and commits to operating in good faith and in the **best interest of the venture**. Setting trajectory and reducing early investment friction are key foundational tenets of CDL.

CDL Staff

Mentors receive communication from the CDL staff regarding event logistics, briefings, CDL social events, and venture recruitment; they're also engaged in conversations to advise on the continuous improvement of the program - locally and globally. Mentors commit to being **responsive and respectful** to the CDL Staff who are responsible for operating the program efficiently and ensuring an exceptional experience for all Stakeholders.

CDL Students

CDL provides a learning opportunity for top-tier students by allowing them to observe the interactions between Mentors and ventures. Students in the business school, typically MBAs, are paired with a venture throughout the program to support the venture and enhance their learning through the CDL curriculum. In addition, we invite CDL Apprentices, young women preparing to embark on post-secondary education.

CDL Mentors

CDL is privileged to have attracted and retained excellence in our group of Mentors. CDL provides a platform for introductions, interactions, and the meaningful expansion of your professional network. **Mentors challenge each other, engage in respectful debate, learn from one another's respective expertise, and hold each other accountable for their contribution to CDL.**

CDL Partners

CDL is able to operate through the generous contributions of individual, corporate, and government partners. Partners are invited to attend CDL sessions to interact with Ventures, Mentors, and Students. They take learnings from the Sessions back to their organizations to enhance their competitiveness.

WELCOME

We are grateful for your contribution and commitment to the Creative Destruction Lab Community.

APPENDIX

Tools and Terms

- **CDL Community Portal:** The CDL Community Portal is used to access your schedule, venture information, and connect with other CDL Stakeholders. You will be provided access to your schedule at least one week in advance of your first Session.
- **CDL Sessions:** Each CDL Site hosts four **full-day** objective-setting sessions per program year (“CDL Sessions”). In advance of a CDL Session, venture update documents are provided via the CDL Community Portal. It is expected that Mentors read these ahead of time and are fully prepared to engage in person, similar to an efficiently managed Board meeting.
- **Small Group Meetings (“SGM”):** CDL Sessions are broken primarily into Small Group Meetings and Large Room Discussions (LRD). The purpose of these Small Group Meetings is to review the objectives that the venture proposes in their venture update document available on the CDL Community Portal and either agree or revise them. This is the mechanism by which judgment is transferred.
- **Large Room Discussions (“LRD”):** Following the Small Group Meetings, all parties convene for the Large Room Discussion. The focus of the Large Room Discussion is to refine and agree on each venture’s objectives for the upcoming sprint (usually 8 weeks). This allows ventures to hit the ground running and make meaningful progress before the next Session. These fast-paced, moderated discussions are focused on optimizing the time allotted per venture to set objectives that de-risk the company. Mentors will be asked to comment on ventures that they met with in the morning. The discussion in this room is largely focused on the objectives and if the full group of Mentors can come to an agreement together.
- **Objectives:** Objectives should be SMART.
 - Specific- Is it sufficiently clear so that everyone understands the objectives? Will the venture know what to do?
 - Measurable- Can the objective be externally validated?
 - Actionable- “Creating a pitch deck” is simple as there is no judgment on quality. “Acquire a pilot customer” is better.



- Realistic and Relevant- Does the venture really buy into the objectives?
- Time-Bound- Is it realistic to get these objectives done in 8 weeks?
- **Objective Setter and Critiquer Roles:** One Mentor is assigned to be the **Objective Setter** for each venture. As the Objective Setter, you are responsible for proposing the three objectives you think the venture should focus on over the next eight weeks. You will likely be the first person called upon in the LRD and are often also responsible for introducing the venture to the room. A good introduction is one that allows the room to clearly understand the venture's product, technology, and long-term vision, within approximately 60 seconds. One Mentor is also assigned to critique the objectives that were set by the Objective Setter. The **Critiquer** may choose to comment on all three objectives or focus on one or two. You will have the choice to either AGREE, MODIFY, or REPLACE objectives. In advance of the Large Room Discussion, updates from Objective Setter and Critiquers should be posted in the venture Slack channel to optimize time and allow for other Mentors to contribute their views.
- **Slack:** Throughout the day, all CDL Stakeholders are encouraged to make comments into the Slack channel, which is organized by venture. This is especially helpful as time is limited and not all comments can be verbalized; offers of help, links to resources, etc are all welcome in Slack. Venture founders, the mentor community, students, and corporate partners have access to the Slack workspace, enhancing connectivity and judgment opportunities. Between Sessions, the dialogue with the venture leadership teams can continue, in Slack.
- **Commitments of Time:**
 - **Session Commitment:** Full-day Session attendance of 3 of 4 local Sessions at a minimum (**commitment: ~8 hours per Session**). The final, and fifth, Session (Super Session) is optional but strongly recommended as it includes CDL Mentors and Ventures from all CDL Sites.
 - **Between Session Commitment:** CDL works in units of **4-hour commitments** from Mentors. This is the minimum time commitment in an 8-week period to help a venture achieve their three objectives. At the end of each CDL Session, a call will be made for a show of hands from Mentors to see a willingness to support a venture with time. A maximum of three Mentors will be assigned per venture per cycle. If no hands are raised, then the venture will not be invited back for the remaining Sessions and they are effectively cut from the program. While, Scientists, Investigators, and Economists are encouraged to raise their hand for a venture, their hand is unable to "save" a venture. When 'raising hands' to support a venture, Mentors are encouraged to make decisions based on their ability to add value to a venture's progress, a company's likelihood to scale, and continued benefit from participating in the program, versus solely considering any external relationship with the venture that warrants ongoing engagement.



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