

# WELCOME TO THE CLOSED CEO SESSION

- WELCOME -- NAUTILUS PROGRAM
- THRIVING BOARD PANEL
- THRIVING BOARD ROUND TABLES
- WRAP UP

# WELCOME

WE'RE GLAD YOU'RE HERE



NAUTILUS

**50%**

**Rate of  
Biotech  
Failures**

**50%**

**Rate of  
Biotech  
Successes**

# WELCOME TO NAUTILUS!



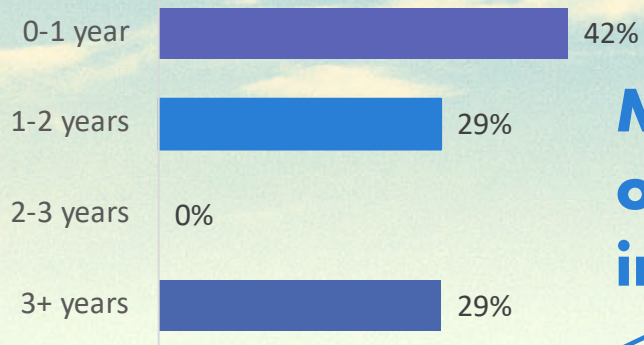
NAUTILUS

- Leadership community for Atlas CEOs
- Focused on shared aspects of building these innovative companies
- Peer-driven learning community – strengthen network for support
- Help you to balance and navigate across inflection/evolution points
- User-driven – by, for and about YOU!

# WELCOME

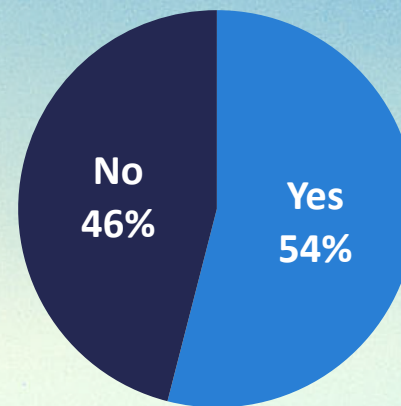
WE'RE GLAD YOU'RE HERE

Length of Time as CEO



**Majority  
of you  
in role  
< 1 year**

First-Time CEO



**Over 1/2  
first time  
CEOs**

# WELCOME

## WE'RE GLAD YOU'RE HERE

At your table, spend a couple of minutes on quick intros...

1. Name and background
2. Company, company focus
3. Length of time as CEO

# DRAFT MISSION FOR CEO FORUM

**THE CEO FORUM is a peer group of CEOs across Atlas Portfolio**

## **OUR FOCUS**

- Serve as support group and resource for CEOs as they build out their companies
- Share lessons learned across the portfolio on the things that matter most to you (including key events as you grow)
- Provide support and insight in navigating their Boards
- Generate feedback to the Atlas and the Nautilus Program as it evolves
- Generate recommendations and intros. for vendors, resources, partners – broaden your networks



***Resounding support  
from Atlas for CEO-  
only forum***

***Vegas Rules...  
What is said in  
the room, stays  
in the room***

# THRIVING BOARDS

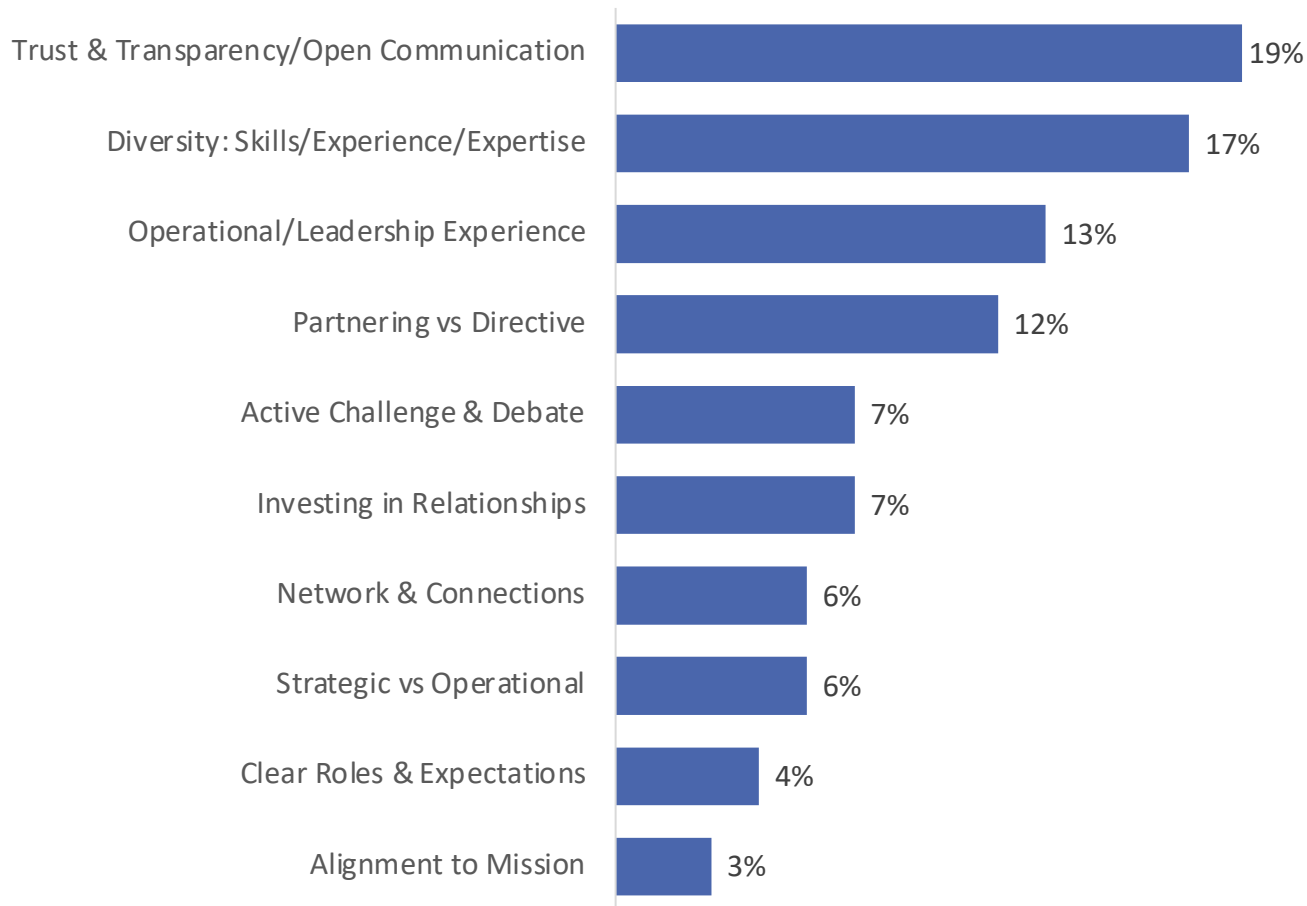




# WHAT WE HEARD FROM YOU... ATTRIBUTES OF THRIVING BOARDS

## Attributes of High-Functioning, Thriving Board

-- Multiple Mentions --



Q1. In your experience, what are the attributes of a high-functioning, thriving Board (e.g., characteristics, elements, skills)?

“Transparency of information.”

“Preparation/participation amongst all Board members, resulting in diversity of opinion.”

“A high-functioning Board trusts and supports management and gives advice, but not direction.”

“Healthy debate.”

“Strong and well-maintained network with biopharma.”

“Radical candor.”

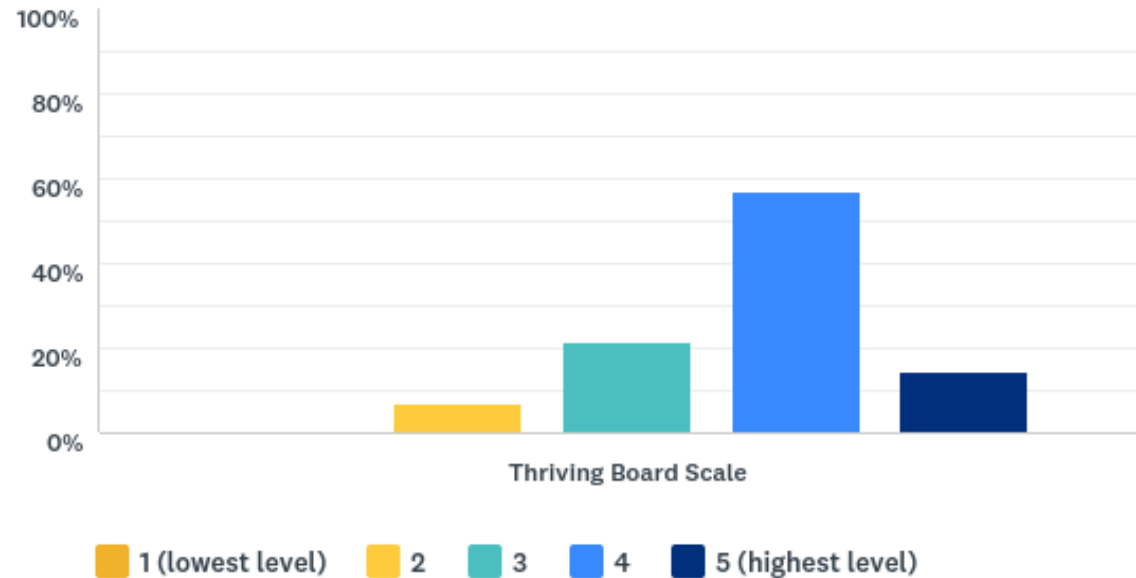
“Experience and clear thinking on strategy.”

“Team cohesion.”

“High-functioning Board members wear their company hats more than their investor hats.”

# YOUR VIEW ON CURRENT LEVEL OF BOARD EFFECTIVENESS

Q3 Thriving Board -- please rate your current Board on a scale of 1 to 5 (with 1 being the lowest and 5 being the highest):



**Weighted  
average  
score 3.75**



# Top Challenges Related to Board...

Top Challenges  
-- Multiple Mentions --



Q2. As a CEO, what are your biggest challenges as it relates to the Board?

“Board evolution, especially as a private company.”

“Curating the right mix of skills and personalities.”

“Shifting towards an independent board (from investor board)...”

“Managing when opinions diverge across investor base and how to best negotiate that.”

“How much communication is not enough, how much is too much?”

“Engaging Board members outside Board meetings.”

“Keeping the conversation at the correct level.”

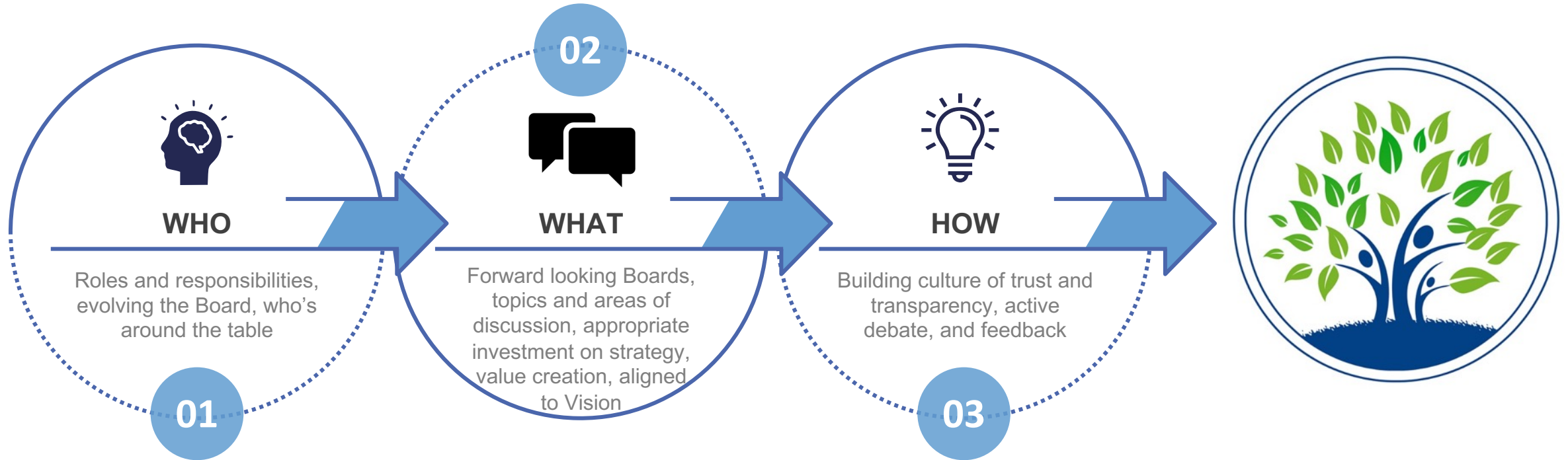
“Focus on right discussion during Board meeting – strategic.”

“... soliciting feedback in an ongoing manner.”

“Maintaining an inclusive culture in the boardroom.”

“How to leverage... in members.”

# Thriving Boards – The Who, What & How



# THRIVING BOARD – MEET THE PANELISTS



Jeff Goater  
*Surface  
Oncology*



Jeb Keiper  
*Nimbus  
Therapeutics*



Mark Iwicki  
*Nimbus  
Therapeutics  
(and Kala  
CEO/Chair)*



Ron Renaud  
*Translate Bio*

# THE WHO

Clear roles and responsibilities between CEO and Board – expectations are well-defined

Diverse makeup (diversity of skills, backgrounds, expertise, in addition to gender, race, culture) AND inclusive culture

Strong set of advisors matched to current company stage; Thinking ahead to the future (evolving beyond investor Board)

Incorporating independents

Process to onboard new members

Strong and balanced Chair – advisor, coach for CEO

# THE WHAT

Focused on PERFORMANCE/Goals; grounded in impact for patients

Map out calendar of topics/decisions for year

Focus on forward-looking activities – strategy, org. development (moving beyond the science updates)

Strong meeting hygiene

“Meeting happens before the meeting” mindset – no surprises

Frame up the issues at right level for Board – protect white space for strategic discussion

# THE HOW

Leveraging vs. Managing

Culture of transparency  
& trust

Promoting active debate

Invest in relationships

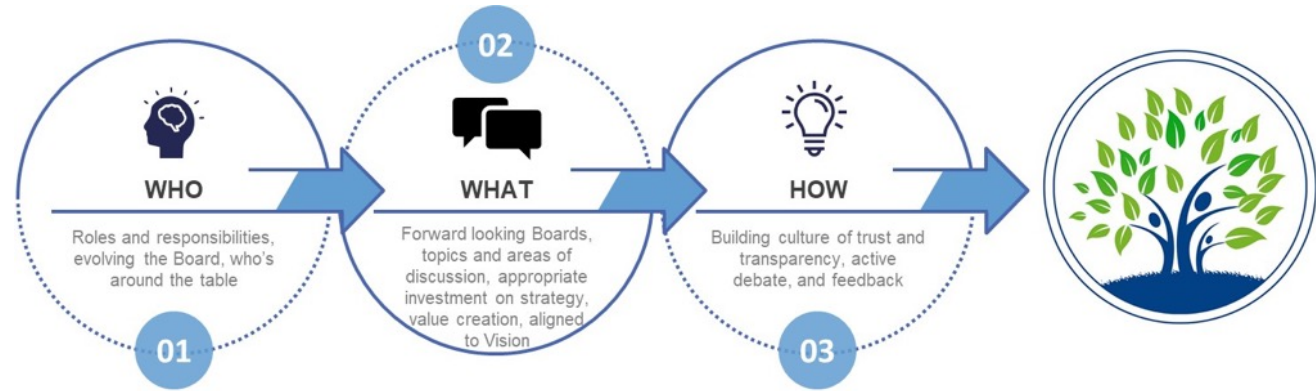
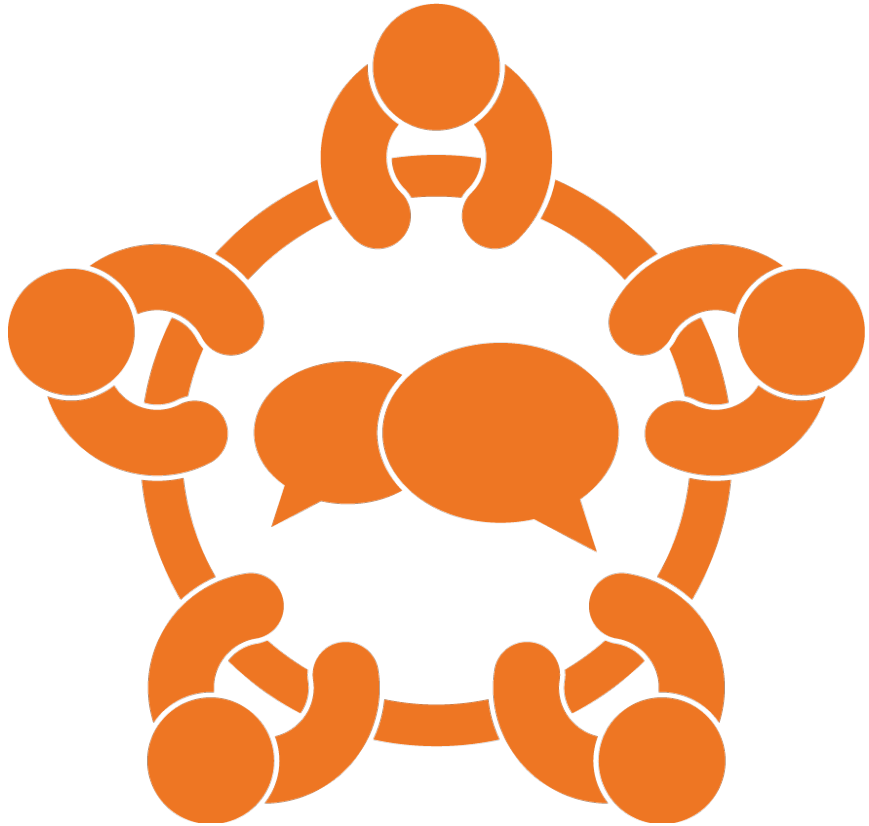
Focus on Teaming

Grounded in feedback  
and accountability  
(annual and ongoing  
assessments)





# UP NEXT... THRIVING BOARD TABLE DISCUSSIONS (45 mins)



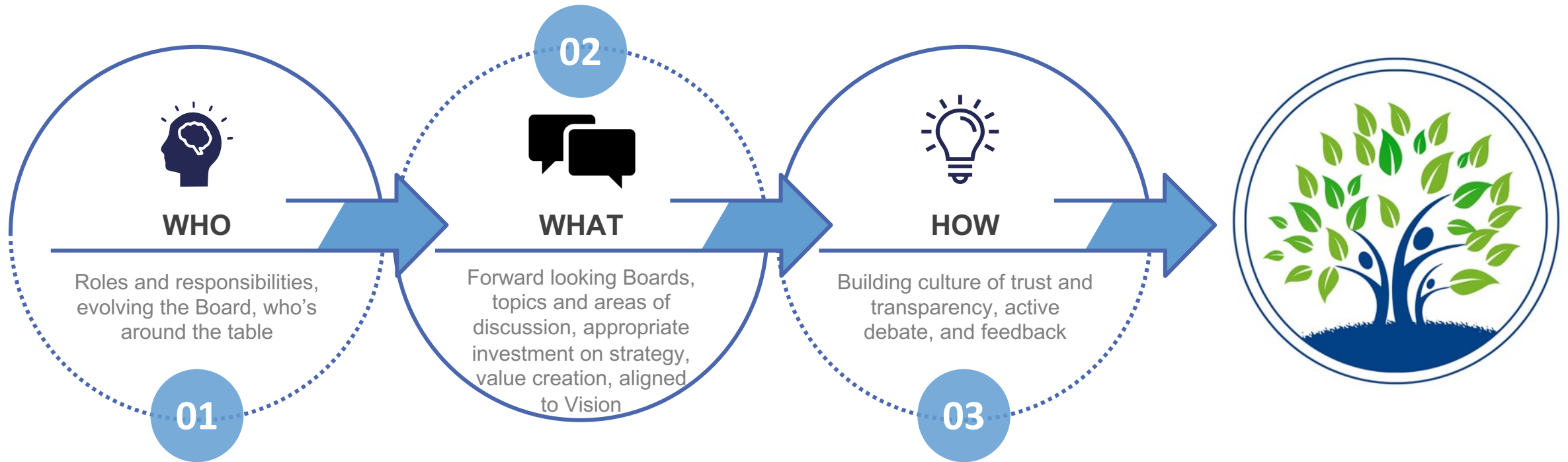
- Spend time individually completing your worksheet
- Going around the table, share your experiences on the Who, What, How dimensions
- Identify the biggest insight to share back with the group and where you'd like additional help/insight (from Nautilus or beyond)

Please take a few minutes and complete individually, then share with your table

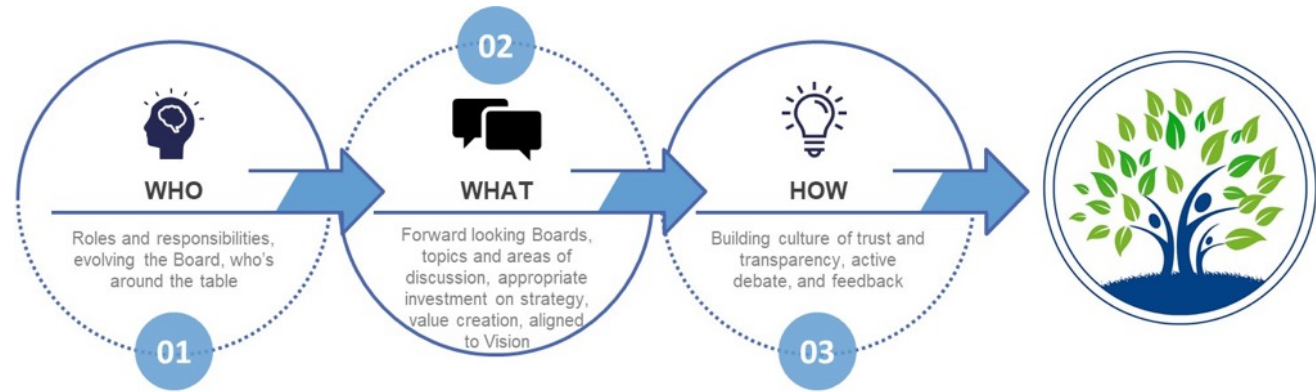
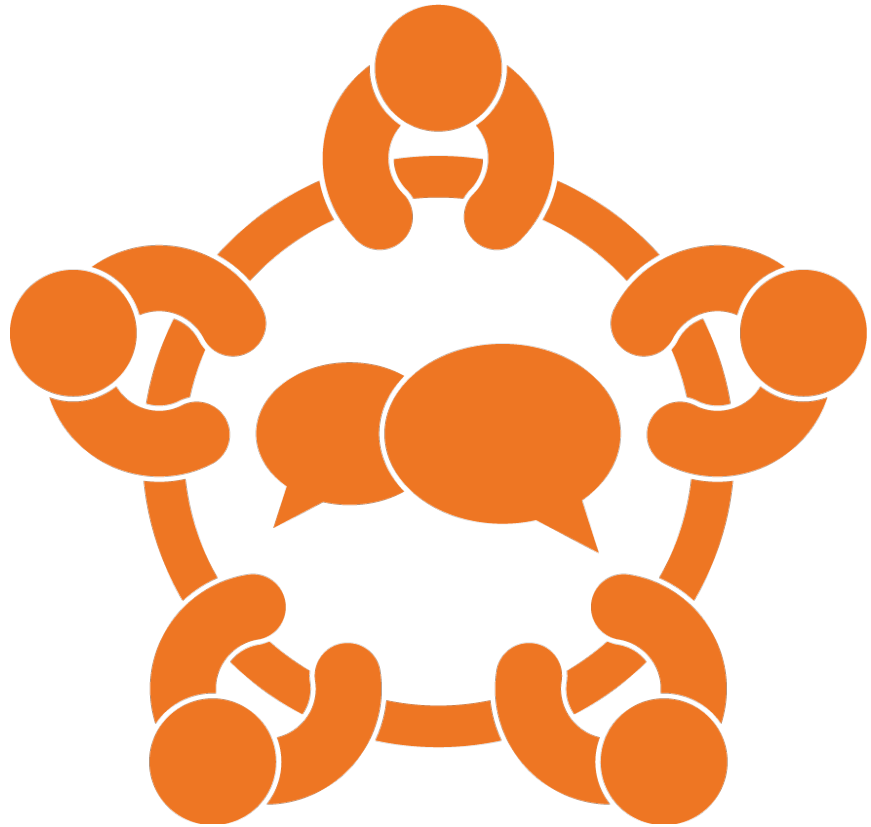


	THE WHO	THE WHAT	THE HOW
<b>THE GOOD...</b> <i>Where do you think your Board is doing well on this dimension (ideas/actions you've taken that you'd like to share with the group)</i>			
<b>THE GAPS...</b> <i>Where do you think your Board could evolve/step up here</i>			
<b>SUPPORT...</b> <i>Identify and tools, support that Atlas (Nautilus) may be able to provide to help you here</i>			

# Thriving Boards – The Who, What & How



# TABLE-TOP DISCUSSION DEBRIEF



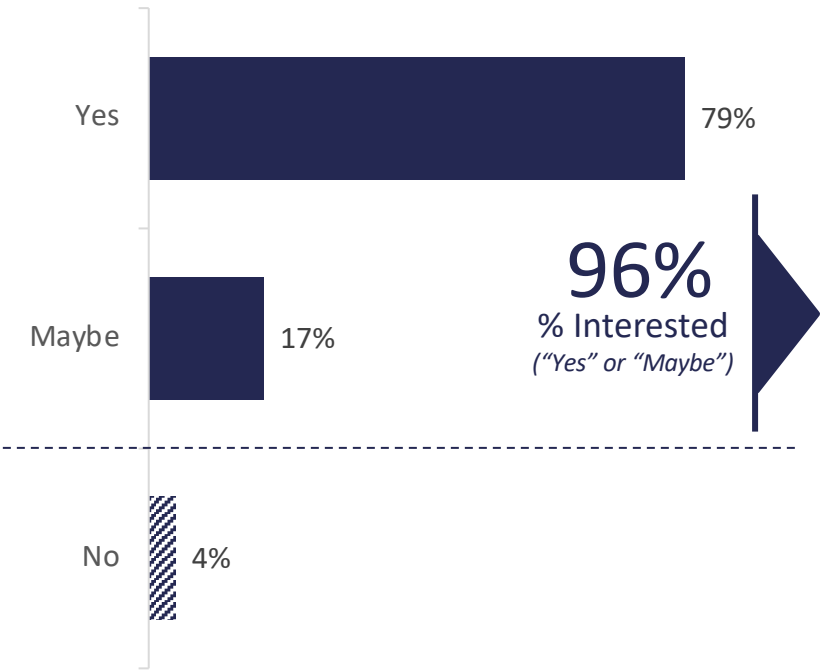
## HIGHLIGHTS FROM THE TABLES

Confirm today's feedback/  
messages to take back to Atlas

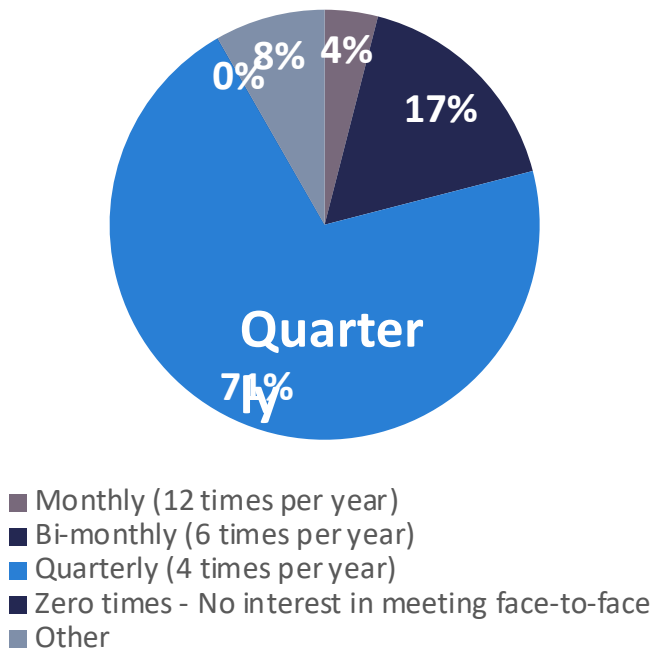
# Interest and Level of Participation in CEO Leadership Community

Interest in participating in a CEO Leadership Community is high (96% “yes” or “maybe”); among those interested, majority (71%) indicate quarterly participation would be ideal.

Interest in Participating



Level of Participation



Q10. If Atlas moves forward with this concept, would you be interested in participating in such a program/community?

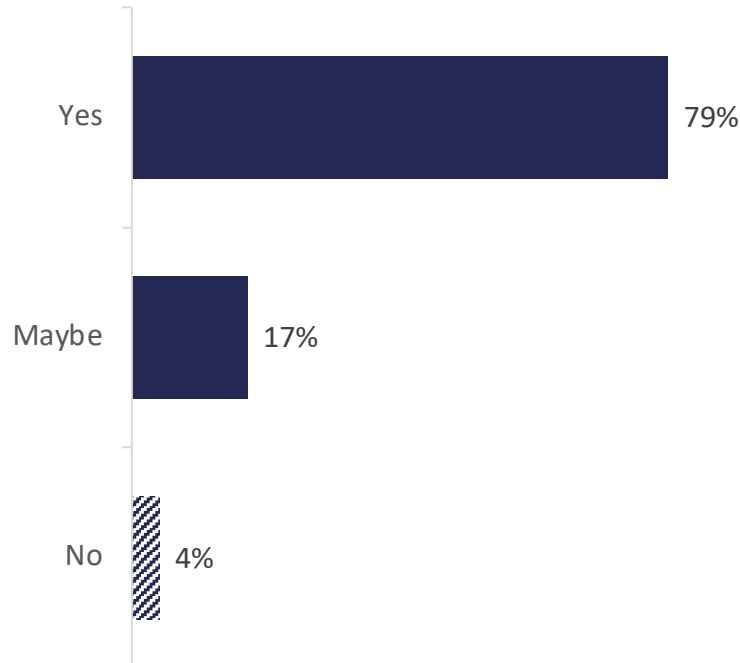
Q11. If you answered Yes or Maybe to the above question, how many times per year would you like to participate with a potential program (e.g., small group face-to-face CEO sessions focused on strategic content)?



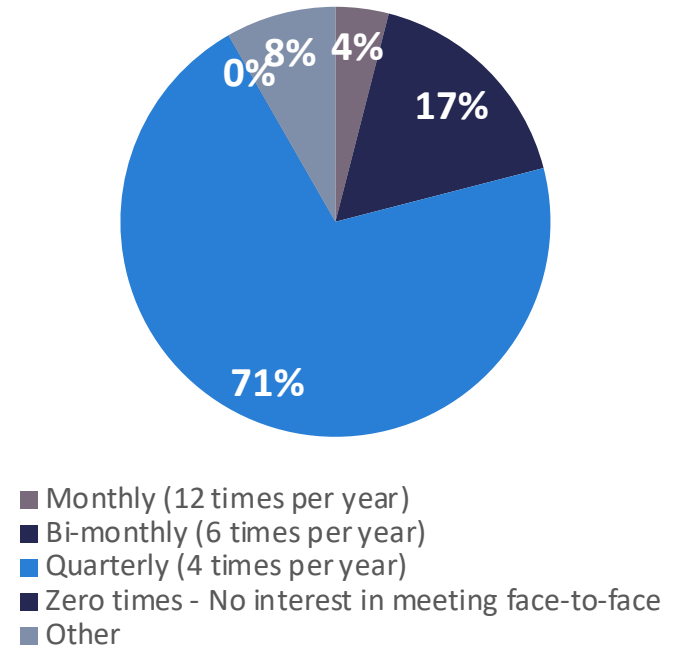
# WRAPPING UP – Nautilus, What's Next



Interest in Participating



Level of Participation



**96% would like to participate in CEO leadership program; quarterly pace resonates**

# NAUTILUS PROGRAM -- SAMPLE POTENTIAL VIEW

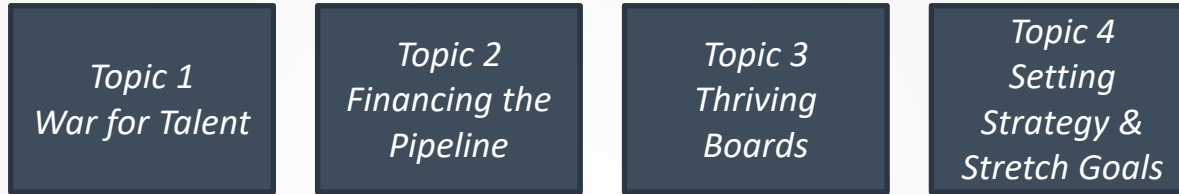


## SAMPLE POTENTIAL VIEW\*

Quarterly Face-to-Face CEO Peer Forum (hosted at companies);  
*If we wrap one into Retreat, 3 within year*



DESIGN.



### Focused CEO-Event (bi-annual – deeper dive)



ATLAS TOOLKIT: THE PLAYBOOK,  
VENDOR/NETWORK RECS & ACCESS TO OTHER SHARED RESOURCES

ONBOARDING NEW CEOs/CEO BUDDY SYSTEM

Right pace & elements?  
Can switch out topics as we go

\* Opportunity and appetite to invite in some seasoned CEO guest speakers within the year

# Special Upcoming Session – CEOs & CHROs



## SCALING UP

A conversation with Nick Leschly & Kathy Wilkinson (@ bluebird bio) on Scaling and the CEO/HR Partnership



*Portfolio Public  
Company CEOs + CHROs*

*Follow up with Kate, if  
interested*



# THANK YOU!



Reach out and connect with each other – it's about strengthening network; great way to learn about what the companies are doing



We will follow up with brief questionnaire for feedback and ideas for Nautilus Program