



A weekly working session for the issues that matter most

UBM stands for Unofficial Board Meeting. It turns Gateway X attention, thinking, network, resources, and accountability into support that can change your week.

HOW THE ROOM WORKS

The room is you, anyone from your company, and Gateway X. Bring the issues most holding you back from your Fellowship goals; together, prioritize where to go deep.

AGENCY STAYS WITH YOU

The room can question, challenge, and offer a point of view. You retain agency and own the decision.

A 10/10 UBM LEAVES YOU WITH

- A decision, sharper question, or next move you own.
- The support you need and a clear next step.
- Clear agreements: who will do what by when.

FOR EACH ISSUE, NAME THE ASK

What do you need from the room?

- **Think with me** Help me make sense of it.
- **Challenge me** Pressure-test my thinking.
- **Help me move** Help turn it into action.

Use one or combine them. If you are unsure, say so.

What the UBM is for

Your most important blockers, shared facts, useful challenge, and support that moves the work.

IT IS

- A weekly working session built around your company.
- Shared facts and the issues most holding back your Fellowship goals.
- A place to work through one issue deeply or several as time allows.
- Questions and challenge before advice.
- A space to be candid about questions, doubts, and unknowns.

IT IS NOT

- A status update or an MTM Monday replay.
- A pitch, performance, or test of whether you deserve support.
- A pile of mentor opinions.
- A broad strategy workshop squeezed into one hour.
- A formal legal board meeting.

HOW WE WORK TOGETHER

01

Bring the issues blocking your Fellowship goals.

02

Prioritize where to go deepest.

03

The room asks before giving advice.

04

We challenge the work, never your worth.

05

You own the decision.

06

Every agreement has who, what, and by when.

Proposed 60-minute agenda

Use seven minutes to create shared context. Protect 45 for the issues blocking your Fellowship goals.

0:00-0:03	Arrive and focus	Settle in and put full attention in the room.
0:03-0:10	Read and clarify the UBM brief	Align on facts, terms, dates, and sources. Save discussion for the next step.
0:10-0:15	Prioritize the issue space	Name what is blocking your goals and where the room can add the most value.
0:15-0:50	Work the issue space	Go deep on one issue or move through several. Test assumptions, options, tradeoffs, and constraints.
0:50-0:55	Land the work	Capture decisions, sharper questions, insights, or next moves across the issues covered.
0:55-1:00	Agree on next steps	Record who will do what by when.

PROTECTED ISSUE SPACE

45

minutes to prioritize and work through your most important blockers

ARRIVE READY

- Review your UBM brief.
- Name the issues blocking your Fellowship goals.
- Order them by leverage or urgency.
- Decide what you want from the room.

Your opening

I want to work through _____.

These issues matter now because _____.

I need the room to _____.